



**UN-Women
Strategic Plan
2022-2025**
Workshop with the
Executive Board

7 April 2021

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UN-Women/ UNDP/Yuichi Ishida



Next Strategic Plan – feedback from consultations

- Current thematic areas are an “**unfinished business**”, next SP should retain thematic focus.
- Need to strengthen links between thematic areas and address cross-cutting issues, such as **social norms change, financing, climate change and digitalization**.
- Triple mandate remains comparative advantage – more emphasis on **UN-Women’s coordination role & results**.
- Next SP should align with UN reforms and QCPR, and support **primacy of UNSDCFs** at country level
- Ensure Human-Rights Based Approach and **Leave No One Behind**
- **Deepening existing partnerships** (e.g. civil society and private sector) and **diversifying** with new partners (e.g. IFIs)
- **Enhance tracking and measurement of results**, including results achieved jointly with others.



UN-Women/Ryan Brown

FEEDBACK FROM MULTI-PARTNER SURVEY ON NEXT STRATEGIC PLAN

CROSS-CUTTING PRIORITIES



LNOB: Reach the most **marginalised women and girls**



Transform **social norms**



Accelerate women's participation in **decision-making**



Create **enabling environments** for women's rights organizations

KEY STRATEGIES AND APPROACHES



Strengthen global norms, standards and accountability



Build capacities of partners to respond to women and girls



Technical support to **strengthen legal and policy frameworks**



Strengthen UN joint action and system-wide accountability



Improve gender data, statistics, evidence and knowledge

INTER-AGENCY CONTEXT

Lead in **joint programmes** on gender equality

Promote gender mainstreaming in Common Country Assessments, UN Sustainable Development Cooperation Frameworks

Develop **joint data products**

Strengthen accountability mechanisms for **system-wide delivery** on gender equality and women's empowerment

QUOTES FROM MULTI-PARTNER SURVEY ON NEXT STRATEGIC PLAN

“Put emphasis on costing and tracking gaps in relation to funding gender equality, including in humanitarian and post-conflict settings. Convene multi-stakeholder dialogue both within the UN system and member states on financing for gender equality, linking this discussion to the SDGs and follow-up on the World Humanitarian Summit. Developing innovative and joint funding mechanisms for GEWE is key, as well as UN-Women increasing engagement with other organization to include GEWE in their approach and programme.”

A RESPONDENT IN LATIN-AMERICA & CARIBBEAN

working in **ACADEMIA** on what strategies the new Strategic Plan should adopt to address the deep under-resourcing of the gender equality agenda

“UN-Women has effectively advocated with Governments to consider gender equality and women’s empowerment in their strategic plans.”

A RESPONDENT IN EAST AND SOUTHERN AFRICA

working in **GOVERNMENT**, when asked to identify UN-Women’s biggest achievement to-date

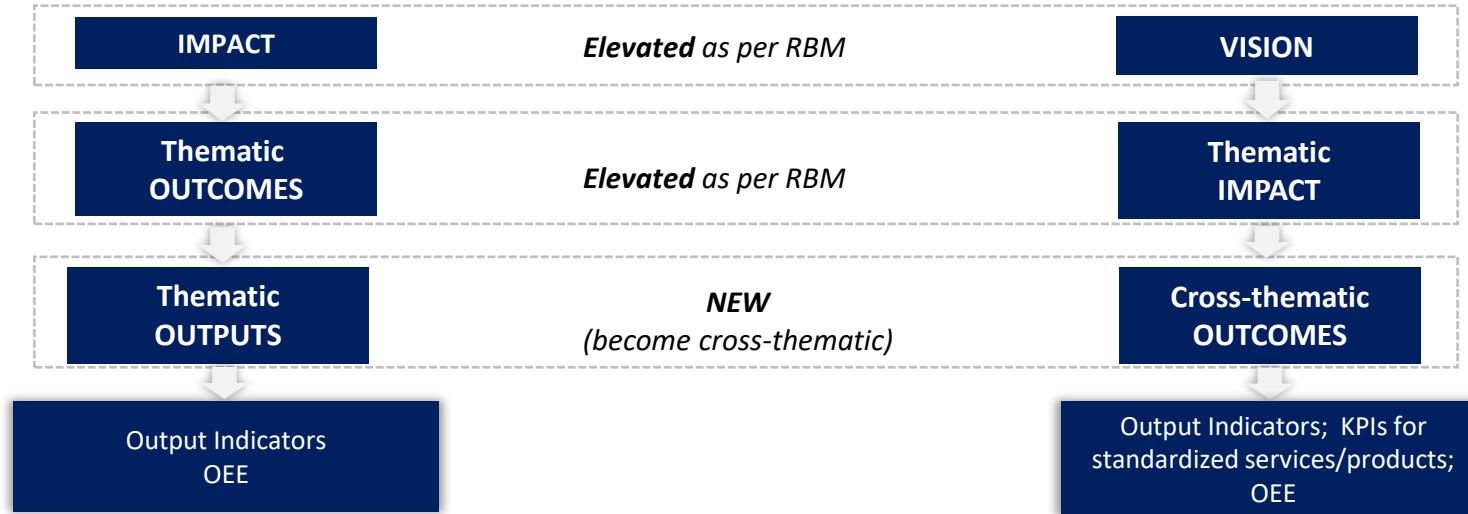
“Stronger UN collaboration to deliver results and using it as incentive for donors to provide funding, i.e., fund joint initiatives and programmes.”

