UN WOMEN

United Nations Entity for Gender Equality
and the Empowerment of Women

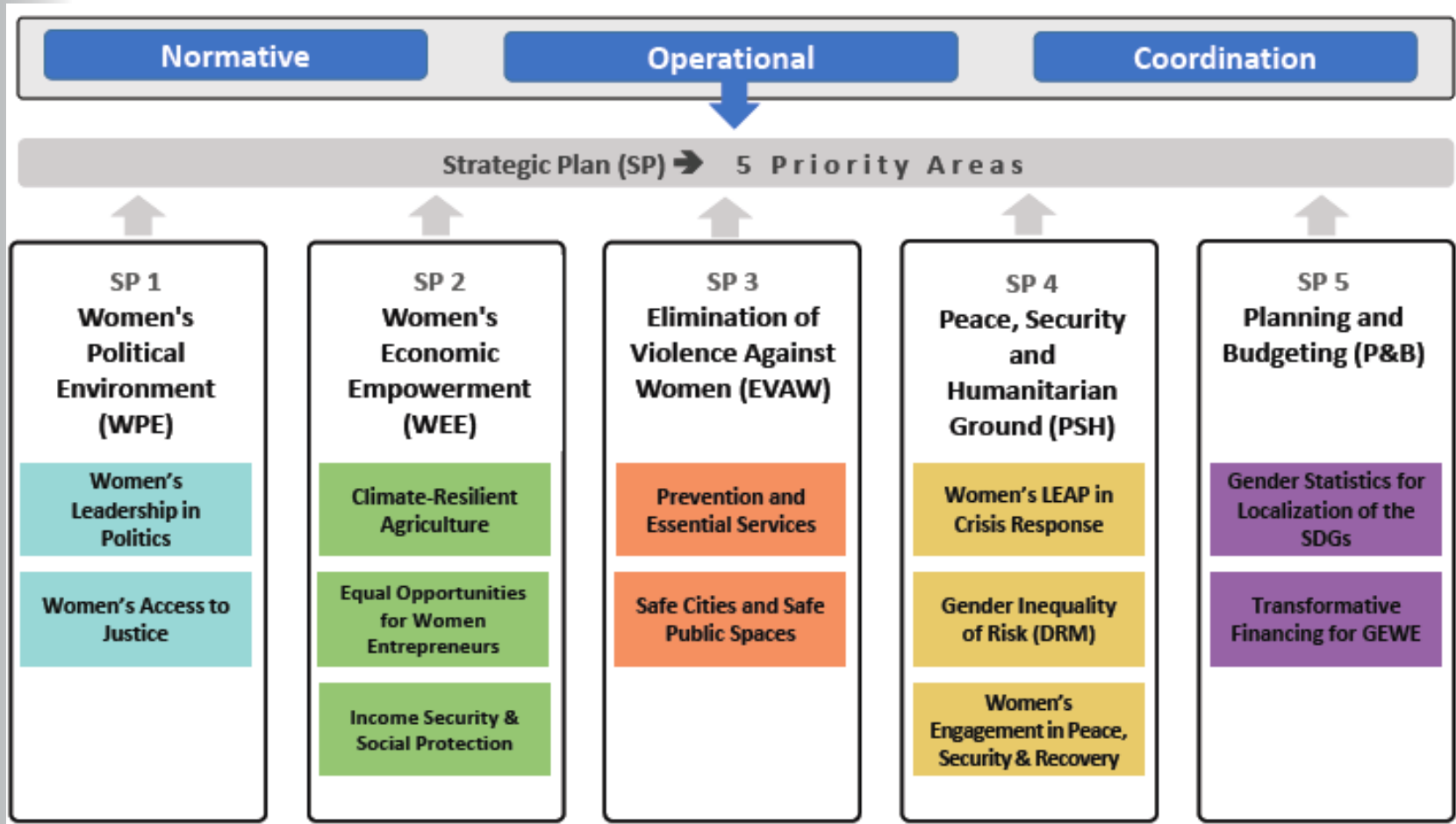# UN Women Flagship Programming Initiatives:

