UN-WOMEN

UN-WOMEN STRATEGIC PLAN 2026-2029

Workshop with the Executive Board

22 April 2025

Photo: UN-Women / Narendra Shrestha

AGENDA

1. **Strategic Plan Development Process and Key Findings**

2. **Draft Strategic Plan Results Framework**

3. **Development Results**

4. **Organizational Effectiveness and Efficiency Results**

5. **Next Steps and Timeline**

Photo: UN-Women

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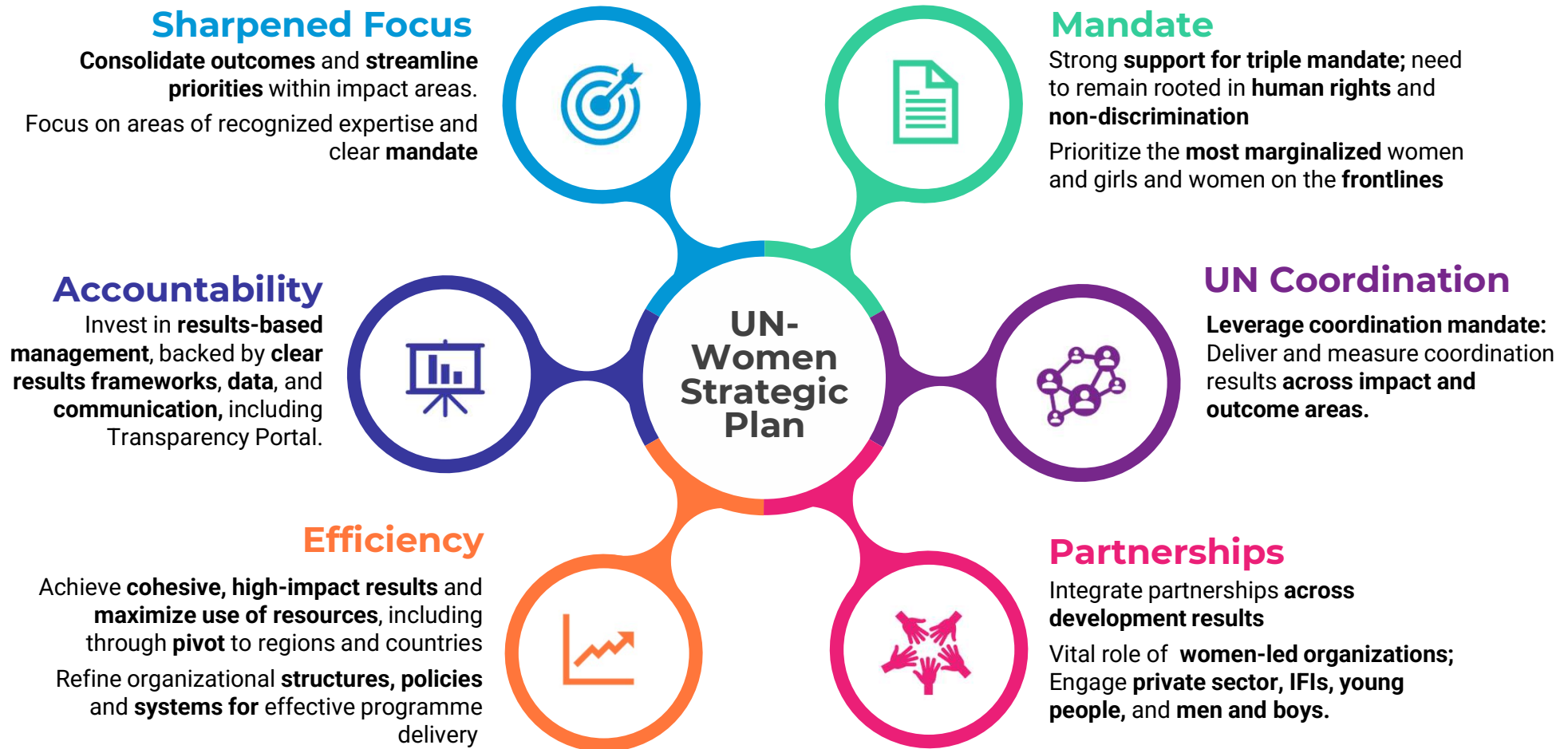# SP Development Process and Key Findings