A RESPONDENT IN ASIA & PACIFIC

working for a **UN PARTNER** on what strategies the new Strategic Plan should adopt to address the deep under-resourcing of the gender equality agenda

From current to new Integrated Results and Resources Framework (IRRF)

Current IRRF 2018-2021



Proposed IRRF 2022-2025

RBM

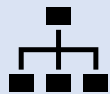
IMPACT: change in the **lives of women and girls**

OUTCOME: change in individual /institutional **behavior or performance**

OUTPUT: change in **knowledge, capacities, skills, availability of new system/product**



Not aligned with **RBM** terminology, causing **confusion, flagged by corporate evaluation**



Thematic approach does not correspond to complex reality on how change occurs

Challenge with **UNSDCF and Strategic Note alignment**



Contribution from **UN Coordination** is not captured in development results (OEE only)



Uses **correct RBM terminology** (Output -> Outcome -> Impact)

Cross-thematic approach to break silos & articulate common results at a higher level, with a focus on **transformative change**

Allow for adaptability to local context and priorities with a better alignment with UNSDCF and Strategic Note

Includes **changes in the UN system** at outcome level

Understanding the Context: Trend Analysis



Population dynamics & demographic trends



Feminist activism



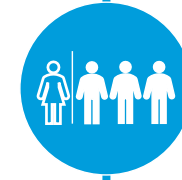
Economic crisis



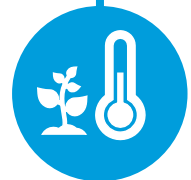
Women's Leadership in public life



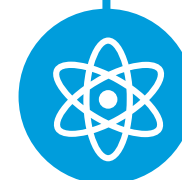
Resurgence of extreme poverty



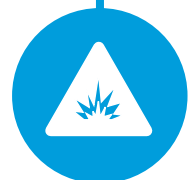
Discriminatory gender norms



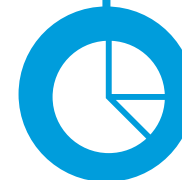
Environmental degradation & climate change



Technology & innovation



Violent conflicts and humanitarian crises



Data

* Source: UN-Women Trends Analysis Report

UN-Women's Response

WHAT

1

Reaffirm main, interconnected, thematic focus areas for impact



2

Identify critical drivers to accelerate gender equality

- Normative frameworks, laws, policies, budgets and institutions
- Social norms
- Key resources, services and goods
- Data and evidence
- Leadership and agency
- UN Coordination

3

Leverage strategic cross-thematic areas

- Innovation & Technology (exploration, development, partnerships)
- Climate Mitigation & Adaptation (testing, systematization and expansion)

UN-Women's Response

HOW

4

Fully deploy three components of composite mandate to maximize impact

5

Intentionally place LNOB and a Human-Rights Based Approach at the center (e.g. by generating evidence for advocacy & policy, CSO partnerships for targeted programming)

6

Strengthen context responsiveness to address complex systemic gender equality challenges in changing environments, e.g. MICs, fragility, crises...

