



Development of the Strategic Plan 2018-2021

UN Women's Strategic Plan

- A guiding document to enhance the impact of UN Women's work:
 - *Aligning* the work of different parts of the organization around common goals and strategies
 - Defining *strategic focus* and choices
 - *Communicating* what UN Women is about and what it aims to achieve
- A common accountability framework
- New Strategic Plan will cover 2018-2021

Strategic Plan 2018-2021

Key questions to be addressed

- **Vision 2021:** Anchored in the long term vision of the 2030 Agenda, what should be achieved for women and girls by 2021, just nine years before the deadline for the SDGs?
- **Impact:** What difference is UN Women actually making in women's lives, particularly the ones at risk of being left behind?
- **Strategies:** How can UN Women fully leverage and integrate its triple mandate of normative support, UN coordination and operational activities for transformative results? What are other strategies for which UN Women has a comparative advantage?
- **Resources:** How can the linkage between resources and results be strengthened?

Indicative Strategic Plan outline

- Introduction
- Context
 - Global context for women and girls
 - Normative developments
 - Priorities and opportunities for the gender equality agenda
- Lessons learned
- Guiding principles
 - UN Coherence in support of the 2030 Agenda
 - Key principles
 - UN Women's added value and comparative advantage
- Strategic priorities
 - UN Women priority areas
 - Drivers of change
 - Organizational effectiveness and efficiency
- Implementing the SP
 - Organizational design including field presence
 - Flagship Programming Initiatives
 - UN common country programming
 - Risk management
- Monitoring, reporting and evaluation
- Annexes
 - Financial framework
 - Integrated Results and Resources Framework

Global context

Challenges

- Uneven implementation of legal frameworks
- Slow pace of economic recovery and continued austerity measures
- Declining resources and competing donor priorities
- Rise in conservative attitudes towards gender equality, violent extremism, and shrinking of public space for civil society
- Shift in the nature and complexity of peace and security threats
- Climate change
- Unprecedented scope of humanitarian crises and human displacement
- Intersectionality

Opportunities

- Strong global normative frameworks
- Increased awareness, mobilization and public debate on gender equality
- Greater recognition of women's empowerment as a precondition for sustainable development, peace and security and for economic growth
- Youth bulge and demographic dividend
- Technological changes that can help break the marginalization and isolation facing the poorest women
- Ongoing discussions about a UN that is "fit for purpose"

Lessons learned

2016 midterm review of the Strategic Plan

- The Strategic Plan priority areas remain relevant in the context of the 2030 Agenda for Sustainable Development but need to respond to the new context and realities
- The triple mandate is a big asset but needs to be better integrated
- Partnerships are essential and should be results-oriented
- Greater programmatic focus is needed to scale up impact
- UN Women faces an increased demand for support but resources are not increasing fast enough
- UN Women should continue efforts to improve operational effectiveness

Principles

UN General Assembly principles for UN operational activities

- The 2030 Agenda for Sustainable Development should be at the heart of the work of each UN entity with the eradication of poverty as the highest priority
- National ownership and leadership as a driving principle
- Key role of the UN system in policy advice, normative support, capacity development, and south-south and triangular cooperation
- Greater coherence, coordination and synergies needed in UN activities at corporate and country level and across humanitarian and development work
- Gender equality and women's empowerment as intrinsic and instrumental to sustainable development and all UN entities to enhance gender mainstreaming
- Innovative partnerships should be developed to support UN's efforts to support countries in their implementation of the 2030 Agenda

Principles

- Reflecting the 2030 Agenda's principles
 - Indivisibility, integrated agenda, universality, human rights based approach
- Leaving no one behind, reaching those furthest behind first
 - Addressing multiple and intersecting forms of discrimination
- Accelerated implementation of the Beijing Platform for Action
 - Integrating priorities identified in Beijing+20 as strategic enablers
- Implementation principles
 - Integrating the triple mandate
 - Delivering as One UN at all levels
 - Multi-stakeholder partnerships

Priorities

UN Women's contribution to the 2030 Agenda for Sustainable Development

- Not just SDG 5 but ensuring that the entire agenda delivers for women and girls
- All areas of work remain relevant and fully aligned with the 2030 Agenda