SP 2026-2029 DEVELOPMENT PROCESS: PROGRESS TO-DATE

2 Executive Board Informal Briefings

1 Joint Executive Board Informal Briefing with UNDP, UNFPA, UNICEF, and UNOPS

9 Consultations in Geneva with 206 participants from MS (33), UN (16), HR mechanisms (10), CSOs (25)

6 Regional Consultations with Member States (Africa, Arab States, Asia and Pacific, ECA, LAC and WEOG)

2 Global consultations with Civil Society Organizations with over 100 participants

1 Consultation with UN-Women National Committees

3 Consultations with UN partners and inter-agency planning network meetings

1 Global survey with 1,424 respondents, of which 658 (46.2%) external

6 Strategic Plan Core Group meetings (12 HQ, 4 RO and 8 CO members)

8 Deep Dives: 6 on systemic outcomes and 2 on impact areas

14 Focus Group Discussions with 137 colleagues

4 Global and cross-regional workshops with 119 colleagues from 35 COs, all ROs and all HQ divisions

1 Global trends analysis, also presented in regional consultations along with regional analysis by RDs

6 Synthesis of findings from MTR, evaluations, audits and other assessments (MOPAN, JIU, Beijing+30)

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LESSONS LEARNED FROM ANALYSIS AND CONSULTATIONS

Sharpened Focus

Consolidate outcomes and **streamline priorities** within impact areas.

Focus on areas of recognized expertise and clear **mandate**

Mandate

Strong **support for triple mandate;** need to remain rooted in **human rights** and **non-discrimination**

Prioritize the **most marginalized** women and girls and women on the **frontlines**

Accountability

Invest in **results-based management,** backed by **clear results frameworks**, **data**, and **communication,** including Transparency Portal.

UN Coordination

Leverage coordination mandate: Deliver and measure coordination results **across impact and outcome areas.**

Efficiency

Achieve **cohesive, high-impact results** and **maximize use of resources**, including through **pivot** to regions and countries

Refine organizational **structures, policies** and **systems for** effective programme delivery

Partnerships

Integrate partnerships **across development results**

Vital role of **women-led organizations;** Engage **private sector, IFIs, young people,** and **men and boys.**

UN-Women Strategic Plan

KEY INSIGHTS FROM REGIONAL CONSULTATIONS

Managing pushback

All regions called for defending normative frameworks and protecting women human rights defenders and civic space.
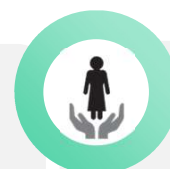
Resource constraints

Africa, ECA and WEOG called for sharpening focus, with fewer outcomes and realistic targets.

National machineries

Arab States, ECA and LAC called for strengthening national gender equality machineries.
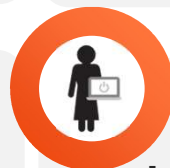
Lifecycle approach

LAC highlighted the "care society"; ageing populations emerged in Asia-Pacific and ECA stressed the need for life-course social protection.
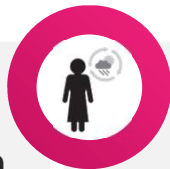
Violence against Women

LAC emphasized femicide, while Africa, Arab States and Asia-Pacific stressed cyber-violence and electoral safety.
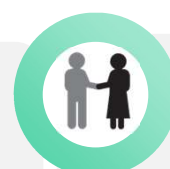
Digital transformation

