



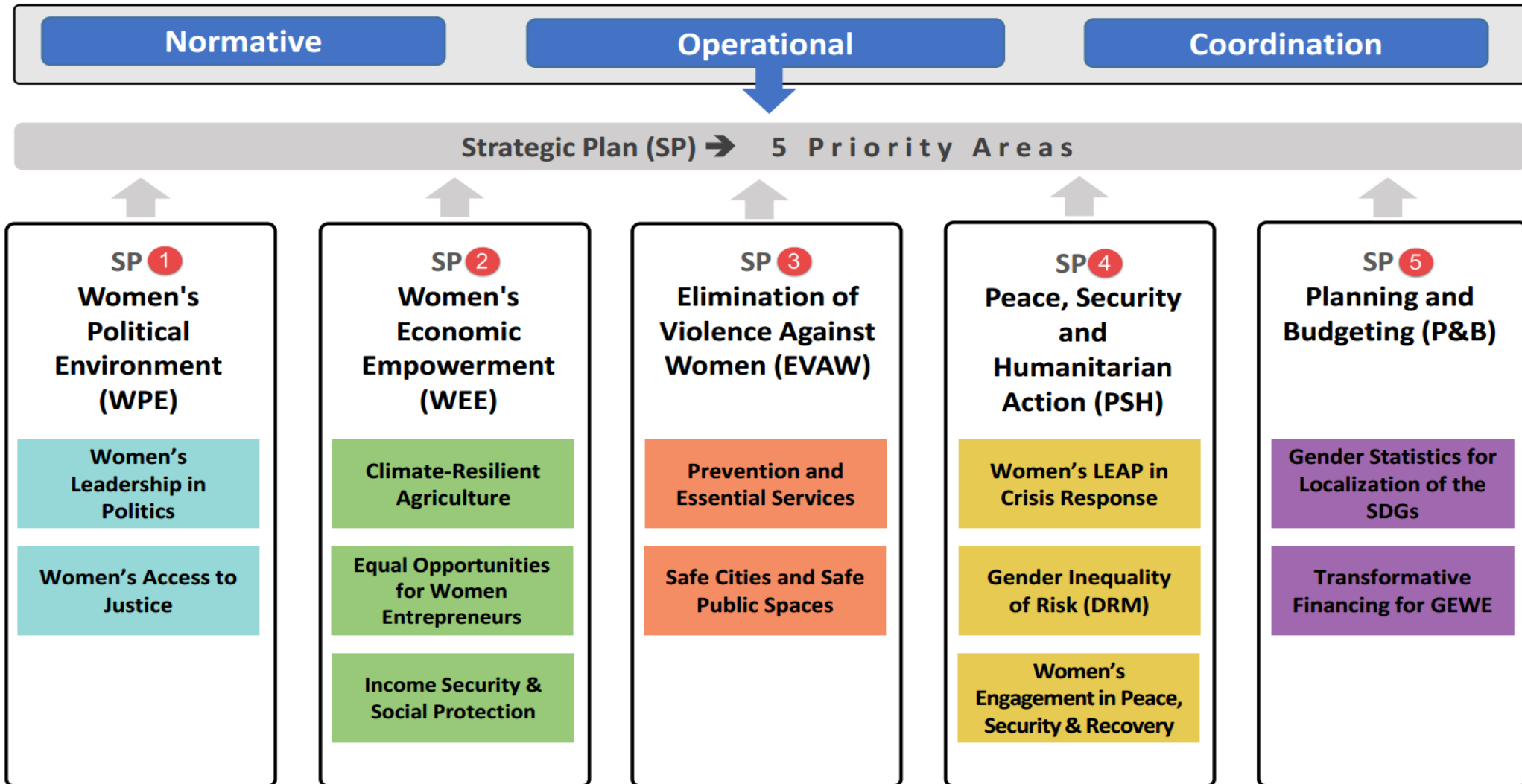
United Nations Entity for Gender Equality and the Empowerment of Women

UN Women Flagship Programming Initiatives

Fit and Funded for Purpose
February 9th, 2016

The **2014-2017 Strategic Plan** is the **WHAT** and the **PFI**s the **HOW**.

They reflect an evolution in UN-Women’s programming strategy from a large number of small UN Women projects to a small number of large UN Joint Programmes



II. THEORY OF CHANGE: 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	<p>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)</p> <p>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)</p> <p>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)</p> <p>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)</p>	<p>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)</p> <p>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)</p> <p>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)</p>	<p>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)</p> <p>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)</p> <p>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)</p>	<p>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)</p> <p>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)</p> <p>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))</p> <p>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)</p>
Key Assumptions	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Parties may nominate women but voters don't elect them • Male incumbents are able to raise more money than women 	<ul style="list-style-type: none"> • Deeply ingrained mentalities impossible to change • Men benefit from, and perpetuate, status quo • Combating discriminatory attitudes is insufficient without additional structural changes 	<ul style="list-style-type: none"> • Limited capacity of partners to put in place systems for gender responsive planning and policy making • Institutions are slow to reform.