Fit and Funded for Purpose

1. What are the Flagship Programming Initiatives (FPIs)?

2. How will the FPIs be operationalized?

3. Improving UN Women's Operational Capacities

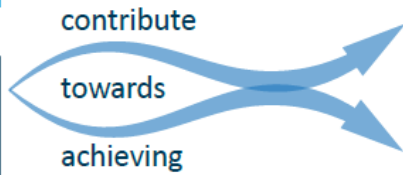4. Implications of the FPIs for the Structured Dialogue on Financing

Leveraging UN Women's normative, coordination and operations mandates within its Strategic Plan

Contribution of the FPIs to the Sustainable Development Goals

Providing substantive coordination services: Delivering as One and Universal Presence

II. DRAFT TOC: Women's Political Empowerment and Leadership

A TOC by nature encompasses the actions required by all partners to achieve a transformative change. The aim of the TOC is to help UN Women identify these actions and strategic partnerships. Consequently this draft TOC reflects interventions beyond those that UN Women will do by itself.

Goal

Women Lead in Political Decision-Making
Key indicators: % women in local governments; % women in national parliaments

Goal TOC Statement

If (1) electoral frameworks and arrangements promote gender balance in elections; if (2) a cadre of interested, diverse and capable women political leaders is formed; if (3) women are perceived as equally legitimate political leaders as men in society; and if (4) women are promoted as leaders in gender sensitive political institutions, then (5) women will be politically empowered and realize their rights, because (6) women will have political agency and lead in decision-making.

Outcomes

1. Electoral frameworks and arrangements promote gender balance in elections. Key indicators: % of countries with electoral frameworks that promote gender balance	2. A cadre of interested, diverse and capable women political leaders is formed. Key indicators: % women who regularly undertake various forms political action	3. Women are perceived as equally legitimate and effective political leaders as men. Key indicators: % of population who believe women are credible political leaders	4. Women are promoted as leaders in gender sensitive political institutions. Key indicators: % of women Speakers of Parliament

Outcome TOC

If (1) women's participation is enabled through policy and legal frameworks, electoral arrangements and selection processes, and if VAW is mitigated, then (2) women will run for election because (3) there is a more level playing field	If (1) 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 contestants because (3) there are sufficient numbers of skilled women for gatekeepers to select from	If (1) communities, civil society, the media and political leaders support women's role in public life then (2) the number of women will increase because (3) discriminatory attitudes will be removed and women will be accepted as legitimate political leaders	If (1) elected women are empowered by institutional reforms and (2) women's leadership is promoted then (3) women will encourage more women into leadership because (3) they are role models

Outputs

1.1. Strengthened legislative framework enables women's participation and leadership (reforms to constitutions, electoral frameworks- voters, candidates, party members; promotion of GE/parity; political finance & campaign expenditure caps; quotas with sanctions legislated and enforced; violence criminalized) 1.2. Political party policies and procedures reform to include women (campaigns target gate-keepers to select women; voluntary reforms to party statutes; women nominated in winnable positions; codes of conduct, accountability of women leaders) 1.3. Violence against women in elections is mitigated (capacity building of security forces; data collection; CSO monitoring mechanisms and women's situation rooms in place) 1.4. Electoral arrangements enhance women's political participation and leadership (EMBs guarantee women can register and vote; women have access to ID documents; measures put in place to encourage participation in elections; voter outreach; women lead in electoral management)	2.1. Increased technical capacity of women to engage in leadership contests (capacity development of women aspirants; public speaking; constituency engagement; transformative leadership training, including of young and marginalized women) 2.2. Enhance women's capacity to conduct competitive, well-resourced and innovative campaigns (capacity development of women candidates on campaign messaging, outreach, using ICT and social media campaigns; access to women's fundraising networks) 2.3. Diverse networks of support for women leaders created and sustained (e.g. working with professional networks, CSO networks, social media networks, political parties, youth groups)	3.1. Increased community and civic understanding of gender equality and women's right to political participation (provision of outreach; community dialogues; women & gender advocates articulate demands) 3.2 The media promotes positive portrayals of women leaders and gender equality as a social goal (media awareness raising, targeted campaigns, media code of conduct, social media) 3.3. Political leaders publically promote gender equality and women's leadership (stakeholders like traditional leaders, political party leaders publicly support women; public statements; male political leaders support HeForShe campaign)	4.1. Elected women apply leadership skills (mentoring; capacity building of newly elected leaders, forums for women leaders, women's caucuses; legislative drafting expertise; leadership training; peer-to-peer learning) 4.2. Institutions are receptive to women leaders (family-friendly policies; child care; hours of operation; unwritten rules of debate/decorum; accountability for gender equality commitments) 4.3. Political institutions promote and monitor a violence-free culture (political parties adopt codes of conduct; parliaments reform standing orders (i.e. to combat harassment) 4.4. Women serve as role models to inspire a new generation of leaders (role-model effect, showcase positive examples through iKNOW Politics, retention of women leaders; outreach to young women and women from marginalized groups)