7

Prioritize standardized, evidence-based 'Signature Interventions' in areas of UN-Women's comparative and collaborative advantage (drawing from Theories of Action and building on FPIs evaluation)

8

Identify key functional approaches

- Capacity development & technical assistance
- Policy advice & thought leadership
- Multi-stakeholder convening & partnerships
- Support to civil society and grant-giving
- Advocacy & communications

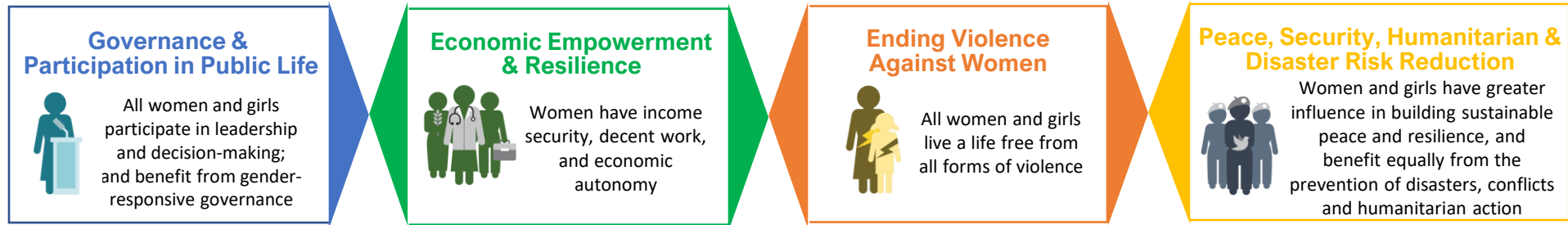
SUSTAINABLE DEVELOPMENT GOALS

ACHIEVE GENDER EQUALITY, THE EMPOWERMENT OF ALL WOMEN AND GIRLS AND THE FULFILLMENT OF THEIR HUMAN RIGHTS

2030
Vision



Expected positive changes in the lives of Women and Girls (long-term)



Transformative changes required for GEWE (medium-term)



Cross Cutting Levers & Functional Approaches



Organizational Enablers



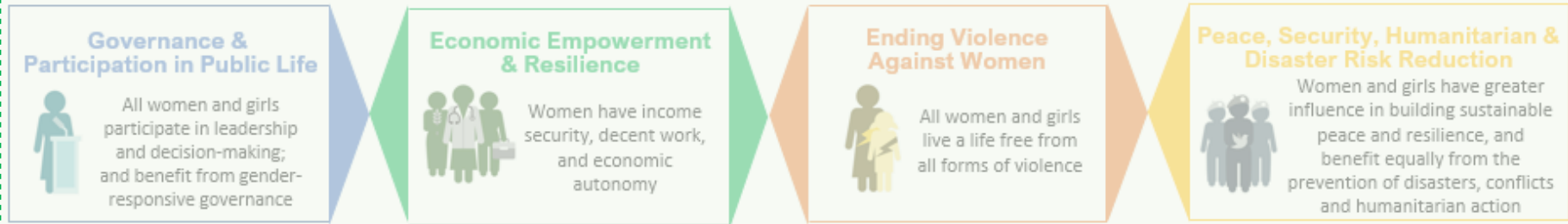
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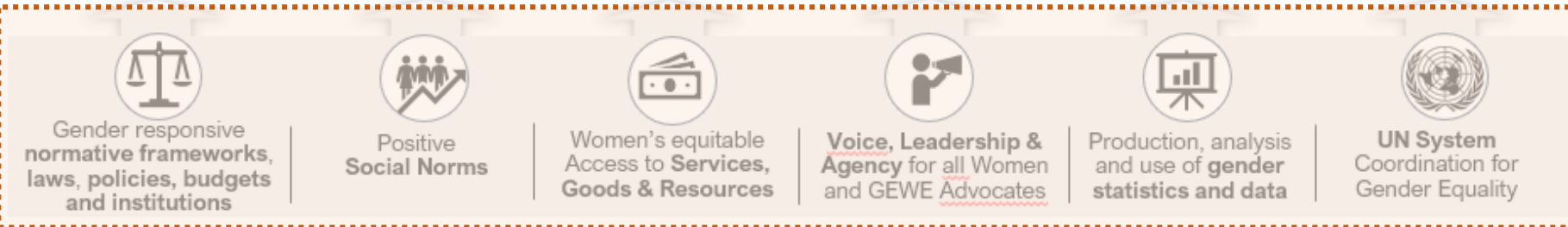
2030
Vision