Africa, Asia-Pacific, Arab States and LAC raised the gender digital divide and the need for tech-driven solutions and protections.
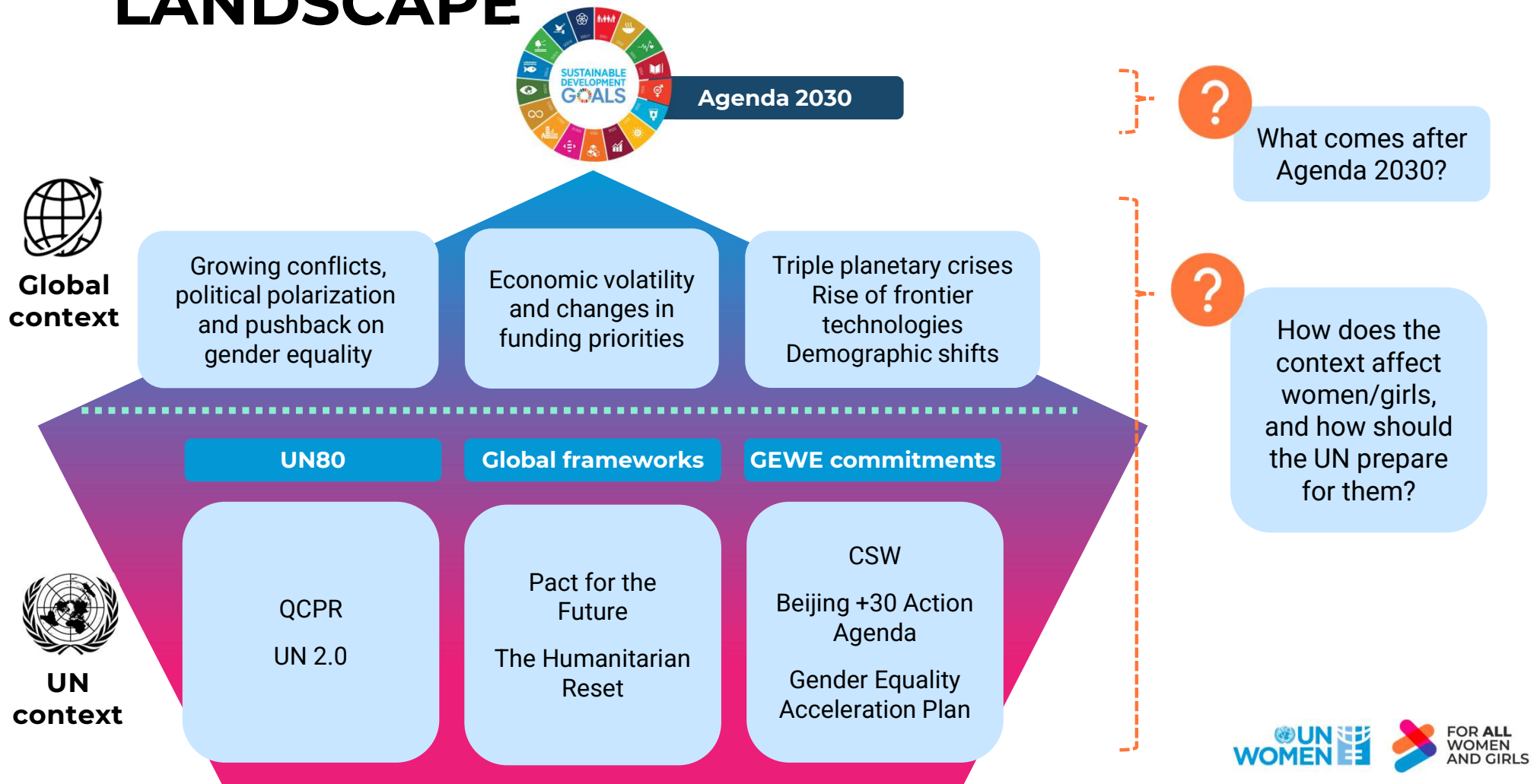
Climate change

Asia-Pacific and the Caribbean highlighted the need for gender-responsive climate finance, green jobs, and sex-disaggregated data.

Partnerships

LAC stressed deeper collaboration with civil society and movements; Africa highlighted importance of male engagement.