Key Assumptions

• There is political will to adopt reforms. • Some technical knowledge already exists among key national stakeholders. • Providing technical support will result in reformed legal frameworks. • Political party nomination procedures discriminate against women.	• A select group of women are willing to enter politics and lead. • Most women are outside moneyed networks. • Political parties will nominate skilled and resourced women candidates • National stakeholders and donors willing to support women's networks and GE advocates • The capacities of women to run innovative and well-resourced campaigns can be strengthened.	• Media shapes public perceptions • Lack of understanding of gender equality leads to discriminatory behavior • Raising awareness about gender discrimination will lead to transformation in attitudes • Leading my example has positive effect in communities	• Institutions are historically gendered but open to change • Newly elected leaders require capacity building/skills development • Creating forums for women aids in creating a supportive environment • Women are interested in supporting other women

Risks & Barriers

• Political upheavals stall parliamentary and legislative processes • Gender equality not considered a priority in electoral administration • Legislation not enforced • National partners have limited capacities to apply knowledge	• Parties may nominate women but voters don't elect them • Male incumbents are able to raise more money than women	• Deeply ingrained mentalities impossible to change • Men benefit from, and perpetuate, status quo • Combating discriminatory attitudes is insufficient without additional structural changes	• Limited capacity of partners to put in place systems for gender responsive planning and policy making • Institutions are slow to reform.

Portfolio of Country Projects

Most FPIs are expected to be implemented through this modality

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The portfolio of country branded projects will usually be supported by a global/regional policy support project that focuses on technical assistance. The global project may provide seed money to countries.

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Can be a joint projects with other UN agencies

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Generic TOC contextualized to meet the unique development requirements of each country

Global/Regional Programme

One programme document at the global (or regional) level

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Implemented in multiple countries

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Can be a Joint Programme with other UN agencies

- -

Often used for highly specialized initiatives requiring common methodologies

UN Multi-Donor Trust Funds

Pools funding from multiple donors at the global, regional or country level

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Promotes joint programming across UN agencies based on a shared theory of change. Can be single or joint projects

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Used mainly when there is a need for a large number of complementary initiatives and can reduce transaction costs in such cases

Example of a Portfolio of Country Projects: Women's empowerment through climate resilient agriculture

| Outcomes	Global level	Regional level	Country level (Country Projects)
	Indicative Activities		
1. Women's land tenure security is increased	- Gender Gap Assessment Methodologies - Collaboration with global partners to improve data and statistics - Global technical support - Knowledge Management, codification and sharing of lessons learned. - South-South cooperation - Potential seed money to country level	- Technical support for development of country-specific initiatives. - Regional Technical support - Partnership with regional development banks to promote gender responsive financing instruments - Link private companies with small holders to promote intra-regional trade	- Gender gap assessment and support to national strategy development to address it
			- Advocacy with government and civil society and communities
			- Support for legal reform; - capacity development
2. Women's smallholder productivity in a changing climate is increased			- Support for assessing the type and degree of climate change impacts and recommending appropriate adaptation strategies
			- Provision and training on productive assets; - investment in information access
			- Capacity development of extension workers
3. Financing barriers removed and women's capacity to invest increased			- Technical support to improve regulatory and economic incentives
			- Support for development of financial intermediary services; - capacity development
4. Opportunities for women farmers to move up the value chain promoted	**Global Policy Support Project**		- Establish and support women cooperatives
			- Policy support to promote preferential access; -capacity development

