UN-Women Strategic Plan 2022-2025
Workshop with the Executive Board
7 April 2021
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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.
### 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
“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

Impact
Thematic Outcomes
Thematic Outputs
Output Indicators: OEE

Elevated as per RBM

Proposed IRRF 2022-2025

Impact
Thematic Outputs
Cross-thematic Outcomes
Output Indicators; KPIs for standardized services/products; OEE

Elevated as per RBM

NEW
(become cross-thematic)

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
- Economic crisis
- Resurgence of extreme poverty
- Environmental degradation & climate change
- Violent conflicts and humanitarian crises
- Feminist activism
- Women’s Leadership in public life
- Discriminatory gender norms
- Technology & innovation
- Data

*Source: UN-Women Trends Analysis Report*
UN-Women’s Response

WHAT

1. Reaffirm main, interconnected, thematic focus areas for impact

   - Governance & Participation in Public Life
   - Economic Empowerment & Resilience
   - Ending Violence Against Women
   - Peace, Security, Humanitarian & DRR

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
Governance & Participation in Public Life
- All women and girls participate in leadership and decision-making; and benefit from gender-responsive governance

Economic Empowerment & Resilience
- Women have income security, decent work, and economic autonomy

Ending Violence Against Women
- All women and girls live a life free from all forms of violence

Peace, Security, Humanitarian & Disaster Risk Reduction
- Women and girls have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of disasters, conflicts, and humanitarian action

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

Gender responsive normative frameworks, laws, policies, budgets and institutions

Positive Social Norms

Women’s equitable Access to Services, Goods & Resources

Voice, Leadership & Agency for all Women and GEWE Advocates

Production, analysis and use of gender statistics and data

UN System Coordination for Gender Equality

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

Climate Mitigation & Adaptation

Innovation and Digital Technology

CAPACITY DEVELOPMENT AND TECHNICAL ASSISTANCE

POLICY ADVICE & THOUGHT LEADERSHIP

MULTI-STAKEHOLDERS CONVENING & PARTNERSHIPS

SUPPORT TO CIVIL SOCIETY AND GRANT GIVING

ADVOCACY & COMMUNICATIONS

Principled Performance

Advancing Partnerships & Resourcing

Business Transformation

Empowering People

Products, Services, Processes
SUSTAINABLE DEVELOPMENT GOALS

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

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Cross Cutting Levers & Functional Approaches

Organizational Enablers

2030 Vision

Governance & Participation in Public Life
All women and girls participate in leadership and decision-making, and benefit from gender-responsive governance

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Peace, Security, Humanitarian & Disaster Risk Reduction
Women and girls have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of disasters, conflicts and humanitarian action

Measured through SDG indicators

Measured through set of thematic & cross-thematic indicators

Gender responsive normative frameworks, laws, policies, budgets and institutions
Positive Social Norms
Women’s equitable Access to Services, Goods & Resources
Voice, Leadership & Agency for all Women and GEWE Advocates
Production, analysis and use of gender statistics and data
UN System Coordination for Gender Equality

Climate Mitigation & Adaptation | Innovation and Digital Technology

CAPACITY DEVELOPMENT AND TECHNICAL ASSISTANCE
POLICY ADVICE & THOUGHT LEADERSHIP
MULTI-STAKEHOLDERS CONVENING & PARTNERSHIPS
SUPPORT TO CIVIL SOCIETY AND GRANT GIVING
ADVOCACY & COMMUNICATIONS

Principled Performance
Advancing Partnerships & Resourcing
Business Transformation
Empowering People
Products, Services, Processes

Measured through set of QCPR indicators
UN-WOMEN’S STRATEGIC PLAN 2022-2025

Strategic Direction
- SDGs
- CEDAW
- Beijing+25
- UNDS reform
- QCPR
- Decade of Action
- LNOB
- UNSCR 1325

Financing
- National Budgets with Gender Lens
- Influencing other institutions’ resources (ex. IFIs)
- Gender Bonds

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

Evidence-Based Programming
Norms & Standards for Women’s Human Rights
Coordination (UN & beyond)