Expected positive changes in the lives of Women and Girls (long-term)



Measured through **SDG** indicators

Transformative changes required for gender equality (medium-term)



Measured through set of thematic & cross-thematic indicators

Cross Cutting Levers & Functional Approaches



Organizational Enablers



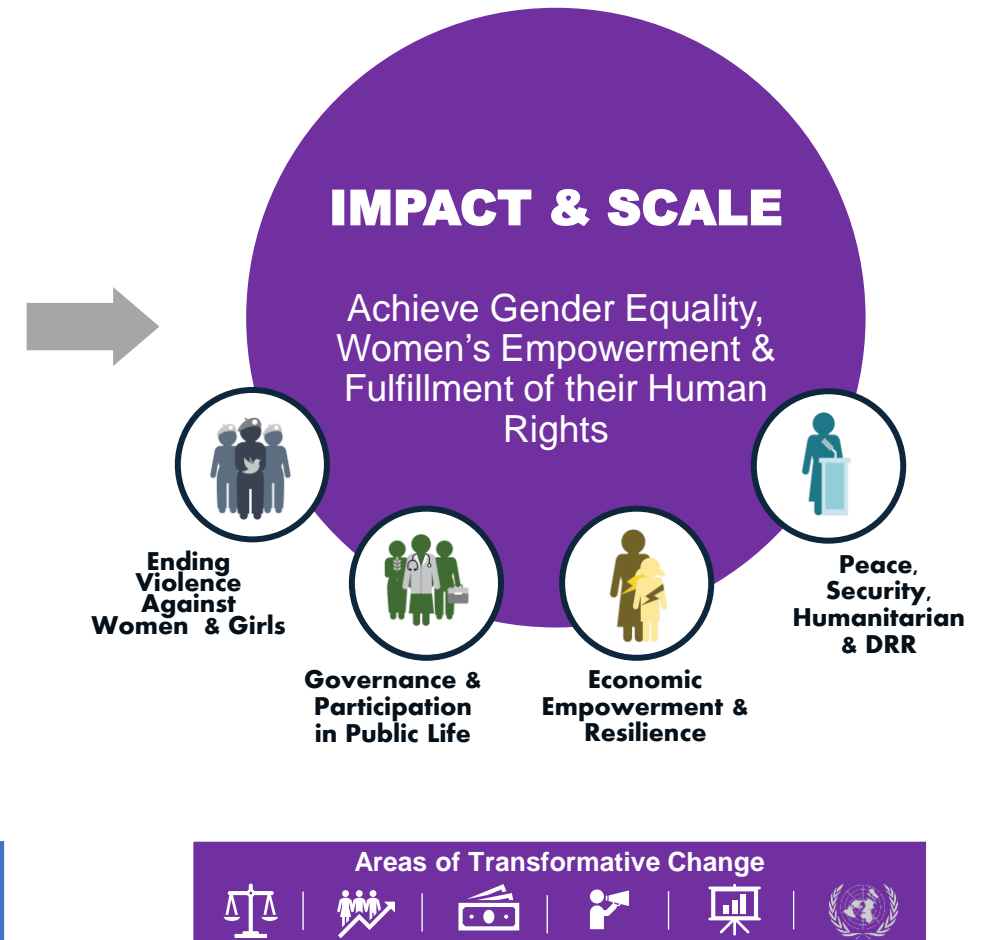
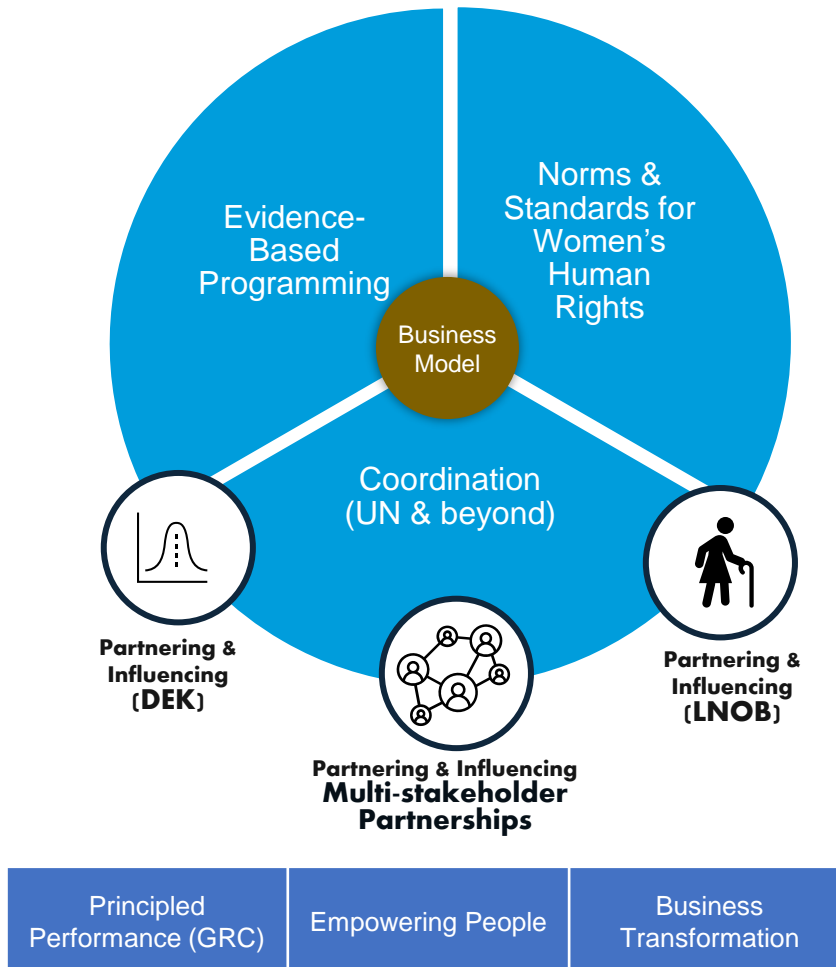
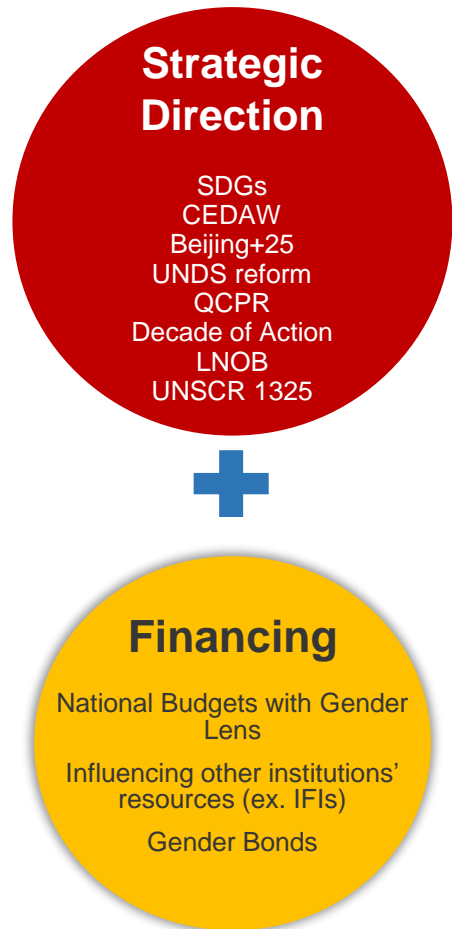
Measured through set of **QCPR** indicators

