UN-Women Strategic Plan 2022-2025

Workshop with the Executive Board
28 April 2021
CONTENTS

1. Highlights from new Strategic Plan
2. Update on development results
3. Update on Organizational Effectiveness and Efficiency
4. Examples from the field
**FIRST DECADE OF UN-WOMEN**

- Increased advocacy & awareness of GEWE (e.g. SDG 5.)
- Credibility & expertise in 4 key thematic areas of work
- Standardized tools for gender mainstreaming (SWAP) & UN collaboration with common chapter
- Budget grew fourfold to deliver projects in 80 countries
- Strong engagement of civil society & governments
- Committed and passionate personnel achieving clean audits

**SECOND DECADE OF UN-WOMEN**

- Increased financing and accountability for GEWE
- Integrated approaches for transformative results (data, climate, social norms...)
- Leveraging coordination mandate to affect UN system wide results
- Programme approach to achieve impact at scale (pooled funding, std. approaches)
- Broaden and deepen partnerships for gender equality (private sector, IFIs, men & boys)
- Diverse and empowered workforce delivering feminist excellence

**What we achieved so far**

2010 - 2020

**What’s new/different**

2020 - 2030
SUSTAINABLE DEVELOPMENT GOALS

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

2030 Vision

Expected changes in the lives of women and girls (long-term results = impact)

Transformative changes required for GEWE (medium-term results = outcomes)

Cross Cutting Levers & Functional Approaches

Organizational Enablers (OEE outputs)

Governance & Participation in Public Life
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 contribute to, and have influence in, building sustainable peace and resilience and benefit equally from the prevention of conflicts and disasters, and from humanitarian action

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

Positive Social Norms

Women’s equitable Access to Services, Goods & Resources

Voice, Leadership & Agency of women and girls

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
Governance & Participation in Public Life

Women and girls fully and equally 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 contribute to, and have influence in, building sustainable peace and resilience and benefit equally from the prevention of conflicts and disasters, and from humanitarian action.

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

A comprehensive and dynamic set of global norms and standards on gender equality and the empowerment of women is strengthened; gender-responsive laws, policies, programmes, and budgets are developed and implemented; and institutions are gender-responsive.

Positive Social Norms

More women and girls, and men and boys, adopt attitudes, norms and practices that advance GEWE, including those that promote positive masculinities.

Women’s equitable Access to Services, Goods & Resources

More women and girls have equitable access to high-quality public goods, services, and resources that are responsive to their needs.

Voice, Leadership & Agency of women and girls

More women and girls exercise their voice, agency and leadership, including through an enabling environment that supports women- and youth-led organizations.

Production, analysis and use of gender statistics and data

Gender statistics, data and knowledge are produced, analyzed and used to inform policy-making, advocacy and accountability for delivering gender equality and women’s empowerment results.

The UN System coherently and systematically contributes to progress on gender equality and the empowerment and rights of women and girls across the 2030 Agenda and in accordance with international human rights standards.
### Governance and Political Participation

<table>
<thead>
<tr>
<th>KEY AREAS</th>
<th>COLLABORATION WITH UN PARTNERS</th>
<th>CONVENING ROLE &amp; UN COORDINATION MANDATE ON GENDER EQUALITY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Global Norms, Justice and Legal Reform</strong></td>
<td>UNDP, DPO, OHCHR, UNHCR, UNODC SDG 5.1.1 with OECD, World Bank Group</td>
<td>• Interagency group on UNCT CEDAW reporting</td>
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<td>• SG’s Call to Action for HR Gender Equality Pillar</td>
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<td>• UNSDGs TT on LNOB, Human Rights and Normative Agenda</td>
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<td>• Inter Agency Support Group on Indigenous Issues</td>
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<td><strong>Political Participation and Electoral Assistance</strong></td>
<td>UNDP, OHCHR, DPPA, DCO SDG 5.5.1(b) UN Regional Commissions and UNSD</td>
<td>• Inter-Agency Coordination Mechanism on Electoral Assistance (ICMEA)</td>
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<tr>
<td><strong>Financing for Development and Gender Equality</strong></td>
<td>UNDESA, UNDP SDG 5.c.1 with OECD, UNDP</td>
<td>• Inter-Agency Task Force on Financing for Development</td>
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<td>• Global Partnership for Effective Development</td>
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<td>• UN AIDS co sponsor</td>
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<td>• H6 Partnership on RMCAH</td>
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</tbody>
</table>
| **Economic Institutions** | Entrepreneurship (ILO, ITC, UNDP, UNGC)  
Gender-responsive procurement (ITC, UNGC)  
Business and Human Rights (OHCHR, ILO) | • Women’s Entrepreneurship Accelerator  
• Equal Pay International Coalition  
• GEF Action Coalition on Economic |
| **Macroeconomics** | Care economy (ILO, UNICEF)  
Social protection (ILO, UNICEF)  
Employment / inclusive growth (OHCHR, ILO)  
Poverty eradication (UNDP, UNECA) | • Social Protection Inter-agency Cooperation Board  
• UN Economist Network |
| **Sustainable Development** | Climate-resilient agriculture (FAO, IFAD, WFP)  
Sustainable energy (UNEP, UNIDO)  
Green (blue) economy (UNEP, UNIDO)  
Women’s land rights and tenure security (OHCHR, FAO, IFAD, WFP)  
Gender-responsive migration governance (IOM, ILO, OHCHR) | • Technical Task Team on Gender of the Committee of the Committee on World Food Security (CFS)  
• UN Water  
• UN Energy  
• Environmental Management Group  
• UN Network on Migration  
• Global Environment Facility Gender Partnership  
• GEF Action Coalition on Climate |
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<tr>
<td>Essential Services</td>
<td>UNFPA, UNDP, UNODC, WHO</td>
<td>Normative, advocacy and knowledge-sharing</td>
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<tr>
<td>Access to Justice</td>
<td>UNDP, UNODC, OHCHR</td>
<td>• SG COVID-19 Political Engagement Strategy</td>
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<td>• UNGA, CSW, SG reports on VAWG</td>
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<td>Prevention of VAWG</td>
<td>WHO, UNESCO, ILO, UN Habitat, UNODC, UNHCR, UNFPA, UNICEF</td>
<td>• UNiTE campaign &amp; 16 Days of activism</td>
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<tr>
<td>Data</td>
<td>WHO, UNDP, UNFPA, Regional Economic Commissions</td>
<td>• Global EVAW Knowledge Platform</td>
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<td>• GEF Action Coalition on GBV</td>
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<td>Policy and programmatic support</td>
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<td>• Safe Cities and Safe Public Spaces</td>
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<td>• Technical coherence lead for Spotlight Initiative</td>
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<td>• Essential Services Programme</td>
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<td>• RESPECT prevention framework</td>
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<td>• Grant-making mechanisms (e.g. UNTF and WPHF)</td>
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<td>• Inter-agency coordination group against trafficking</td>
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<td>• Interagency group on VAW data and SDGs</td>
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### Women, Peace and Security, Humanitarian Assistance and Disaster Risk Reduction