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UNCERTAIN AND RAPIDLY EVOLVING LANDSCAPE

Agenda 2030

Global context

Growing conflicts, political polarization and pushback on gender equality

Economic volatility and changes in funding priorities

Triple planetary crises
Rise of frontier technologies
Demographic shifts

UN context

UN80	Global frameworks	GEWE commitments
QCPR

UN 2.0 | Pact for the Future

The Humanitarian Reset | CSW

Beijing +30 Action Agenda

Gender Equality Acceleration Plan |

? What comes after Agenda 2030?

? How does the context affect women/girls, and how should the UN prepare for them?

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2 Strategic Plan 2026-2029: Guiding Principles and Draft Results Framework

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GUIDING PRINCIPLES FOR THE SP 2026-2029

Promoting, protecting and fulfilling human rights of all women and girls

Supporting national ownership and ensuring alignment with national priorities

Ensuring integrity, transparency and cost efficiency

Advancing UN system-wide coherence, results and accountability for gender equality

Working in partnerships to catalyze sustainable results and financing for gender equality

Photos: UN-Women/Ryan Brown and Amanda Voisard
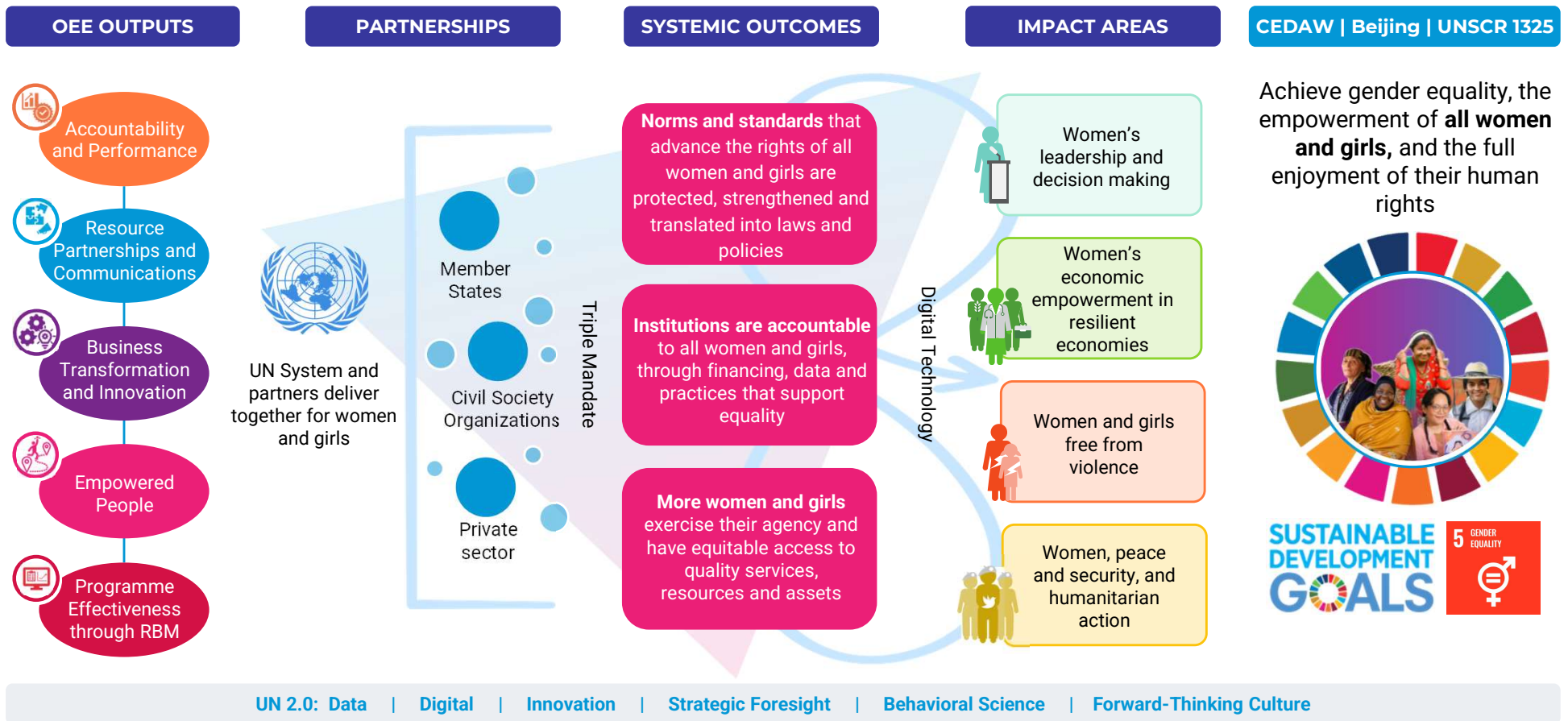
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UN-Women/Ryan Brown