The contribution of UN Women Strategic Plan Impact Areas to the implementation of the SDGs

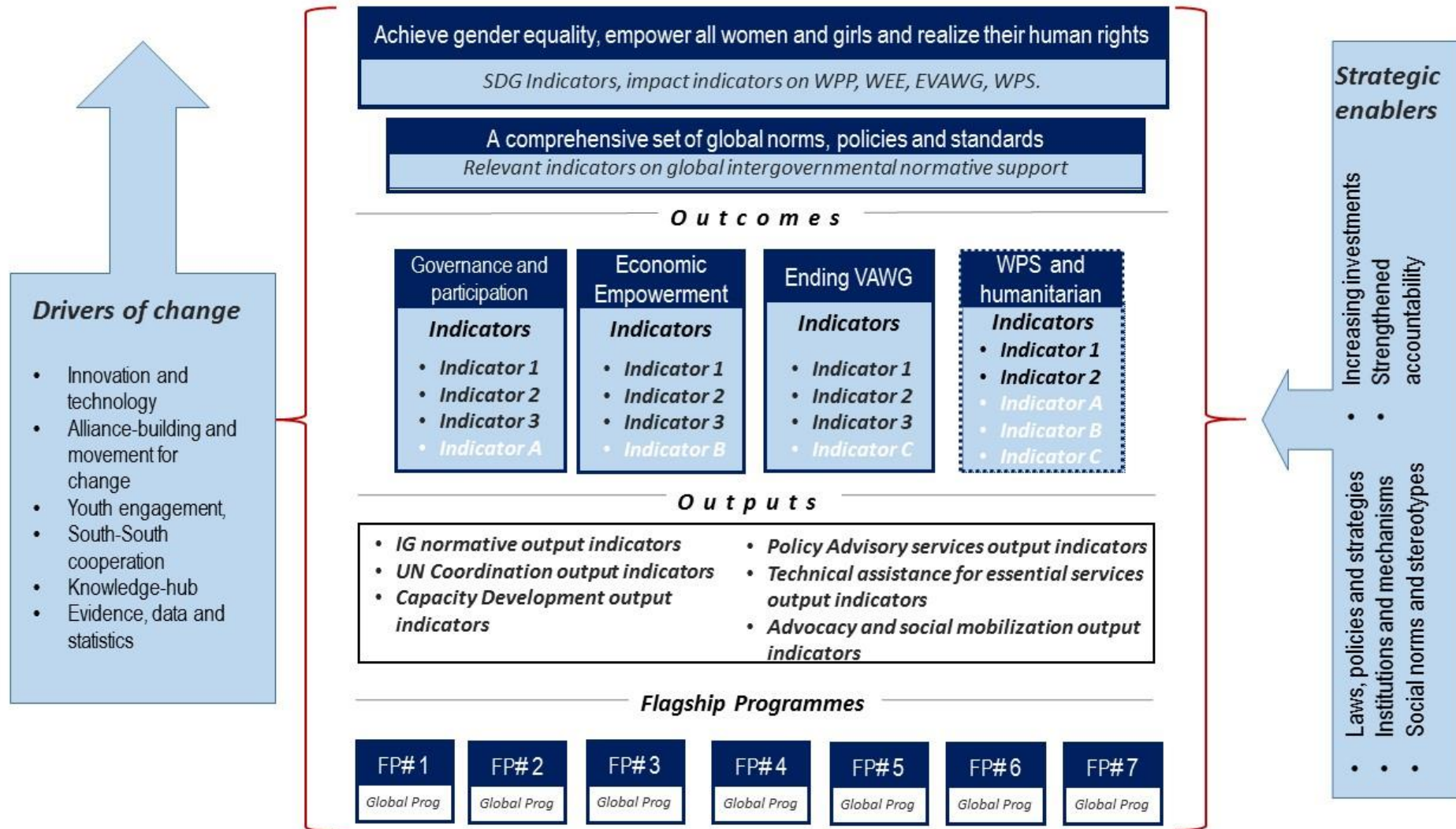
| | 1 NO POVERTY | 2 ZERO HUNGER | 3 GOOD HEALTH AND WELL-BEING | 4 QUALITY EDUCATION | 5 GENDER EQUALITY | 6 CLEAN WATER AND SANITATION | 7 AFFORDABLE AND CLEAN ENERGY | 8 DECENT WORK AND ECONOMIC GROWTH | 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE | 10 REDUCED INEQUALITIES | 11 SUSTAINABLE CITIES AND COMMUNITIES | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | 13 CLIMATE ACTION | 14 LIFE BELOW WATER | 15 LIFE ON LAND | 16 PEACE, JUSTICE AND STRONG INSTITUTIONS | 17 PARTNERSHIPS FOR THE GOALS |
|--|--------------|---------------|------------------------------|---------------------|-------------------|------------------------------|-------------------------------|-----------------------------------|---|-------------------------|---------------------------------------|---|-------------------|---------------------|-----------------|---|-------------------------------|
| Impact Area 1: Women's leadership and participation | | | | | | | | | | | | | | | | | |
| Impact Area 2: Women's economic empowerment | | | | | | | | | | | | | | | | | |
| Impact Area 3: Elimination of violence against women and girls | | | | | | | | | | | | | | | | | |
| Impact Area 4: Women, peace and security | | | | | | | | | | | | | | | | | |
| Impact Area 5: Gender responsive governance and planning | | | | | | | | | | | | | | | | | |
| Impact Area 6: Global gender equality norms, policies and standards | | | | | | | | | | | | | | | | | |