UN-WOMEN'S STRATEGIC PLAN 2022-2025

Tracking the World
(Why & what needs to change)

UN-Women's unique contributions
(How we work to effect the change)

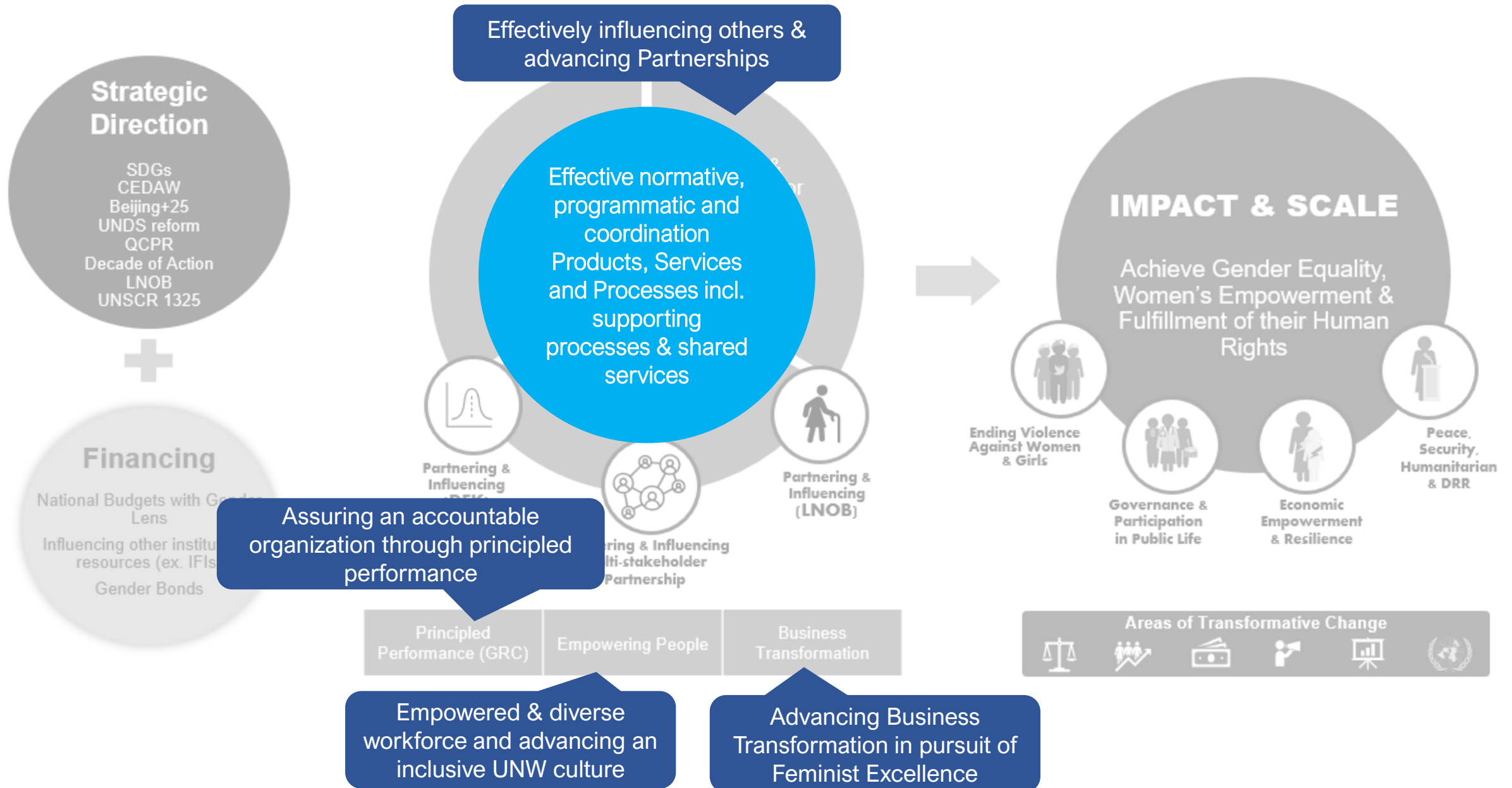
Delivering impact at scale – key development result areas
(What we achieve)



Global Trends

COVID 19 Response & Recovery | Climate & Environmental Change | Closing of Civic Spaces | Inequality in Social Protection & Care Economy | Large Scale Displacement & Migration | New Technologies & Digital Divide

SNAPSHOT OF ORGANIZATIONAL ENABLERS: A UN-WOMEN BALANCED SCORECARD



SNAPSHOT OF ORGANIZATIONAL ENABLERS – DRIVING EFFECTIVENESS AND EFFICIENCY

ACHIEVE GENDER EQUALITY, THE EMPOWERMENT OF ALL WOMEN AND GIRLS AND THE FULFILLMENT OF THEIR HUMAN RIGHTS



REVISITED BUSINESS MODEL IN SUPPORT OF GENDER EQUALITY AND WOMEN'S EMPOWERMENT



1: Principled Performance

Assuring an accountable organization



2: Advancing Partnerships & Resourcing

Effectively influencing for impact & scale



3: Business Transformation

Advancing Business Transformation in pursuit of Feminist Excellence



4: Empowering People

Nurturing an empowered Workforce and advancing an inclusive UN-Women culture



5: Products, Services, Processes

Effective normative, programmatic and coordination Products, Services and Processes