UN-WOMEN'S COMPARATIVE AND COLLABORATIVE ADVANTAGES

UN-Women's triple mandate unites normative leadership, UN coordination and on-the-ground operational support, creating a virtuous policy-to-practice loop to advance **rights, equality and empowerment of all women and girls.**

A **normative function** to support Member States to defend and advance global standards, and translate them into laws and policies at all levels.

A **system-wide UN coordination role** to drive accountability and resourcing for gender equality across development, peace and security, and human rights pillars.

A **global network of presences in 80+ countries** delivering transparent and efficient results, as a committed partner of the UN system.

A **global thought and practice leader in gender equality** that turns evidence and data into tailored, high-quality integrated policy and programme support.

Our historic **partnership with movements** channels lived experiences from communities, women and girls into context-specific, relevant action.

A **convener** that brings together governments, UN entities, women's organizations, private sector and others to mobilize joint action and financing for gender equality.

Working across **humanitarian-peace-development contexts** to position women as agents of crisis response and peacebuilding.

SP 2026-2029: PROPOSED RESULTS FRAMEWORK (DRAFT)

OEE OUTPUTS

- Accountability and Performance
- Resource Partnerships and Communications
- Business Transformation and Innovation
- Empowered People
- Programme Effectiveness through RBM

PARTNERSHIPS

UN System and partners deliver together for women and girls

Triple Mandate

- Member States
- Civil Society Organizations
- Private sector

SYSTEMIC OUTCOMES

Norms and standards that advance the rights of all women and girls are protected, strengthened and translated into laws and policies

Institutions are accountable to all women and girls, through financing, data and practices that support equality

More women and girls exercise their agency and have equitable access to quality services, resources and assets

Digital Technology

IMPACT AREAS

- Women's leadership and decision making
- Women's economic empowerment in resilient economies
- Women and girls free from violence
- Women, peace and security, and humanitarian action

CEDAW | Beijing | UNSCR 1325

Achieve gender equality, the empowerment of **all women and girls,** and the full enjoyment of their human rights

SUSTAINABLE DEVELOPMENT GOALS

5 GENDER EQUALITY

UN 2.0: Data | Digital | Innovation | Strategic Foresight | Behavioral Science | Forward-Thinking Culture

3 Development Results

Photo | Fotoperiodista documental El Salvador. Óscar Leiva

UN-WOMEN'S PROGRAMMATIC FOCUS

SP IMPACTS
long-term results

Women's Leadership and Decision Making

Women's economic empowerment in resilient economies

Women and girls free from violence

Women, peace and security, and humanitarian action

PROGRAMMATIC FOCUS AREAS

1. Women's Equal Participation in Decision Making and Institutions

2. Transform Care

3. Women and the World of Work

4. Prevention of and Response to Violence Against Women & Girls

5. Women, Peace and Security

6. Leadership, Empowerment, Access and Protection

7. Gender Responsive Climate Action (Green/Blue Economies)

8. Women Count (Gender Data & Statistics)

SP OUTCOMES
medium-term results

Norms and standards that advance the rights of all women and girls are protected, strengthened and translated into laws and policies

Institutions are accountable to all women and girls, through financing, data and practices that support equality

More women and girls exercise their agency and have equitable access to quality services, resources and assets

| UN-Women Triple-Mandate | Normative | UN Coordination | Operational |

AREAS OF COLLABORATION WITH UN PARTNERS I

Women's Leadership and Decision Making

Women's economic empowerment & resilience

Ongoing partnerships include...