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<tr>
<td>• Women, Peace and Security</td>
<td>DPPA/PBSO, DPO</td>
<td>• UN Standing Committee on WPS</td>
</tr>
<tr>
<td>• Rule of Law and Justice</td>
<td>UNDP, OHCHR</td>
<td>• Informal Experts Group of the Security Council on Women, Peace and Security,</td>
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<tr>
<td>• Youth, Peace &amp; Security</td>
<td>UNFPA</td>
<td>• Network of National Focal Points on Women, Peace and Security,</td>
</tr>
<tr>
<td>• Preventing Violent Extremism and Counter Terrorism</td>
<td>UNOCT, CTED, UNICEF</td>
<td>• Gender Working Group of the UN Counter-Terrorism COMPACT</td>
</tr>
<tr>
<td><strong>Humanitarian Action</strong></td>
<td>OCHA, UNHCR, UNFPA</td>
<td>• Friends of Gender of the Grand Bargain</td>
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<td><strong>Disaster Risk Reduction</strong></td>
<td>UNDRR, UNDP, UNFPA, UNICEF</td>
<td>• Stewardship of IASC GRG Gender Desk for Gender Accountability Framework Mechanism</td>
</tr>
</tbody>
</table>

- **DPPA/PBSO, DPO**
- **UNDP, OHCHR**
- **UNFPA**
- **UNOCT, CTED, UNICEF**
- **OCHA, UNHCR, UNFPA**
- **UNDRR, UNDP, UNFPA, UNICEF**
- **UN Resilience Guidance Core Team**
- **DRR Interagency Team - UN Plan of Action on DRR for Resilience 2015-2030**
UN-Women is an accountable and trustworthy development organization that manages its financial and other resources with integrity and in line with its programmatic ambitions and fiduciary obligations.

UN-Women effectively leverages and expands its partnerships, communications and advocacy capabilities to increase support for and financing of the gender equality agenda, while securing sustainable resourcing for the delivery of its own mandate.

UN-Women strategically plans for and transforms its business model to deliver impact at scale, through agile and ethical leadership rooted in a continuous improvement culture.

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

UN-Women efficiently and effectively discharges of all business processes that advance integrated delivery of its normative, operational and coordination mandate at HQ, Regional and Country level, including through shared services.
3.1 Strategic partnerships and financing for GEWE

- Improve **results reporting** and **overall support to the partnership value chain**.

- **Influence others**: leverage **UN system coordination** and pursue **innovative financing** approaches including with **IFIs**.

- Deepen **public sector support** and expand UN-Women’s partnership base.

- Grow partnerships with the **private sector**.

- Direct funding of **multi-year strategic notes** at country and regional levels.