SNAPSHOT OF ORGANIZATIONAL ENABLERS – DRIVING EFFECTIVENESS AND EFFICIENCY

01 **Principled Performance**
Assuring an accountable organization



WHAT THIS ENTAILS

UN-Women is an accountable and trustworthy organization that manages its organizational (financial and otherwise) resources well and in line with its programmatic ambitions and fiduciary obligations

WHY IT MATTERS

As a learning organization UN-Women is committed to continuous improvements and this area is a result of an attempt to further strengthen risk management and accountability

EXAMPLES

-  **LEGAL ADVICE & OVERSIGHT**
-  **INTERNAL AUDIT / EVALUATIONS**
- TRANSPARENCY**
- AUDIT COMPLIANCE**
- ACCOUNTABILITY FRAMEWORK**

SNAPSHOT OF ORGANIZATIONAL ENABLERS – DRIVING EFFECTIVENESS AND EFFICIENCY

02 Advancing Partnerships & Resourcing
Effectively influencing for impact & scale

WHAT THIS ENTAILS

UN-Women effectively influences other actors, achieving financing of GEWE, advancing its own partnerships and raising awareness for Gender Equality and specific causes.

WHY IT MATTERS

To be successful with its mandate, UN-Women needs to influence even more actors and their use of resources in support of GEWE.

EXAMPLES

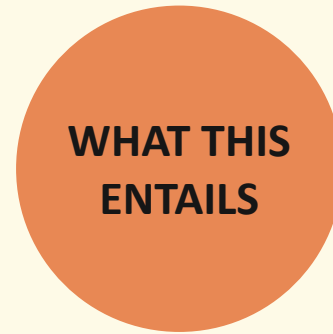
STRATEGIC PARTNERSHIPS

RESOURCE MOBILIZATION

COMMUNICATIONS & ADVOCACY

FINANCING FOR GEWE (INCLUDING AND GENDER BONDS)

SNAPSHOT OF ORGANIZATIONAL ENABLERS – DRIVING EFFECTIVENESS AND EFFICIENCY



UN-Women balances different aspects of its organizational aspirations, acting with agility, has a continuous improvement culture and innovates on its business model to achieve impact at scale



UN-Women recognizes that it is not operating in a static environment, that both internal ways of working and external needs and expectations are shifting



STRATEGIC PLANNING	LEADERSHIP AND MANAGEMENT PROCESSES
FINANCIAL SUSTAINABILITY & BUSINESS MODEL	ORGANIZATIONAL LEARNING FROM EVALUATIONS, AUDITS ETC. OF CORPORATE STRATEGIES

SNAPSHOT OF ORGANIZATIONAL ENABLERS – DRIVING EFFECTIVENESS AND EFFICIENCY

04 Empowering People

Nurturing an empowered Workforce and advancing an inclusive UN-Women culture

WHAT THIS ENTAILS

With its unique, inclusive and diverse culture, UN-Women is an employer of choice with a highly performing cadre of personnel that embodies UN values.

WHY IT MATTERS

UN-Women feels a strong sense of pride in its own culture of feminist excellence and knows that much of its strengths and capability is derived from its diverse and talented personnel.

EXAMPLES

OUTREACH & RECRUITMENT	TALENT AND PERFORMANCE MANAGEMENT
UN VALUES AND LEADERSHIP CAPABILITIES	DUTY OF CARE, OSH & SAFETY
ENABLE AND FOSTER INCLUSIVE, COLLABORATIVE WORK ENVIRONMENTS	

SNAPSHOT OF ORGANIZATIONAL ENABLERS – DRIVING EFFECTIVENESS AND EFFICIENCY

05 **Products, Services, Processes**
Effective normative, programmatic and coordination Products, Services and Processes

WHAT THIS ENTAILS

UN-Women efficiently and effectively discharges all business processes that advance integrated delivery of its normative, operational and coordination results including a standardization of products and services.

WHY IT MATTERS

Clear menus of standardized services and knowledge products offered from all our offices will clarify our value add to partners ensuring that UN-Women is equally effective and efficient in all areas of its operations.

