



# Strategic Plan 2018-2021

June 12, 2017

# UN-Women Strategic Plan (Draft 1)

- Following the informal briefing on May 19<sup>th</sup>, this first draft SP aims to integrate comments and feedback from Member States on the zero draft, as follows:
  - Highlights more clearly the mutually reinforcing nature of UN Women's **composite mandate**
  - Further spells out UN-Women's **comparative and collaborative advantages**
  - Underscores principle of "**leaving no one behind**"
  - Refined **Integrated Results Framework (IRRF)**
  - Elaborates UN-Women's role in **humanitarian action**
  - Expands on **Implementation**, outlining:
    - Means of Implementation (FPIs, single agency projects and grant making)
    - Organizational design and field presence
    - Risk Management
  - Outlines **methodology to link results and resources**

# Guiding Principle – Leaving No One Behind

- Strategic Plan recognizes and responds to the circumstances of poorest and most excluded women;
- Addresses multiple and intersecting forms of discrimination and marginalization;
- Work with women’s organizations facilitates access to those most like left behind.

# UN-Women's Comparative and Collaborative Advantages

- Capacity as a **composite Entity** to:
  - Support the strengthening of norms and standards at global and regional levels;
  - Promote UN-system accountability to these normative advances;
  - Integrate them into legislation, policies, and development plans at national and local levels.
- Capacity to apply gender analysis to the mandate of UN partner agencies and supplement their action to ensure that it benefits women and men equally
- Longstanding **relationship with the women's movement** to reach and give voice to those who are the most likely to be left behind
- Ability to bridge **human rights, development, peace and security and humanitarian action** for GE/WE

# UNDS Efforts to Promote GE/WE through collaborative advantage

## ACHIEVE GENDER EQUALITY AND EMPOWER ALL WOMEN AND GIRLS, INCLUDING FULL ENJOYMENT OF THEIR HUMAN RIGHTS

### Achieving SDG 5 and ensuring that the entire 2030 Agenda delivers for women and girls

#### Policy and Legislation:

- Aligning laws and policies with international human rights standards (All)
- Strengthening engagement with human rights mechanisms (All)
- Identifying and addressing discrimination in laws, policies and practice (All)
- Strengthen accountability frameworks to support gender equality and empowerment of women (All)

#### Leadership and participation

- Institutions of democratic governance that are conducive to women's participation (UNDP, UN Women)
- Leadership training (UN Women, UNDP)
- Women's active participation in political processes, including elections as candidates and voters (UNDP, UN Women)
- Promotion of gender balance, including through temporary special measures (UN Women)
- Leadership of young and adolescent girls (UNICEF, UNFPA)

#### Education and economic empowerment

- Eliminating structural barriers and adopting enabling policies for the participation of women in the economy (UN Women, UNDP)
- Better educational outcomes for girls (UNICEF)
- Improved institutional capacity and individual skills for sustainable livelihoods (UNDP, UN Women), including for adolescents (UNICEF)
- Access to financial and other productive assets, such as land, energy, etc. (UNDP, UN Women)
- Addressing unpaid care and domestic work (UN Women)
- Equal sharing of responsibilities (UNFPA, UN Women,)

#### Health

- Maternal health (UNICEF and UNFPA)
- Sexual and reproductive health and reproductive rights (UNFPA and UN Women)
- Access to family planning (UNFPA)
- Engaging men and boys (UNFPA)
- Strengthening health systems (All)
- HIV prevention and response (All)
- H6 partnership (UN Women, UNFPA, UNICEF, World Bank, WHO, UNAIDS)