- Establish **thematic funds** aligned with Strategic Plan outcomes.
3.2 UN-Women’s Role in Gender Financing Partnerships

**Influencing Discourse & Capital Direction**
- Roundtables of IFIs, Ministries of Finance and Gender, and Donors to influence financing for gender equality
- Contributing to collaborative dialogue on Financing for Development and the Financing in Common agenda to ensure Gender Equality targets are set and funded

**Innovative Financing Instruments**
- Sovereign Gender Bonds linked to Gender National Plans and COVID Recovery
- Structuring Support and Expertise
- Technical Assistance and Capacity building

**Standard Setting**
- Gender specific Bond Guidelines, Principles Standards, and Metrics
- Incorporated Gender throughout relevant Frameworks
- Validation, Second Party Opinion
3.3 The UN-Women approach to Feminist Excellence

Feminist Excellence is rooted in two key components: Feminist Leadership and Organizational Excellence.

**Feminist Leadership**
- **Commitment to actively use our power in an inclusive, transformational way**
- **Modeling feminist purpose and principles**
- **Inspiring a shared vision based on personal and collective reflexive learning**
- **Empowering and enabling others to act**
- **Embracing flexibility as a reality**

**Organizational Excellence**
- **Alignment of internal incentives to SP priorities**
- **Organizational accountability to results and mandate**
- **Culture of continuous improvement**
- **Understanding, meeting and exceeding the needs and expectations of all of our stakeholders**
- **Empowered teams, offices and personnel who act quickly and efficiently within the SP boundaries**

**Principles**
- **Cooperation not competition**
- **Building on the ideas and skills of the whole group**
- **Commitment to actively use our power in an inclusive, transformational way**
- **Understanding, meeting and exceeding the needs and expectations of all of our stakeholders**
- **Aligning internal incentives to SP priorities**
- **Empowered teams, offices and personnel who act quickly and efficiently within the SP boundaries**
- **Modeling feminist purpose and principles**
- **Inspiring a shared vision based on personal and collective reflexive learning**
- **Empowering and enabling others to act**
- **Embracing flexibility as a reality**
### 3.4 Empowered People and Inclusive Workplace

<table>
<thead>
<tr>
<th>How We Work Together</th>
<th>The Power Behind Our Progress</th>
<th>The Change We will Create</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zero-tolerance for discrimination and racism</td>
<td>Diverse and Talented Personnel</td>
<td>Empowered Work Force</td>
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<tr>
<td>Transformative Leadership</td>
<td>Improved Recruitment and Talent Management</td>
<td>Inclusive Culture</td>
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<tr>
<td>Upscaled Leadership Training</td>
<td>Feminist Excellence</td>
<td>Accountability</td>
</tr>
<tr>
<td>Participatory Decision Making</td>
<td>Leadership Principles</td>
<td>Employer of Choice</td>
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</table>
4. Examples from the field
4.1 Positive Social Norms

- **Individual**: Knowledge, attitudes, behaviors, skills, beliefs
- **Interpersonal**: Relationship, interactions, social networks
- **Community**: Collective values, relationships among organizations
- **Social and Institutional**: Institutional structures and cultures
- **Policy and Enabling Environment**: Laws and policies

**Examples from the field**
- HIV and GBV prevention through community dialogues on social norms and harmful practices in **South Africa**
- Promote gender-equitable social norms across **the Pacific**, including in partnership with faith-based organizations and through sports
- **Unstereotype Alliance** addressing gender stereotypes in workplace and advertisements
In Uruguay, UN-Women is driving a behaviorally informed intervention to encourage fathers to take more parental leave to facilitate women’s insertion in the labor market.

In Mexico, men of the Second Chance Education communities have been engaged to transform traditional views of women’s access to education and labor market, leading to substantive changes in the political discourse of local authorities.

**Spotlight Initiative:** Awareness-raising on VAW through art and engaging artistic groups enabled reaching new and wider audiences in El Salvador.
4.2 Women’s leadership, voice and agency

Examples from the field
Between 2016-20, UN Trust Fund grantees reached 54.6m people, including 1.6m women & girls direct beneficiaries

Increased integration of WPS in Security Council’s Informal Expert Group (IEG) on Women, Peace and Security resolutions from 15% in 2000-2005 to 70% in 2019

Created a platform in Zimbabwe through which women living with HIV successfully influenced the new HIV/AIDS Strategic Plan and secured $20 million

UN-Women supports an enabling environment for women to strengthen their voice and their CSOs by:

- Promoting the right to freedom of opinion and expression
- Facilitating the provision of dedicated, flexible funding
- Integrating practitioner led knowledge and expertise
- Supporting women to achieve bodily autonomy and agency free from violence
- Helping create spaces to inform decision making and peace processes
4.2 Women’s leadership, voice and agency

**INDIGENOUS WOMEN**

In Guatemala, UN-Women led the process of creating the **Indigenous Women’s Platform** as an advisory body to the Executive, a historical event for indigenous women’s political participation and influence at the highest level.

Indigenous women candidates participated in 15 political dialogues in Bolivia promoting their agendas relating to GEWE.

**WOMEN HUMAN RIGHTS DEFENDERS (WHRD’s)**

**ProDefensoras** benefits over 3000 women leaders and their communities in Colombia through:

- 5 emergency funds to support WHRD’s voice and work; situation and risk assessments and monitoring
- Awareness-raising campaigns and capacity development.
THANK YOU!