Example of a Joint UN Global Programme: Essential services for women and girls subject to violence
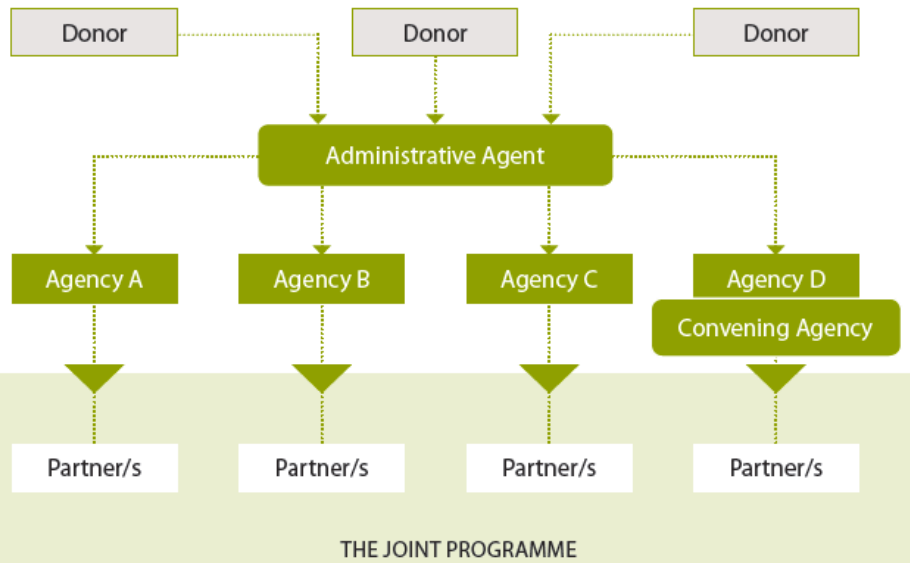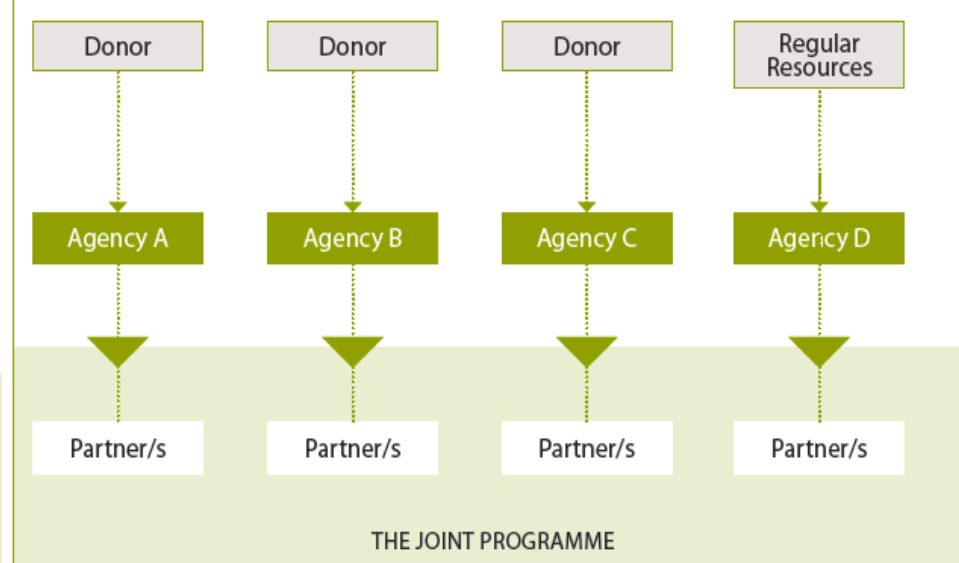