#### Eliminating harmful practices

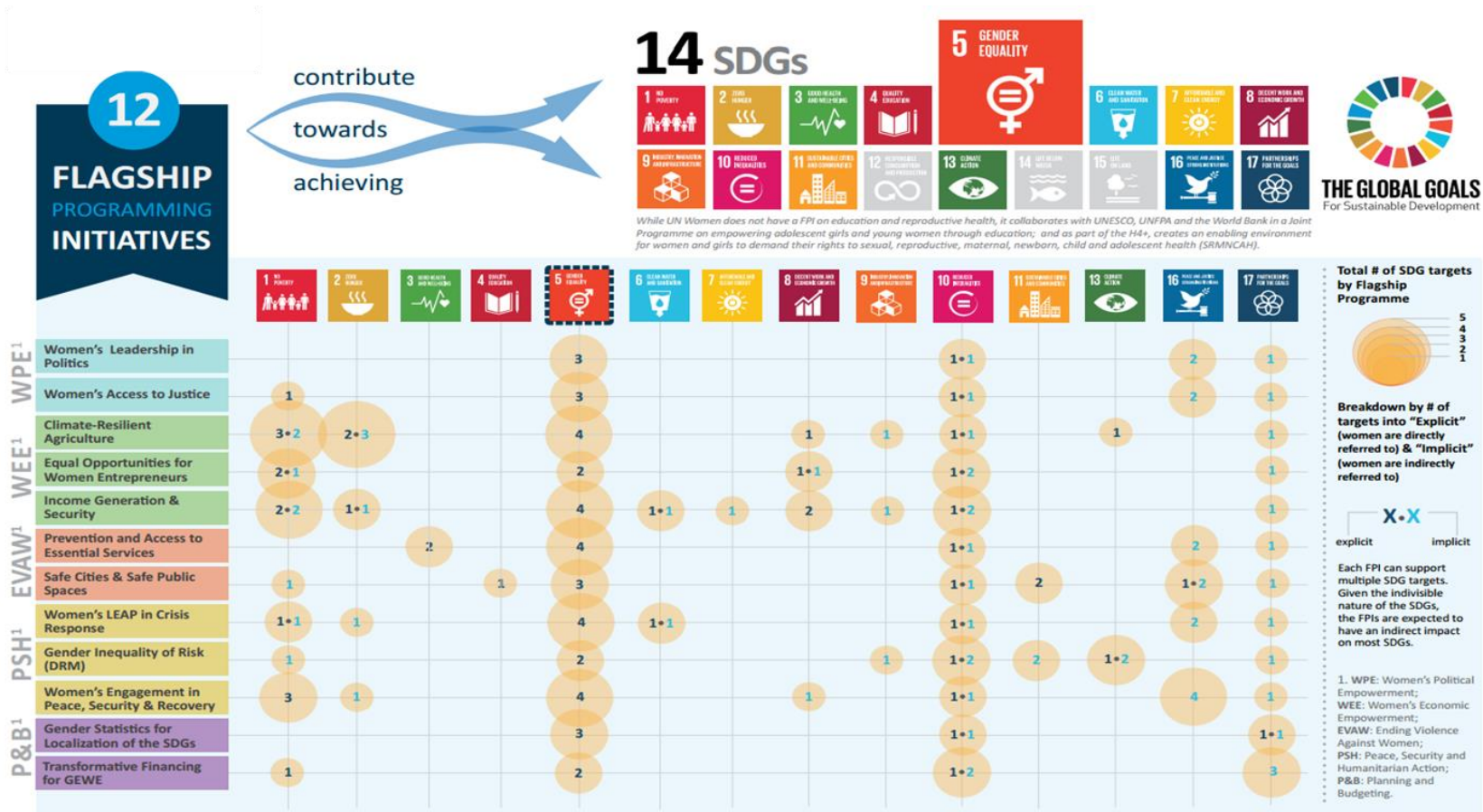
- Child, early and forced marriage (UNFPA, UNICEF, UN Women)
- Female genital mutilation/cutting (UNFPA, UNICEF, UN Women)
- Sex selection (UNFPA)

#### Ending violence against women and girls

- Prevention:
- Joint UN Prevention Framework (All)
  - Essential services package
  - Health (UNFPA)
  - Justice and police (UNDP, UN Women)
  - Social services (UNICEF, UNFPA, UN Women)
  - Coordination and governance (UN Women, UNDP, UNFPA)
  - Awareness raising (all)
  - UNITE campaign Data (All)