EXAMPLES

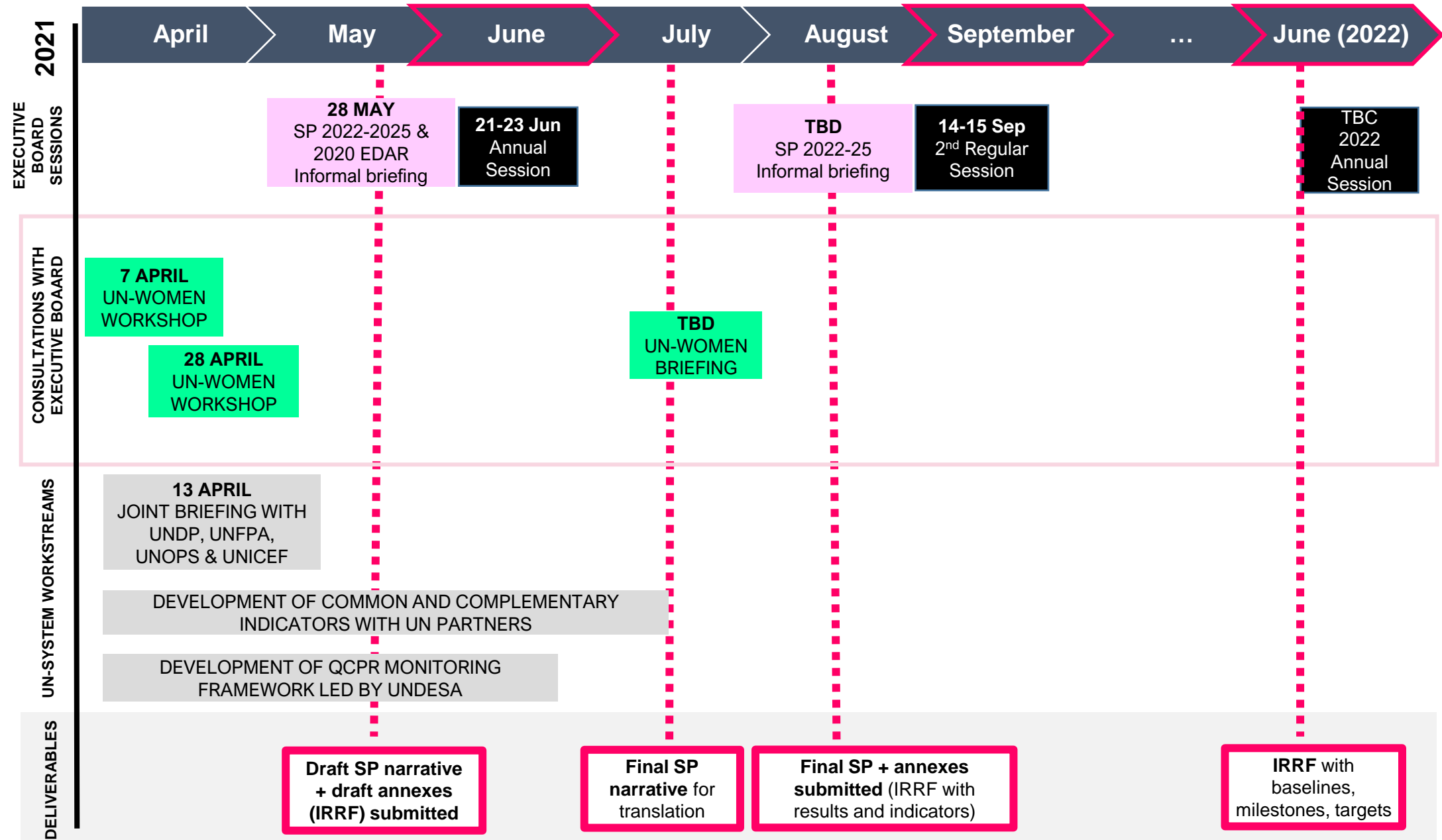
**AMBITION OF BUSINESS
PROCESS EXCELLENCE**

**DEFINED AND WELL
RUNNING PROGRAMMES
AND PROJECTS**

**STANDARDIZATION OF UN-WOMEN
INTERVENTIONS INCL. GRANT MAKING AND
PARTNER SELECTION**

**EFFECTIVE
NORMATIVE
APPROACHES**

Next Steps in the finalization of the next Strategic Plan





THANK YOU!
