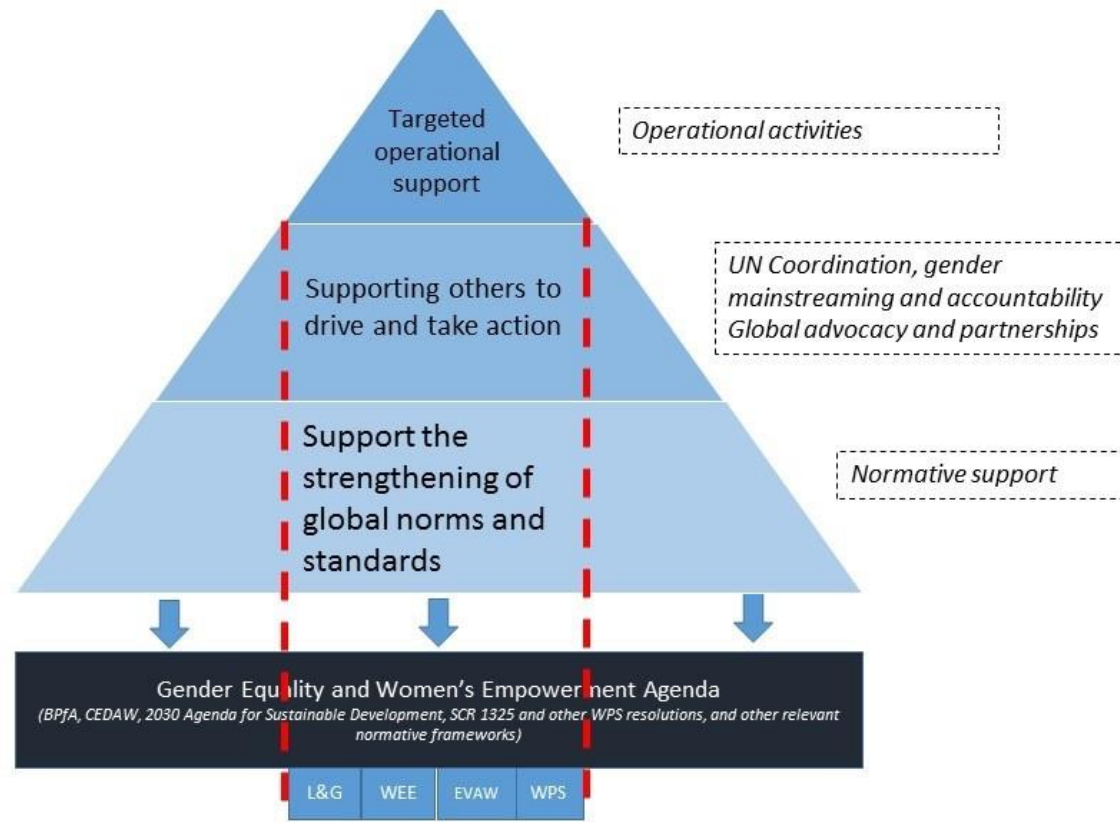UN WOMEN

Strategic Plan 2018-2021
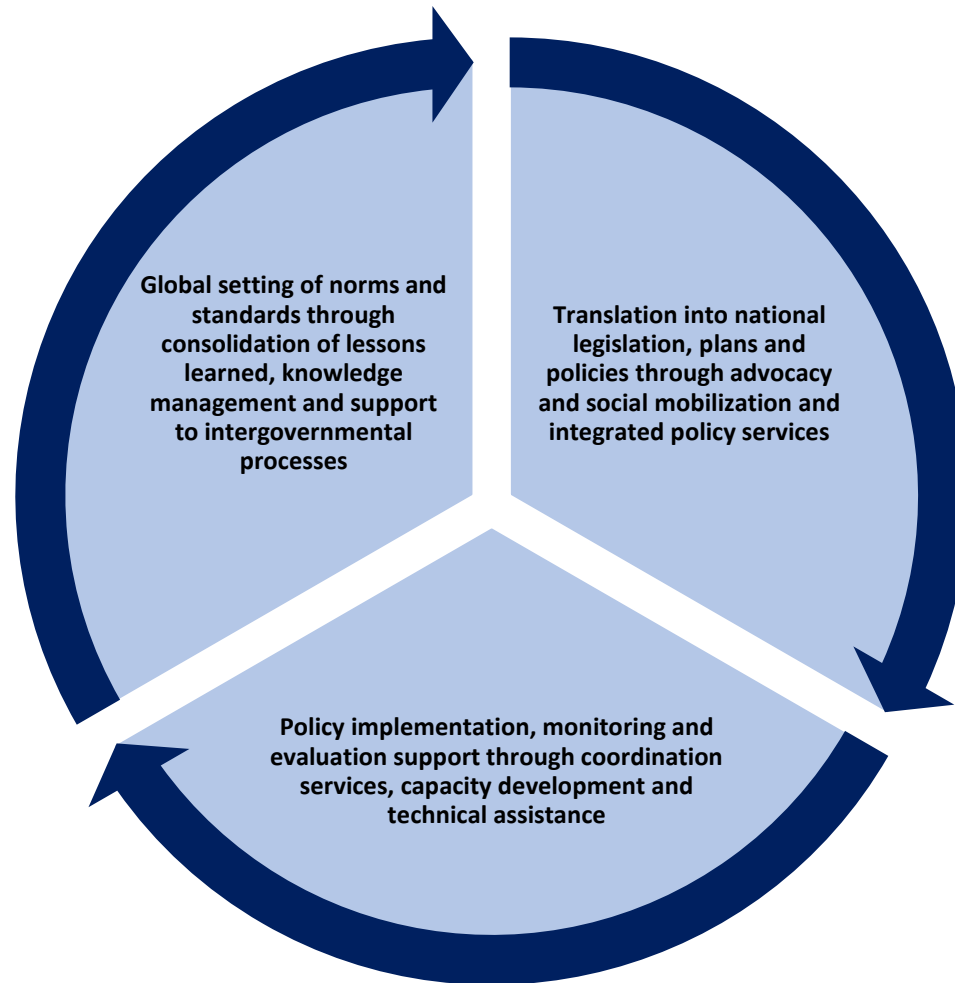July 6, 2017

UN-Women
Strategic Plan 2018-2021
Theory of Change

- Based on normative global frameworks, this Theory of Change articulates the necessary conditions [framed as outputs] and actions needed to remove structural barriers for the achievement of gender equality and women's empowerment; as well as UN-Women's contribution to this change process in line with its comparative advantages.

UN-Women's coverage of the gender equality agenda

UN-Women's support role throughout the policy cycle

Global setting of norms and standards through consolidation of lessons learned, knowledge management and support to intergovernmental processes

Translation into national legislation, plans and policies through advocacy and social mobilization and integrated policy services

Policy implementation, monitoring and evaluation support through coordination services, capacity development and technical assistance