Women's leadership and protection in humanitarian, conflict-affected and transitional settings

# Collaborative Advantage: Applying gender analysis across SDGs



# Refined IRRF

- Highlights interconnection between areas of work
- Outlines required institutional capacities to deliver outputs
- Methodology developed for optimized allocation of resources by Outcome area
- Features:
  - Methodological Notes for Indicators
  - Harmonization across UN agencies
  - Alignment with 2030 Agenda for Sustainable Development

# 2018 – 2021 Strategic Plan: Development Results

## Achieve gender equality and empower all women and girls, including full enjoyment of their human rights

**Outcome 1:** A comprehensive and dynamic set of global norms, policies and standards on gender equality and the empowerment of all women and girls is strengthened

**Output 1.1** Enhanced capacity of governments and stakeholders to assess progress in implementation of the BPfA and other global normative and policy frameworks for gender equality and the empowerment of all women.

**Output 1.2** Intergovernmental processes supported through convening of Governments, civil society, UN and other relevant partners, and facilitation of evidence-based dialogue

**Output 1.3** Expanded knowledge on gender perspectives through provision of substantive inputs and dialogues to global and regional intergovernmental processes

### **Outcome 2: Women lead, participate in and benefit equally from governance systems**

**Output 2.1** More national and local plans and budgets are gender-responsive

**Output 2.2** More justice institutions are accessible to and deliver equally for women and girls

**Output 2.3** More women of all ages fully participate, lead and engage in political institutions and processes

**Output 2.4** More and better quality of data and statistics are available to promote and track the progress of gender equality and women's empowerment

### **Outcome 3: Women have income security, decent work and economic autonomy**

**Output 3.1** More policies promote decent work and social protection for women

**Output 3.2** More women own, launch and/or better manage small, medium and large enterprises

**Output 3.3** More rural women secure access to productive resources and engage in climate smart agriculture

### **Outcome 4: All women and girls live a life free from all forms of violence**

**Output 4.1** More countries and stakeholders are better able to prevent violence against women and girls and deliver quality essential services to survivors

**Output 4.2** More cities and other settings have safe and empowering public spaces for women and girls

### **Outcome 5 : Women and girls contribute to building sustainable peace and resilience, and benefit equally from crisis prevention and humanitarian action**

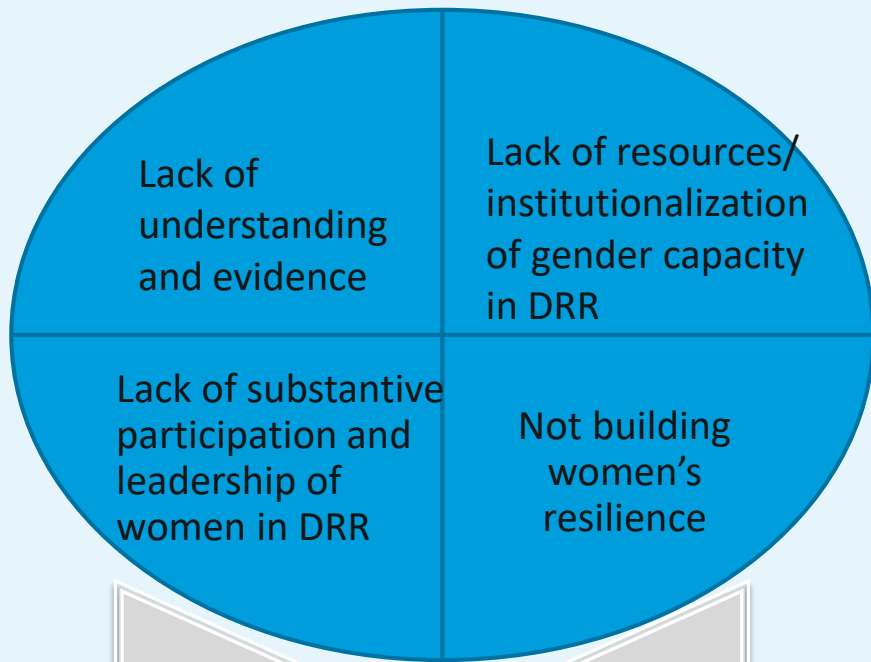
**Output 5.1** Gender equality advocates effectively influence peace and security processes