DPPA UNDP OHCHR
Promoting inclusive electoral and political processes and ensure more **women political leaders** exercise their voice, agency, and leadership, with a focus on women's and youth organizations

Promoting the translation of **CEDAW General Recommendation #40** on the equal and inclusive representation of women in **decision-making systems** into legal and policy frameworks at country level
OHCHR Treaty Bodies

UN DESA UN Statistical Commission UN Regional Commission
Increasing **availability and use of comparable data** on women's political participation and governance statistics

Ongoing partnerships include...

OECD ILO
Supporting governments, employers, workers, and their organizations to make concrete and coordinated progress towards **closing the gender pay gap** (EPIC).

Strengthening country programming by ensuring gender equality is incorporated into country roadmaps and calls for proposals under the **Global Accelerator for Jobs and Social Protection**
FAO ILO UNDP UNICEF WFP

OHCHR UNDP ILO UNRIDS ECLAC
Global Alliance for Care - first global multi-stakeholder community to foster spaces for dialogue, analysis and learning about care, its recognition as a need, as work, and as a right.

Securing **rural women's livelihoods, rights and resilience** through the JP RWEE
FAO IFAD WFP

AREAS OF COLLABORATION WITH UN PARTNERS II

Ending violence against women and girls

Ongoing partnerships include...

UNFPA UNODC WHO UNDP
Increasing the **access** of women and girls who have experienced violence to **quality, multi-sectoral services** - including justice, through advocacy, policy, coordination, technical and financial support

Strengthening the capacities of governments and CSOs in Africa and Asia on **evidence-based VAWG prevention programming.**
UNFPA WHO

Increase **availability and use of data on violence against women** (intimate partner violence including sexual violence, Technology-facilitated VAWG data, etc.)
WHO

Grant-making to support civil society organizations through the UN-Trust Fund to End Violence Against Women
WHO, UNICEF, OHCHR, UNFPA, UNDP, OCHA, UNHCR, UNAIDS, FAO, ILO, IOM, UNOPS, DCO

Women, peace and security, and humanitarian action

Ongoing partnerships include...

UNFPA WFP UNHCR OCHA IOM
Women's **leadership and protection in humanitarian crises and displacement settings**, including collaboration on data and coordination platforms.

Supporting and incentivizing efforts to increase the meaningful **participation of uniformed women in United Nations Peace Operations**
DPO/ DPPA, (through OCSS)

UNDP
Supporting women's meaningful participation and leadership in the justice and security sectors, and gender-responsive and people-centred justice and security services through the **Gender Justice Platform**

Advancing **UN system-wide efforts** on gender equality in conflict contexts through the use of gender marker
UN PBF

UN SYSTEM COORDINATION MANDATE

The UN System delivers on gender equality, ensuring that the rights and empowerment of women and girls are central to development, humanitarian, and peace and security efforts at country, regional, and global levels

Norms and standards

1. Gender-responsive CCAs, UNSCDFs and Humanitarian Plans informed by norms and standards
2. Support prep and follow-up to CSW at all levels - SG report
3. Convene and provide policy advice for CEDAW and CRPD CO implementation with CSOs
4. Support implementation of gender policies IASC Gender Policy, Disability Inclusion
5. Drive QCPR implementation – GE markers/disability marker
6. Lead Women, Peace and Security agenda – UNSCR 1325 - 2475
7. Convene CSOs and multi-stakeholder platforms on normative frameworks
8. Lead preparation of SG reports for CSW, ECOSOC and GA

Institutions are accountable

1. Lead and support accountability frameworks (UN/UNCT-SWAP, UN/UNCT-GEM, IASC Gender Policy, GEAP, Gender Parity, Disability Inclusion)
2. Lead UN Inter-Agency Network on Women and Gender Equality Secretariat, UN Working Group Gender and Disability Inclusion
3. Advocate for Financing for GEWE and integration in Financing for Development
4. Lead/Co-lead Gender Theme Groups and Issue-Based Coalitions
5. Advocate for increased gender-responsive budgeting, gender funding, and improved delivery
6. Enhance research, data, and monitoring on GEWE
7. Influence the UN System to **prioritize GEWE in different areas**