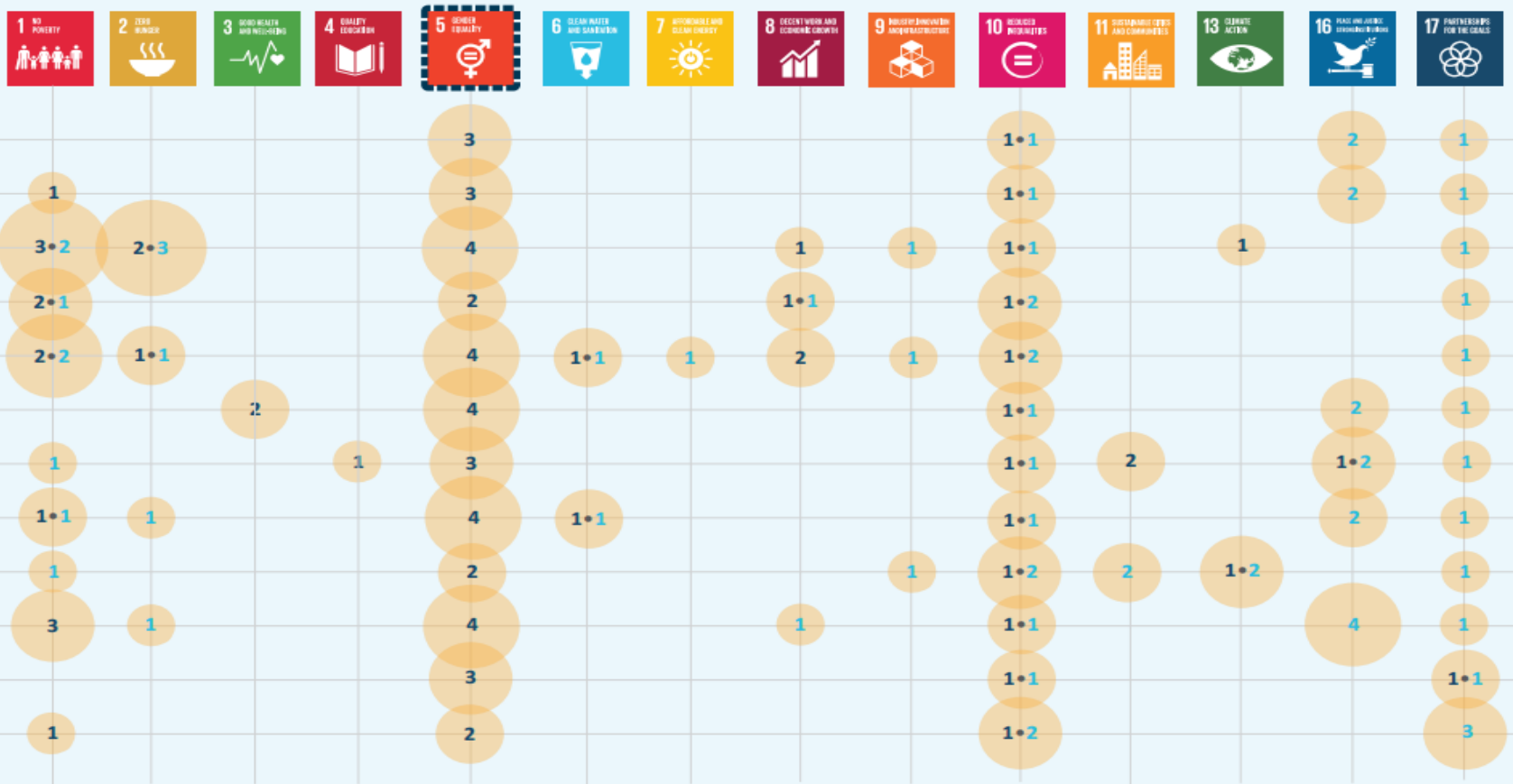
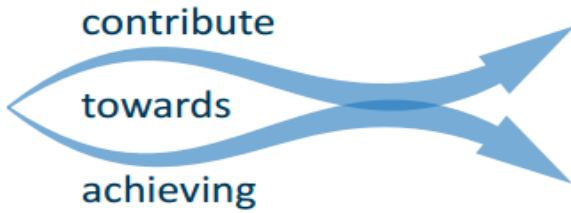
14 SDGs



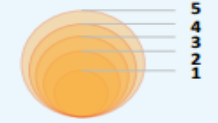
While UN Women does not have a FPI on education and reproductive health, it collaborates with UNESCO, UNFPA and the World Bank in a Joint Programme on empowering adolescent girls and young women through education; and as part of the H4+, creates an enabling environment for women and girls to demand their rights to sexual, reproductive, maternal, newborn, child and adolescent health (SRMNCAH).