**Output 5.2** More women play a greater role and are better served by humanitarian response and recovery efforts

**Output 5.3** More women play a greater role in and are better served by disaster risk management processes



# DRR as Usual versus GIR

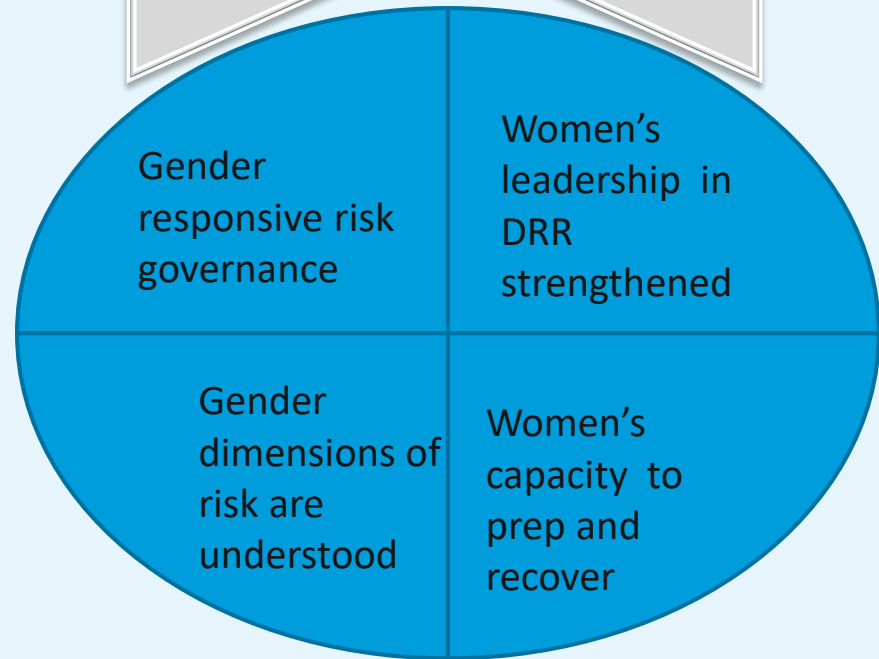


*Less effective in saving lives and reducing loss and damage; do not leverage women's leadership and strengths*

Does not fulfill the promise of Sendai

Reduce loss of lives  
Achievement of Sendai targets and SDGs

*An innovative and powerful partnership for cost-effective transformative change*



**GIR Initiative**

## 2018 – 2021 Strategic Plan: Organizational Efficiency and Effectiveness

**Achieve gender equality and empower all women and girls, including full enjoyment of their human rights**

**Output 1:** Enhanced coordination, coherence and accountability of the UN system for gender equality commitments

- UN accountability for gender equality commitments;
- UN coordination for programming;
- Gender parity

**Output 2:** Increased engagement of partners in support of UN Women's mandate

- Alliance building and movement for change;
- Youth engagement;
- Partnership;
- Public advocacy;
- Corporate communications and brand awareness;
- Resource mobilization

**Output 3:** Enhanced quality of programmes through knowledge, innovation, RBM and evaluation

- Innovation and technology;
- South-south cooperation;
- Knowledge and data;
- RBM;
- Evaluation

**Output 4:** Improved management of financial and human resources in pursuit of results

- Stewardship of resources;
- Human resources;
- Risk management and accountability
- ICT;
- Staff premises and security

# Advocacy and Campaigns

- Campaigns underlined UN Women's advocacy and social mobilization function to engage people –in particular the youth- and effect behaviorial and social change
- They also sharpen the public image of UN Women and its partners and are essential for policy support and fund mobilizatuon
- Work on **masculinity, discriminatory norms, stereotypes and societal pressure** and their impact on GE/EW as well as the importance of GE/EW to achieve the 2030 agenda will be continued through HeForShe, UNiTE, and Step It Up.
- Investment in digital platforms will be continued.