Priorities - Results Framework

Impact and outcomes

- A **single impact area**: to achieve gender equality, empower all women and girls and realize their human rights
- UN Women's work in supporting the development of **global norms, policies and standards** as a second level impact
- The thematic area of '**leadership and participation**' is merged with '**governance and national planning**' to demonstrate more clearly the causal linkages between the two areas of work
- In addition to being a standalone outcome, the work on **women, peace and security and humanitarian action** also includes shared indicators across other outcome areas to better capture linkages between them
- Integration of new areas of work, such as access to justice, gender statistics, etc, at the level of outputs and indicators

Results Framework



Priorities - Results Framework

Strategic enablers

- Based on the priorities identified by the CSW on the occasion of Beijing+20.
- Represent key actions that governments have pledged to take to accelerate the implementation of the Beijing Platform for Action
- UN Women supports these actions and related results are captured in relevant indicators

CSW 59 Political Declaration (Beijing+20):

- implementation of **laws, policies, strategies and programmes**;
- support for **institutional mechanisms** at all levels;
- **transformation of discriminatory norms and gender stereotypes** and the promotion of positive social norms and practices;
- significantly **increased investment** to close resource gaps;
- strengthened **accountability**; and
- enhanced **capacity-building, data collection, monitoring and evaluation**, and access to and use of **information and communications technologies**.

Priorities - Results Framework

Drivers of change

- Change strategies driven by UN Women in order to catalyze change across the entire programmatic portfolio
 - ‘Red threads’ that run through UN-Women’s programmes regardless of thematic area or operational context
 - Capture “how” UN Women supports transformative change
- Innovation and technology
 - Alliance-building and movement for change
 - Youth engagement
 - South-South cooperation
 - Knowledge-hub
 - Evidence, data and statistics