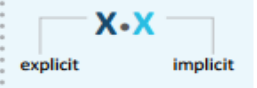
12 FLAGSHIP PROGRAMMING INITIATIVES



Total # of SDG targets by Flagship Programme



Breakdown by # of targets into "Explicit" (women are directly referred to) & "Implicit" (women are indirectly referred to)



Each FPI can support multiple SDG targets. Given the indivisible nature of the SDGs, the FPIs are expected to have an indirect impact on most SDGs.

1. WPE: Women's Political Empowerment; WEE: Women's Economic Empowerment; EVAW: Ending Violence Against Women; PSH: Peace, Security and Humanitarian Action; P&B: Planning and Budgeting.

Portfolio of Country Projects

Most FPIs are expected to be implemented through this modality

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.

Can be a joint projects with other UN agencies

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

Global/Regional Programme

One programme document at the global (or regional) level

Implemented in multiple countries

Can be a Joint Programme with other UN agencies

Often used for highly specialized initiatives requiring common methodologies

UN Multi-Donor Trust Funds

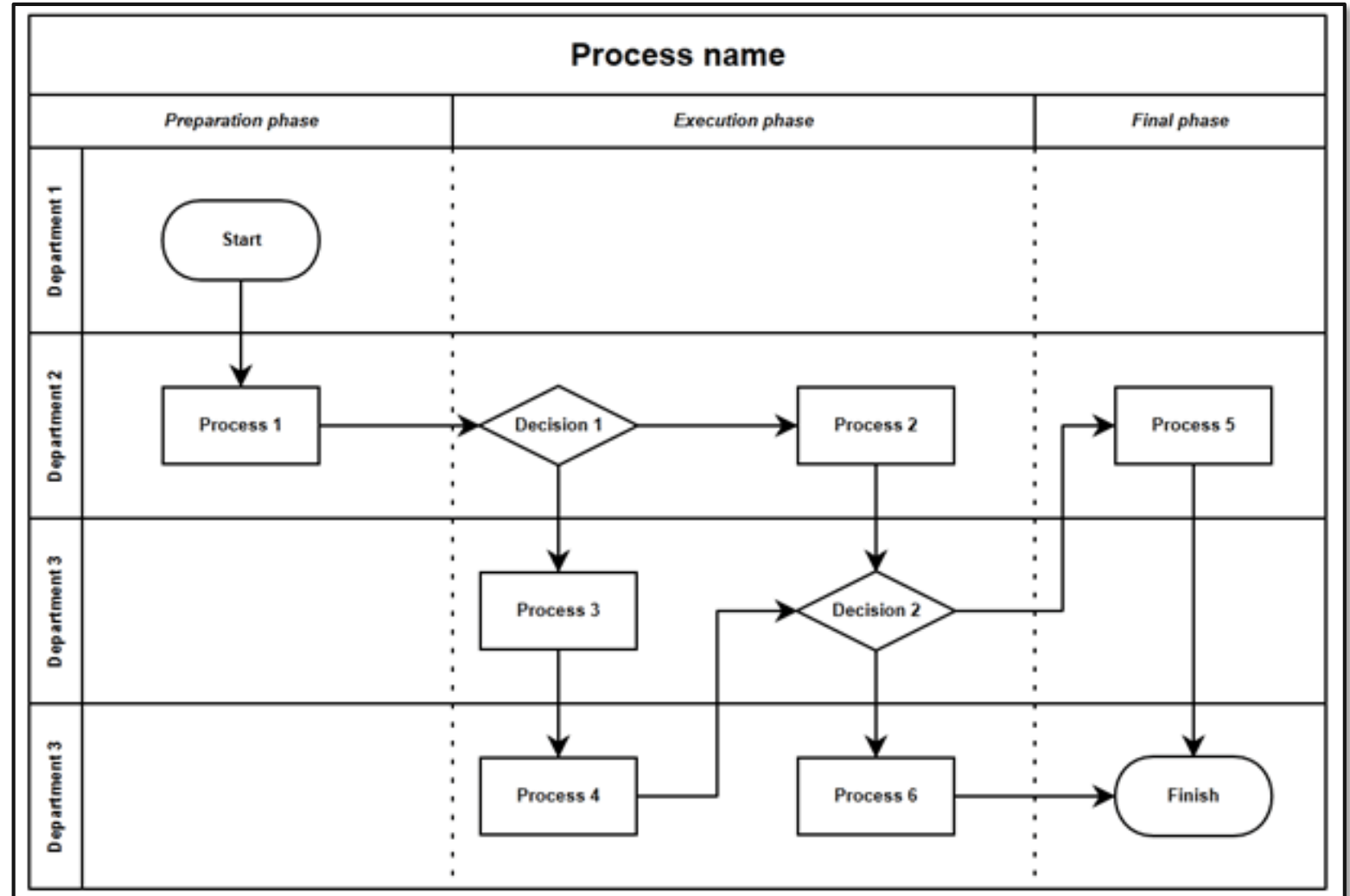
Pools funding from multiple donors at the global, regional or country level