# Means of Implementation: Programming Modalities

- **Flagship Programme Initiatives (FPIs)**
  - Focus on limited number of transformative initiatives
  - Supported by robust Theories of Change
  - Better leveraging UN-Women's composite mandate
- **Grant-making mechanisms**
  - Direct support to women's organizations
  - Piloting of innovative approaches
  - Swift implementation of field-level activities
- **Project modality**
  - Targeted requirements
  - Embedded within a broader transformative approach

# MOIs and Output TOCs

## 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 Statement	<b>Women Lead in Political Decision-Making</b> <b>Key indicators:</b> % 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	<b>1. Electoral frameworks and arrangements promote gender balance in elections.</b> Key indicators: % of countries with electoral frameworks that promote gender balance	<b>2. A cadre of interested, diverse and capable women political leaders is formed.</b> Key indicators: % women who regularly undertake various forms political action	<b>3. Women are perceived as equally legitimate and effective political leaders as men.</b> Key indicators: % of population who believe women are credible political leaders	<b>4. Women are promoted as leaders in gender sensitive political institutions.</b> 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	<b>1.1. Strengthened legislative framework enables women's participation and leadership</b> (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) <b>1.2. Political party policies and procedures reform to include women</b> (campaigns target gate-keepers to select women; voluntary reforms to party statutes; women nominated in winnable positions; codes of conduct, accountability of women leaders) <b>1.3. Violence against women in elections is mitigated</b> (capacity building of security forces; data collection; CSO monitoring mechanisms and women's situation rooms in place) <b>1.4. Electoral arrangements enhance women's political participation and leadership</b> (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)	<b>2.1. Increased technical capacity of women to engage in leadership contests</b> (capacity development of women aspirants; public speaking; constituency engagement; transformative leadership training, including of young and marginalized women) <b>2.2. Enhance women's capacity to conduct competitive, well-resourced and innovative campaigns</b> (capacity development of women candidates on campaign messaging, outreach, using ICT and social media campaigns; access to women's fundraising networks) <b>2.3. Diverse networks of support for women leaders created and sustained</b> (e.g. working with professional networks, CSO networks, social media networks, political parties, youth groups)	<b>3.1. Increased community and civic understanding of gender equality and women's right to political participation</b> (provision of outreach; community dialogues; women & gender advocates articulate demands) <b>3.2 The media promotes positive portrayals of women leaders and gender equality as a social goal</b> (media awareness raising, targeted campaigns, media code of conduct, social media) <b>3.3. Political leaders publicly promote gender equality and women's leadership</b> (stakeholders like traditional leaders, political party leaders publicly support women; public statements; male political leaders support HeForShe campaign)	<b>4.1. Elected women apply leadership skills</b> (mentoring; capacity building of newly elected leaders, forums for women leaders, women's caucuses; legislative drafting expertise; leadership training; peer-to-peer learning) <b>4.2. Institutions are receptive to women leaders</b> (family-friendly policies; child care; hours of operation; unwritten rules of debate/decorum; accountability for gender equality commitments) <b>4.3. Political institutions promote and monitor a violence-free culture</b> (political parties adopt codes of conduct; parliaments reform standing orders (i.e. to combat harassment)) <b>4.4. Women serve as role models to inspire a new generation of leaders</b> (role-model effect, showcase positive examples through iKNOW Politics, retention of women leaders; outreach to young women and women from marginalized groups)
Key Assumptions	<ul style="list-style-type: none"> <li>• There is political will to adopt reforms.</li> <li>• Some technical knowledge already exists among key national stakeholders.</li> <li>• Providing technical support will result in reformed legal frameworks.</li> <li>• Political party nomination procedures discriminate against women.</li> </ul>	<ul style="list-style-type: none"> <li>• A select group of women are willing to enter politics and lead.</li> <li>• Most women are outside moneyed networks.</li> <li>• Political parties will nominate skilled and resourced women candidates</li> <li>• National stakeholders and donors willing to support women's networks and GE advocates</li> <li>• The capacities of women to run innovative and well-resourced campaigns can be strengthened.</li> </ul>	<ul style="list-style-type: none"> <li>• Media shapes public perceptions</li> <li>• Lack of understanding of gender equality leads to discriminatory behavior</li> <li>• Raising awareness about gender discrimination will lead to transformation in attitudes</li> <li>• Leading my example has positive effect in communities</li> </ul>	<ul style="list-style-type: none"> <li>• Institutions are historically gendered but open to change</li> <li>• Newly elected leaders require capacity building/skills development</li> <li>• Creating forums for women aids in creating a supportive environment</li> <li>• Women are interested in supporting other women</li> </ul>
Risks & Barriers	<ul style="list-style-type: none"> <li>• Political upheavals stall parliamentary and legislative processes</li> <li>• Gender equality not considered a priority in electoral administration</li> <li>• Legislation not enforced</li> <li>• National partners have limited capacities to apply knowledge</li> </ul>	<ul style="list-style-type: none"> <li>• Parties may nominate women but voters don't elect them</li> <li>• Male incumbents are able to raise more money than women</li> </ul>	<ul style="list-style-type: none"> <li>• Deeply ingrained mentalities impossible to change</li> <li>• Men benefit from, and perpetuate, status quo</li> <li>• Combating discriminatory attitudes is insufficient without additional structural changes</li> </ul>	<ul style="list-style-type: none"> <li>• Limited capacity of partners to put in place systems for gender responsive planning and policy making</li> <li>• Institutions are slow to reform.</li> </ul>