Example of a Multi-Donor Trust Fund: The Global Acceleration Instrument for Women in Peace, Security and Humanitarian Action
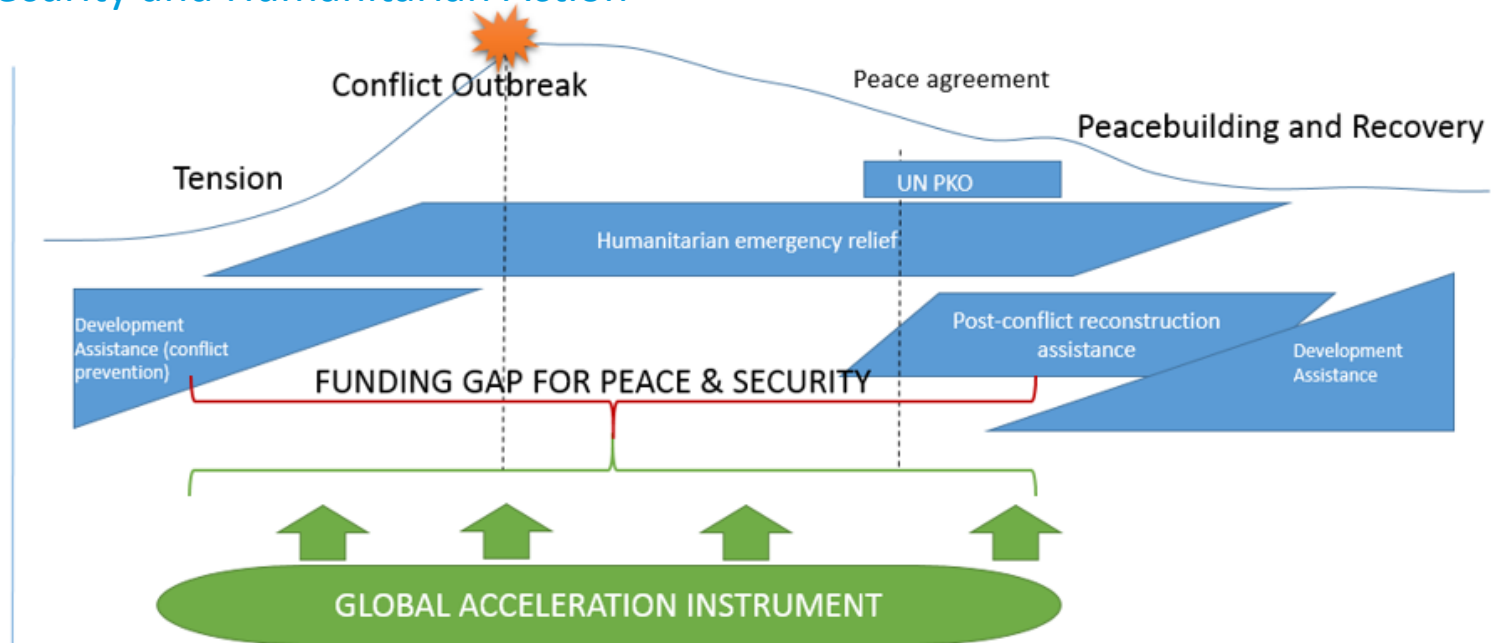
* According to a recent OECD/DAC study in 2012-13 