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

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

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
- Fast Tracking



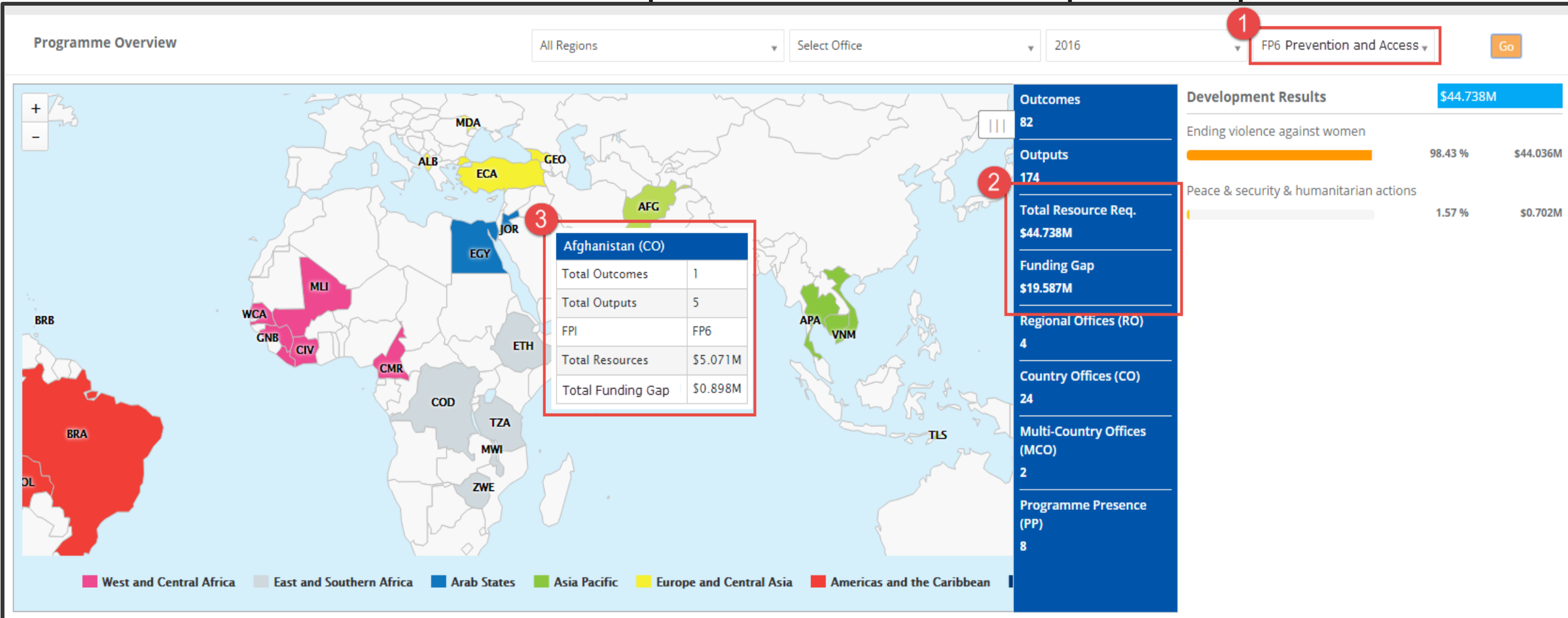
Identification of the funding gaps



Shows Funding gap for FPI 6 by country

Shows Total Funding gap for FPI 6

Allow to identify Funding Gap by Flagship Programmes





UN WOMEN



United Nations Entity for Gender Equality
and the Empowerment of Women



Thank you