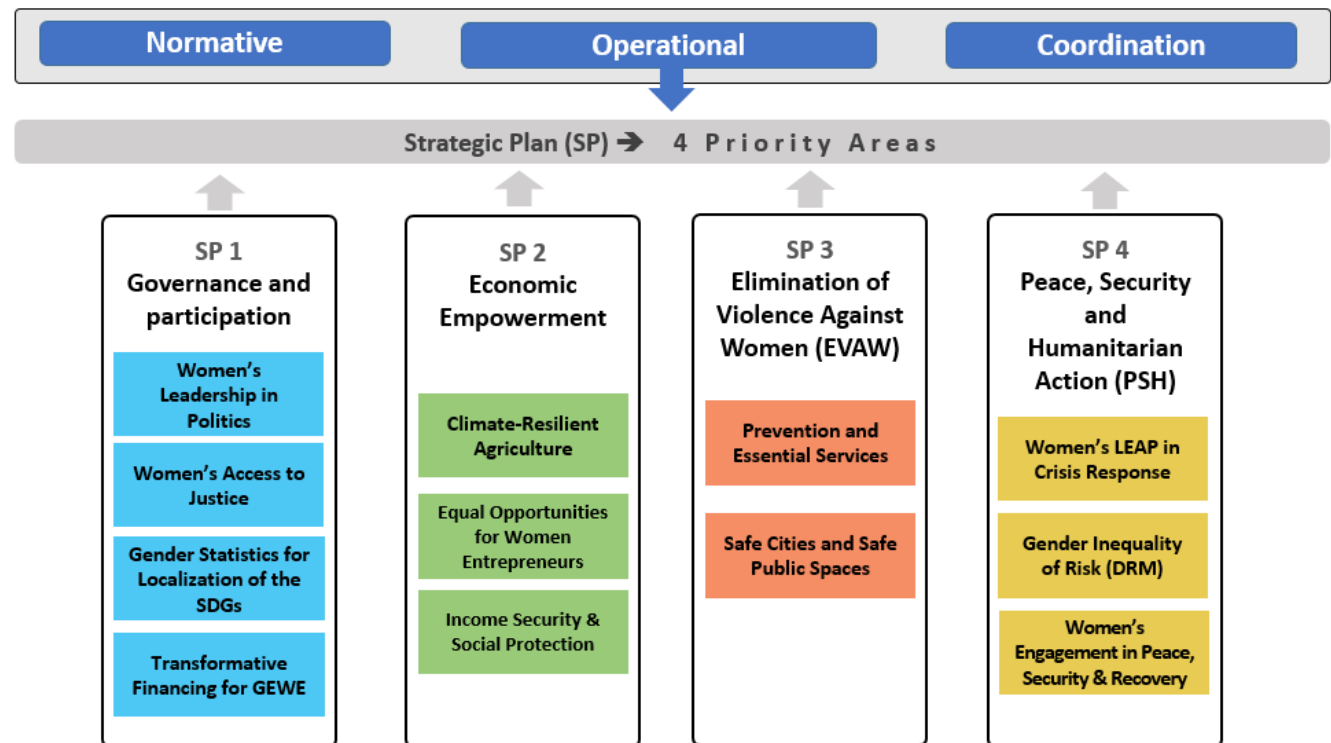
Priorities – Results Framework

Corporate output indicator categories

- Standard categories to improve the definition of outputs
 - Allow to better articulate and measure UN-Women's contribution to change and what the Entity delivers/produces with its resources and for which it can be held accountable
- Normative
 - UN Coordination
 - Capacity development
 - Policy Advice
 - Technical assistance for essential services
 - Advocacy and social mobilization

Flagship Programming Initiatives

- A programming modality to support the achievement of results
- Contribute to the achievement of outputs in the results framework
- Indicators in the results framework will be aligned with FPI indicators
- The analysis of the roll-out of FPIs to date will constitute valuable information to define outputs that capture UN-Women's contributions to results.