# Organizational design and field presence

	<u>Gender inequality, partnership space and financial viability</u>			
<u>Ability to finance</u>	<u>Highest</u>	<u>High</u>	<u>Medium</u>	<u>Low</u>
<u>Low</u>	<u>IGS, C,</u> <u>ASM, IPA,</u> <u>CD, TA</u>	<u>IGS, C,</u> <u>ASM, IPA,</u> <u>CD, TA</u>	<u>IGS, C,</u> <u>ASM,</u> <u>IPA, CD</u>	<u>IGS, C,</u> <u>ASM</u>
<u>Medium</u>	<u>IGS, C,</u> <u>ASM, IPA,</u> <u>CD, TA</u>	<u>IGS, C,</u> <u>ASM, IPA,</u> <u>CD</u>	<u>IGS, C,</u> <u>ASM,</u> <u>IPA</u>	<u>IGS, C,</u> <u>ASM</u>
<u>High</u>	<u>IGS, C,</u> <u>ASM, IPA,</u> <u>CD</u>	<u>IGS, C,</u> <u>ASM, IPA</u>	<u>IGS, C,</u> <u>ASM,</u> <u>IPA</u>	<u>IGS, C,</u> <u>ASM</u>
<u>Highest</u>	<u>IGS, C,</u> <u>ASM, IPA</u>	<u>IGS, C,</u> <u>ASM, IPA</u>	<u>IGS, C,</u> <u>ASM,</u> <u>IPA</u>	<u>IGS, C,</u> <u>ASM</u>

**IGS** = Normative support

**C** = UN system coordination

**IPA** = Integrated Policy Advice

**CD** = Capacity Development

**ASM** = Advocacy and Social Mobilisation

**TA** = Technical Assistance for Essential Services

# Risk Management

- Risk Management is **embedded in key planning process**
- Constant monitoring of **Enterprise Risk Management model**
- Timely implementation of **UNBoA and AAC recommendations** to remain a priority
- **Corporate Risk Register**
- **Field offices** maintain and reflect **key risks and mitigation measures** in their Strategic Notes

# Next Steps

- **Overarching Theory of Change** currently under development (will be ready by the Annual Session)
- Theory of change developed for each **output**
- **Baselines, milestones and targets** currently under development
- 2017 Structured Dialogue on Financing to spell out **2018-2021 Fund Mobilization Strategy**