Agency and access to service, resources, assets

1. Gender-responsive CCAs, Coop Frameworks and Humanitarian Plans to deliver from women and girls
2. Increase **joint programming on GEWE**
3. Support implementation of gender policies **IASC Gender Policy, Disability Inclusion**
4. Leverage **thematic convening power** on behalf of the UN System – with CSOs and others
5. Convene multistakeholder platforms around SDGs
6. Lead and convene coordination mechanisms at all levels with CSOs and multi-stakeholders
7. Enhance capacity development and knowledge management

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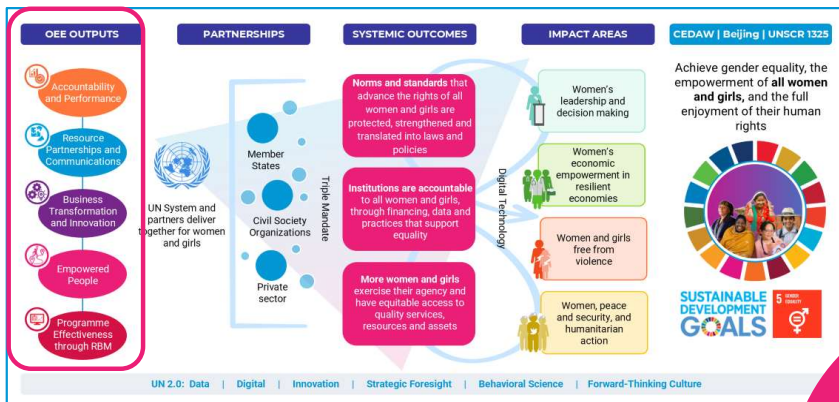# Organizational Effectiveness and Efficiency Results

Photo | UN-Women/Emad Karim

SP 2026–2029: OEE OUTPUTS

Driving organizational maturity through a **balanced scorecard approach**

Driving **organizational agility** while transparently capturing year-on-year improvements and benchmarking within UN-Women and beyond to achieve **continuous improvements**

Boosting **Results-Based Management** across UN-Women – achieving results by following a programme approach

Holistic performance metrics around **resourcing** of the organization and **effectively communicating** for visibility and engagement

Leveraging the **QCPR** for strong **inter-agency harmonization** and integrating **UN 2.0** to remain focused on strengthening **innovation, strategic foresight and a forward-looking culture**, and ensure cost-effective management

SP 2026-2029: FIVE OEE OUTPUTS (DRAFT)

Accountability and Performance

UN-Women is a high-performing, accountable and trustworthy organization that manages financial and other resources with integrity and in line with its strategy and fiduciary obligations

Value for money

Organizational performance & integrity

Resource Partnerships and Communications

UN-Women effectively leverages partnerships and communications to secure sustainable resourcing and ensure broad-based support for its mandate

Visibility & partnerships for sustainable and effective resourcing of the organization

Business Transformation and Innovation

UN-Women innovates and effectively plans its global footprint and operating models to drive strategy implementation with foresight and agility

Innovative Business Model

Cost-effective global coverage

Empowered People

UN-Women with its unique and empowering organizational culture, is an employer of choice with an engaged and highly performing cadre of personnel that embodies UN values