Institutional enablers

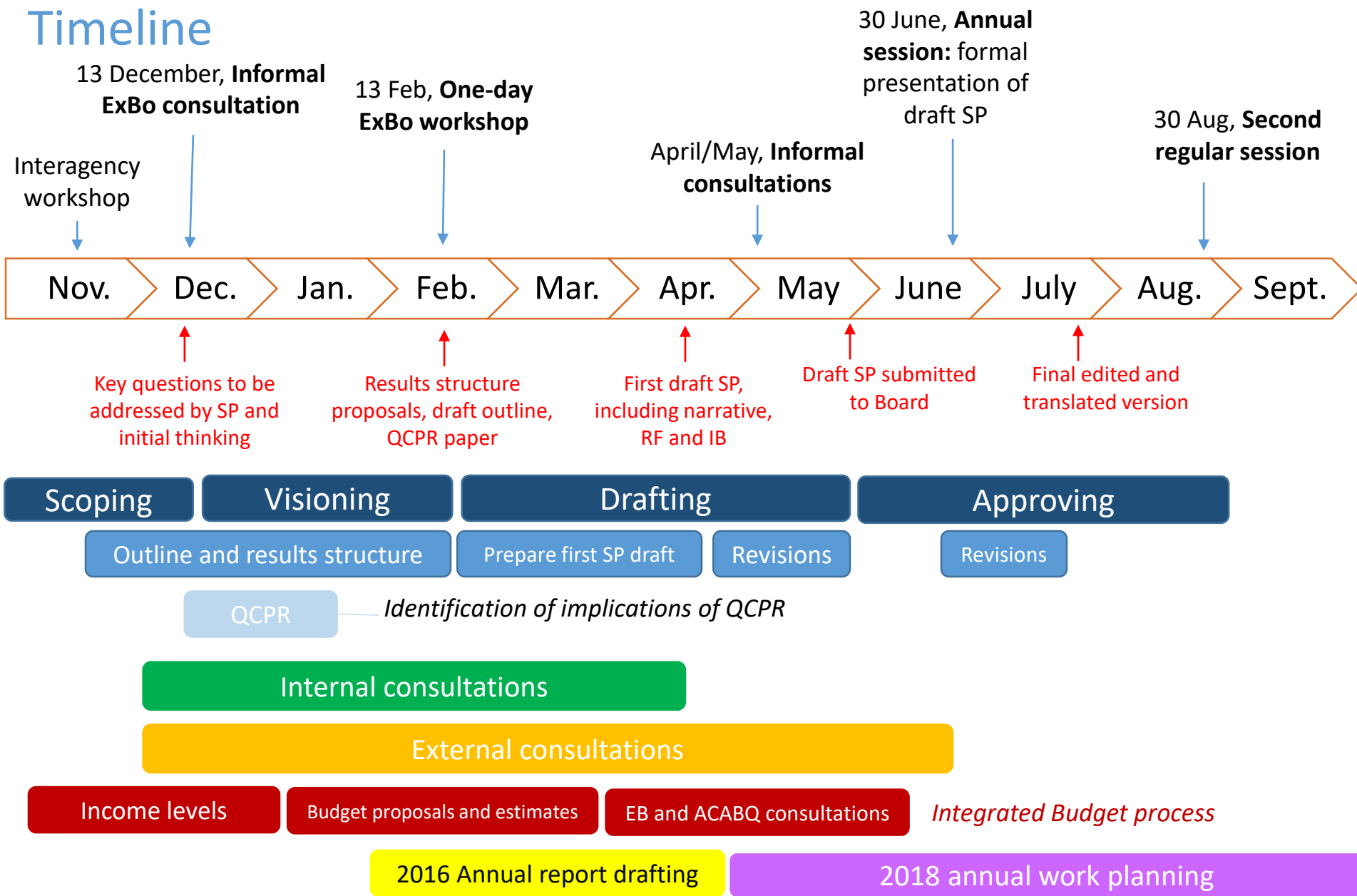
Essentials to ensure that UN Women delivers on time, on scope and on budget (*Organizational Effectiveness and Efficiency*)

- Excellence in programming and results-based management, including evaluation
- Financing strategy
- Stewardship of resources, including transparency and risk management
- Branding and visibility
- Human resources, staff performance and safety and security
- Knowledge management
- Corporate and programme information systems

Country presence and organizational design

- Responding to UN Women's universal mandate and the universal nature of the 2030 Agenda
- Building on the evaluation of UN Women's regional architecture
- Differentiated country presence
 - Policy Presence
 - Programme Presence
 - Fully fledged Country Offices
 - Role of Regional Offices and HQ
- Building on the role of National Committees

Timeline



Key questions

- 2030 Agenda and the SDGs
 - What contribution is UN Women already making to the implementation of the 2030 Agenda?
- UN Women's comparative advantage and impact
 - What is UN Women really good at? What results is UN Women known for?
 - What are tangible outputs that UN Women can include in its results framework?
 - What are possible ways to better quantify the change in women's lives that UN Women is making?
- Strategies and drivers of change
 - What strategies and drivers of change should UN Women prioritize?
- Results and resources
 - How to better cost UN Women's work?
 - What to prioritize in a resource constraint environment?