Partnering & Influencing (DEK)
Partnering & Influencing (LNOB)
Partnering & Influencing Multi-stakeholder Partnerships

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

IMPACT & SCALE
- Achieve Gender Equality, Women’s Empowerment & Fulfillment of their Human Rights

Areas of Transformative Change
- Ending Violence Against Women & Girls
- Governance & Participation in Public Life
- Economic Empowerment & Resilience
- Peace, Security, Humanitarian & DRR

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

**Effective normative, programmatic and coordination**
Products, Services and Processes incl. supporting processes & shared services

**Assuring an accountable organization through principled performance**

**Empowered & diverse workforce and advancing an inclusive UNW culture**

**Advancing Business Transformation in pursuit of Feminist Excellence**

**Effectively influencing others & advancing Partnerships**

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**Strategic Direction**
- SDGs
- CEDAW
- Beijing+25
- UNDS reform
- QCPR
- Decade of Action
- LNOb
- UNSCR 1325

**Financing**
- National Budgets with Gender Lens
- Influencing other institutional resources (ex. IFIs, Gender Bonds)

**Impact & Scale**
- Achieve Gender Equality, Women’s Empowerment & Fulfillment of their Human Rights
  - Ending Violence Against Women & Girls
  - Governance & Participation in Public Life
  - Economic Empowerment & Resilience
  - Peace, Security, Humanitarian & DRR

**Areas of Transformative Change**
- Principle Performance (GRC)
- Empowering People
- Business Transformation
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
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.

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.

LEGAL ADVICE & OVERSIGHT
AUDIT COMPLIANCE
INTERNAL AUDIT / EVALUATIONS
ACCOUNTABILITY FRAMEWORK
TRANSPARENCY
UN-Women effectively influences other actors, achieving financing of GEWE, advancing its own partnerships and raising awareness for Gender Equality and specific causes.

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

**STRATEGIC PARTNERSHIPS**

**RESOURCES MOBILIZATION**

**COMMUNICATIONS & ADVOCACY**

**FINANCING FOR GEWE (INCLUDING AND GENDER BONDS)**
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
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.

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.

- **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**

**WHAT THIS ENTAILS**

**WHY IT MATTERS**

**EXAMPLES**

*Empowering People*

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

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.

**SNAPSHOT OF ORGANIZATIONAL ENABLERS – DRIVING EFFECTIVENESS AND EFFICIENCY**

**WHAT THIS ENTAILS**

**WHY IT MATTERS**

**EXAMPLES**

**AMBITION OF BUSINESS PROCESS EXCELLENCE**

**DEFINED AND WELL RUNNING PROGRAMMES AND PROJECTS**

**EFFECTIVE NORMATIVE APPROACHES**

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

**Products, Services, Processes**

Effective normative, programmatic and coordination Products, Services and Processes
Next Steps in the finalization of the next Strategic Plan

2021

April

May

June

July

August

September

...  

June (2022)

EXECUTIVE BOARD SESSIONS

CONSULTATIONS WITH EXECUTIVE BOARD

UN-SYSTEM WORKSTREAMS

DELEVERABLES

28 MAY

SP 2022-2025 & 2020 EDAR

Informal briefing

21-23 Jun

Annual Session

TBD

SP 2022-25

Informal briefing

14-15 Sep

2nd Regular Session

TBD

UN-WOMEN BRIEFING

7 APRIL

UN-WOMEN WORKSHOP

28 APRIL

UN-WOMEN WORKSHOP

13 APRIL

JOINT BRIEFING WITH UNDP, UNFPA, UNOPS & UNICEF

DEVELOPMENT OF COMMON AND COMPLEMENTARY INDICATORS WITH UN PARTNERS

DEVELOPMENT OF QCPR MONITORING FRAMEWORK LED BY UNDESA

Draft SP narrative + draft annexes (IRRF) submitted

Final SP narrative for translation

Final SP + annexes submitted (IRRF with results and indicators)

IRRF with baselines, milestones, targets

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TBD

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TBD

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THANK YOU!