Organizational culture, leadership and talent managment

Programme Effectiveness through RBM

UN-Women uses Results-Based Management (RBM) to drive programme effectiveness, supported by organizational learning and streamlined processes and systems
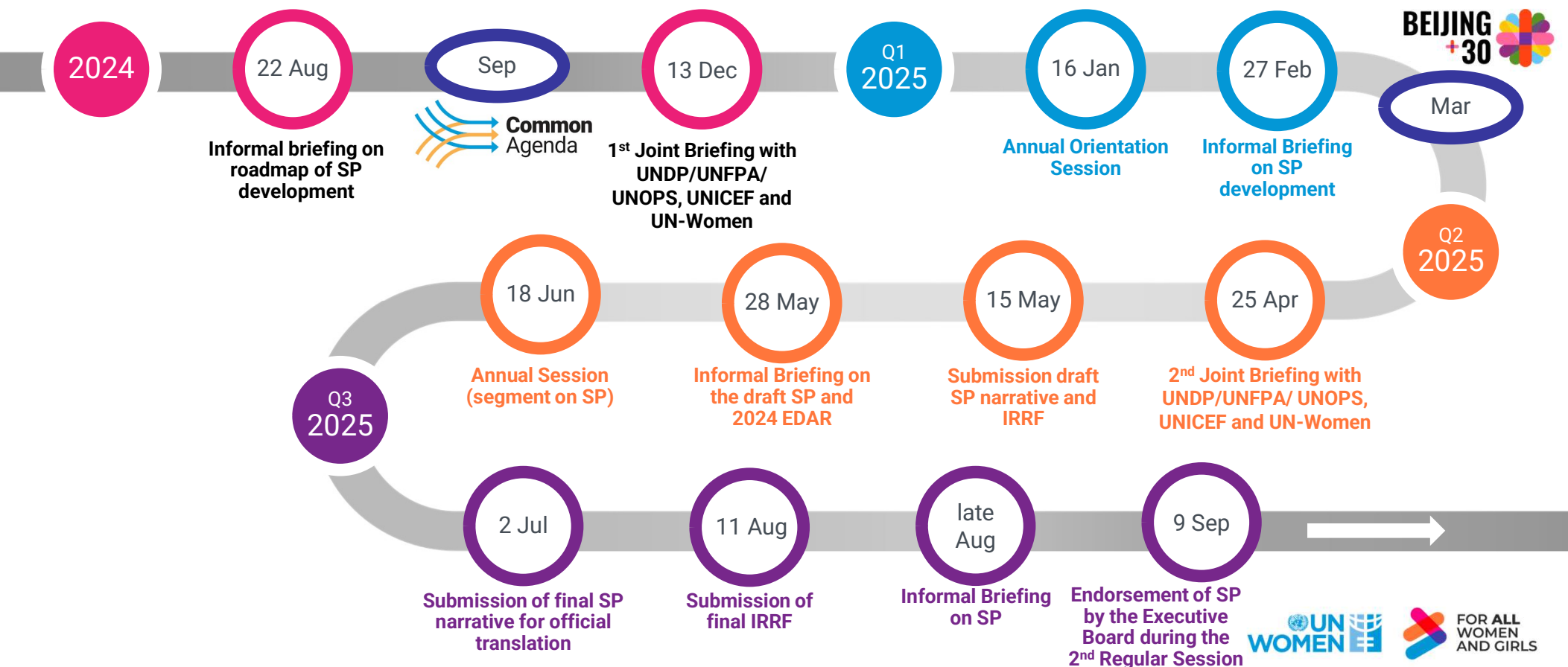
Impactful programming driven by RBM

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5

Next Steps and Timeline

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OVERALL TIMELINE WITH THE EXECUTIVE BOARD

2024

22 Aug
Informal briefing on roadmap of SP development

Sep
Common Agenda

13 Dec
1st Joint Briefing with UNDP/UNFPA/ UNOPS, UNICEF and UN-Women

Q1 2025

16 Jan
Annual Orientation Session

27 Feb
Informal Briefing on SP development

BEIJING +30

Mar

Q2 2025

25 Apr
2nd Joint Briefing with UNDP/UNFPA/ UNOPS, UNICEF and UN-Women

15 May
Submission draft SP narrative and IRRF

28 May
Informal Briefing on the draft SP and 2024 EDAR

18 Jun
Annual Session (segment on SP)

Q3 2025

2 Jul
Submission of final SP narrative for official translation

11 Aug
Submission of final IRRF

late Aug
Informal Briefing on SP

9 Sep
Endorsement of SP by the Executive Board during the 2nd Regular Session

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THANK YOU

ON DUTY

ON THE WAY TO THE SDGS

Photo: UN-Women ROAP