only 2 per cent of aid to peace and security in fragile states targeted gender equality.
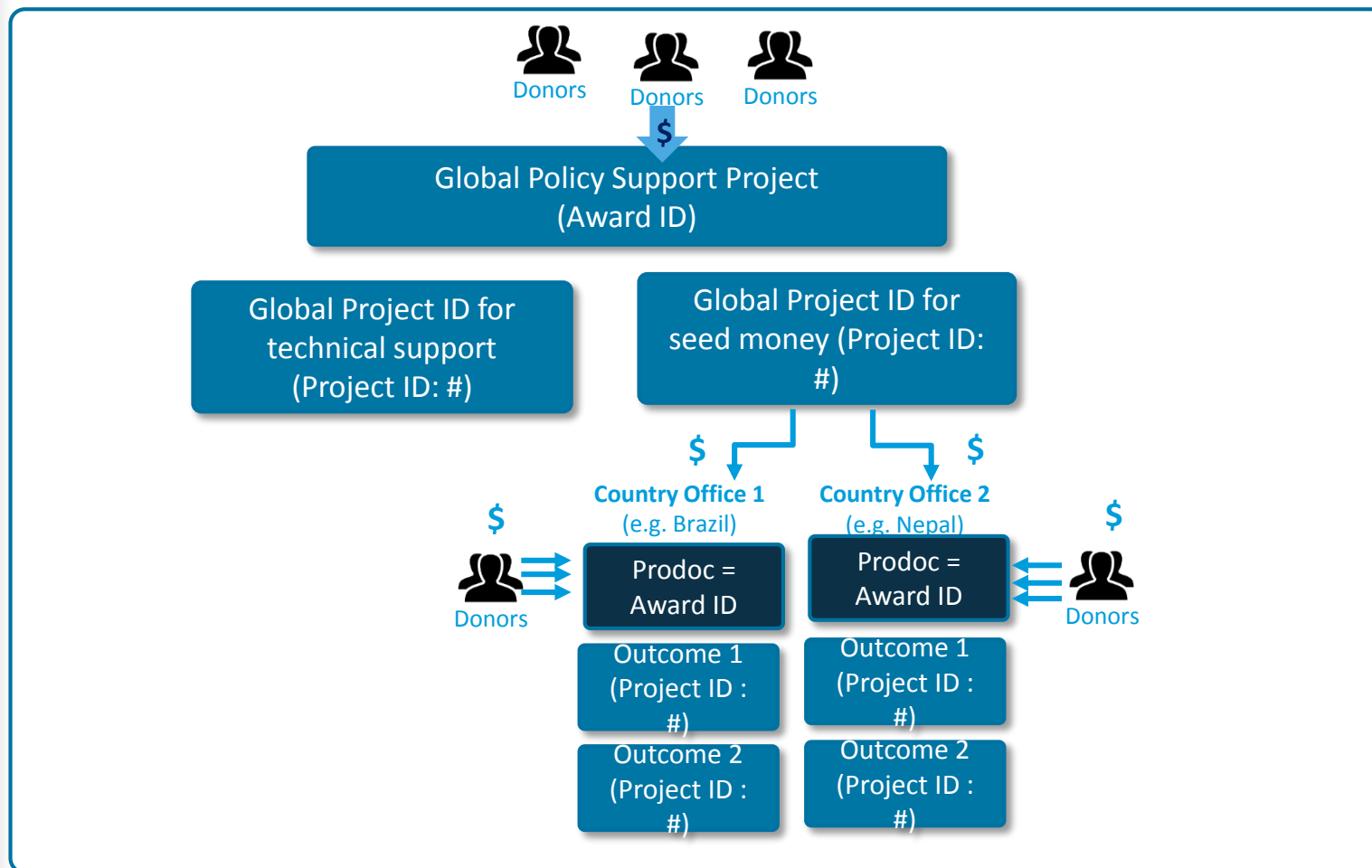
Adapted from JICA Thematic Guidelines on Peacebuilding (2011)

Complementary options to scale up UN Women's Operations

- Strengthening UN Women's operational capacity through business process mapping and streamlining

- Contracting some operational activities to another UN agency

- Joining a UN common operational facility

- These three options are not mutually exclusive and could be used differently depending on regional and country contexts.
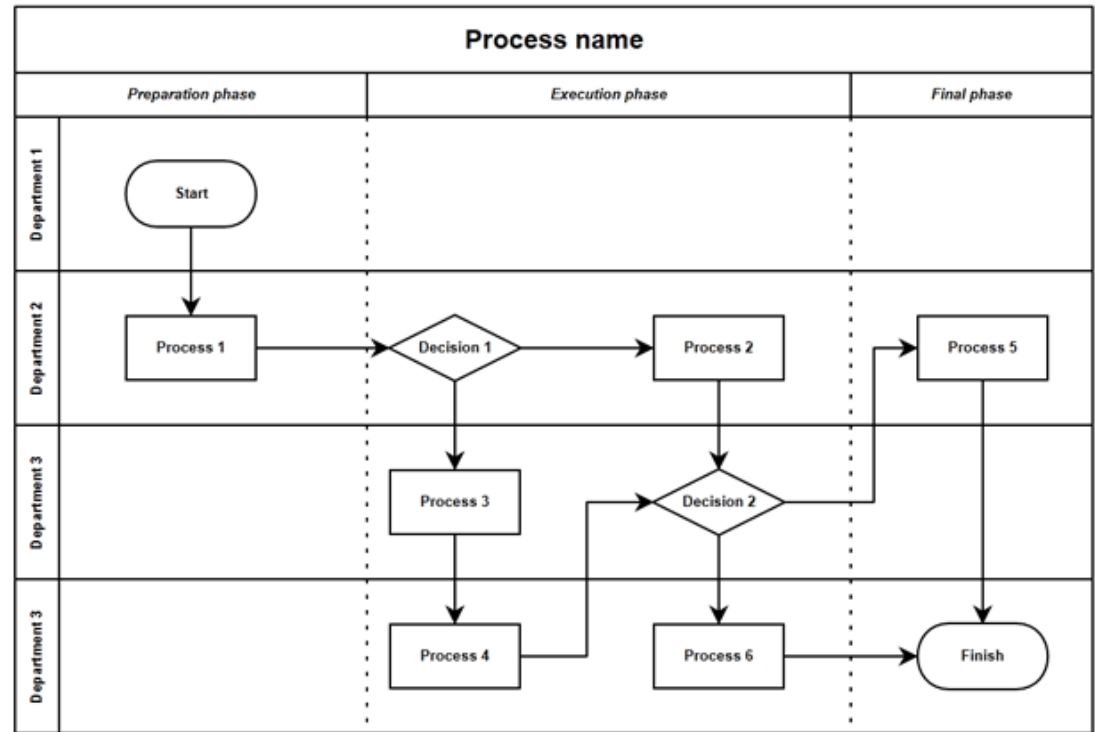
Increase the quality of non-core contributions: Soft earmarking at the thematic and geographic levels

Results-based planning, budgeting and reporting

Identification of the funding gaps

Plan SN-AWP 2015

Plan 2015 Approved by Ulziisuren Jamsran on 28-Apr-2015

Development Results | Operational Results

Outcome — 12%, 25%, 25%, 25%, 12%

Output — 12%, 31%, 25%, 12%, 18%

Activity — 25%, 33%, 14%, 7%, 18%
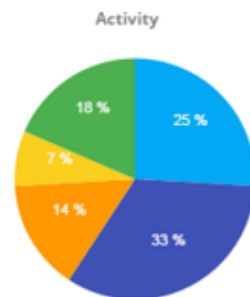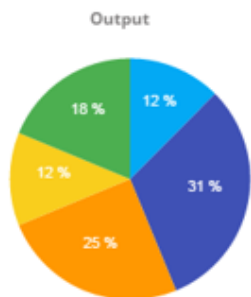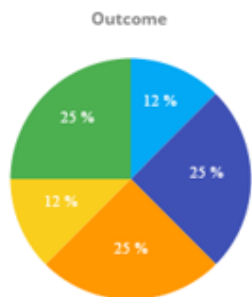
Total DRF Outcome: 8

Total DRF Outputs: 16

Total DRF Activities: 54

Total Resource Requirements (DRF): $ 2,481,168.00

- Leadership & political participation
- Economic empowerment
- Ending violence against women
- Peace & security & humanitarian actions
- National planning & Budgeting

For 2016, the funding gap will be aggregated per FPI

Provides a detailed breakdown on the resource requirements

📈 Resource Details

	Core Funding($)	Institutional Budget($)	Extrabudgetary($)	Non Core - Available($)	Non Core to be mobilized($)	Total Resources Requirements ($)
Development Results						
Leadership & political participation	53,000.00	0.00	0.00	969,226.00	0.00	1,022,226.00
Economic empowerment	66,500.00	0.00	0.00	413,248.00	305,000.00	784,748.00
Ending violence against women	59,500.00	0.00	0.00	0.00	280,000.00	339,500.00
Peace & security & humanitarian actions	5,000.00	0.00	0.00	0.00	25,000.00	30,000.00
National planning & Budgeting	40,000.00	0.00	0.00	264,694.00	0.00	304,694.00
Total DRF	**224,000.00**	**0.00**	**0.00**	**1,647,168.00**	**610,000.00**	**2,481,168.00**

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Thank you