Global Theory of Change

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

GOAL TOC STATEMENT	**IF** a comprehensive and dynamic set of global norms, policies and standards on gender equality and the empowerment of all women and girls is strengthened, **IF** women lead, participate in and benefit equally from governance systems, **IF** women have income security, decent work and economic autonomy, **IF** all women and girls live a life free from all forms of violence, **IF** women and girls contribute to building sustainable peace and resilience, and benefit equally from crisis prevention and humanitarian action, and **IF** the entire UN system delivers on its commitments to gender equality and women's empowerment; **THEN** women and girls will be able to exercise their full rights on an equal footing with men and boys and equally contribute to and benefit from development, **BECAUSE** I) Governments and key stakeholders have enhanced capacity to assess progress in key intergovernmental norms and standards related to GEEW; intergovernmental processes are supported and a conducive environment is established for dialogue and exchange amongst stakeholders to strengthen global norms and standards; the development of global norms and standards is informed by substantive inputs and knowledge, as well as field realities, including women's voices and civil society perspectives; II) Women's full participation and leadership in political decision-making is ensured, national plans, policies and policies equally benefit women and girls and discriminatory laws are repealed; better quality of gender data and statistics inform the development of effective and evidence-based policies and women's access to justice provides accountability mechanisms for the enforcement of laws and policies; III) Macroeconomic and fiscal policies promote decent work and social protection for women; policies recognize, reduce and redistribute unpaid care work; more women own, launch and/or better manage small, medium and large businesses providing job creation and income generation for women; more rural women access productive resources and engage in climate smart agriculture, fostering women's empowerment, economic development and societal resilience to climate change; IV) More countries and stakeholders are better able to prevent violence against women and girls by overcoming gender stereotypes, transforming social norms and promoting zero tolerance for violence and deliver quality essential services to protect and assist survivors; more cities and other settings have safe and empowering public spaces ensuring women and girls the full exercise of their rights and freedom of movement to access services, participate in public life and enjoy recreational opportunities; V) Women are protected from all forms of human rights violations, including sexual and gender-based violence, while national accountability is enhanced; women play a greater role and are better served by humanitarian response and recovery efforts and their resilience is enhanced through increased access to productive and financial assets, protection mechanisms and effective support services; women's vulnerability is reduced through gender-responsive analyses, gender-responsive risk management plans and sex-disaggregated disaster-related data.

OUTCOME AREAS	Global norms and standards			Governance systems				Income security, decent work and economic autonomy			Ending all forms of violence against all women and girls		Sustainable peace and resilience, crisis prevention and humanitarian action		
OUTPUTS	Enhanced capacity to assess progress in implementation of BPfA and other global normative and policy frameworks for GEEW	Intergovernmental processes supported through convening of Governments, civil society, UN and other partners and facilitation of evidence-based dialogue	Expanded knowledge on gender perspectives through provision of substantive inputs and dialogues to intergovernmental processes	More national and local plans and budgets are gender responsive	More justice institutions are accessible to and deliver equally for women and girls	More women of all ages fully participate, lead and engage in political institutions and processes	More and better quality of data and statistics are available to promote and track progress of gender equality and women's empowerment	More policies promote decent work and social protection for women	More women own, launch and/or better manage small, medium and large enterprises	More rural women secure access to productive resources and engage in climate smart agriculture	More countries and stakeholders are better able to prevent violence against women and girls and deliver quality essential services to survivors	More cities and other settings have safe and empowering public spaces for women and girls	Gender equality advocates effectively influence peace and security processes	More women play a greater role and are better served by humanitarian response and recovery efforts	More women play a great role in and are better served by disaster risk management processes
RISKS & BARRIERS	Lack of political will Pushback on normative gains Poor implementation Conflicting priorities			Lack of political will Gender-blind policies and laws Adverse socio-cultural norms and practices Weak institutions Electoral violence Limited leadership and negotiation skills				Lack of political will Discriminatory norms and practices Limited skills and access to resources Limited investments			Lack of political will Implementation gap in relevant legislation due to lack of capacity and budgetary resources Harmful social norms, attitudes and stereotypes Limited availability of services Lack of accurate data		Lack of political will Gender-blind frameworks and response mechanisms Limited skills in leadership and conflict prevention Negative social norms and practices Conflict-related violence		
ASSUMPTIONS	Through leveraging its normative work, UN coordination mandate and its close relationship with civil society and other key stakeholders, UN-Women acts as a smart catalyst, is able to build coalitions for transformative changes and mainstream gender equality and women's empowerment into the efforts of its partners to substantially leverage and complement its operational activities and ensure that the gender equality and women's agenda is covered in a comprehensive and integrated manner and key policies and infrastructure are in place.														

Regional Theory of Change (Africa)

GOAL	An integrated, inclusive, peaceful, and prosperous Africa, where women, girls, boys and men, enjoy equal rights and opportunities							
GOAL TOC STATEMENT	IF women lead and participate in decision making at all levels, IF women, especially the poorest and most excluded are economically empowered and benefit from development, IF women live a life free of violence, and IF peace, security and humanitarian action are shaped by women's leadership and participation, THEN the African continent will be more peaceful and integrated, and enjoy an inclusive prosperity, BECAUSE I) *Women's human rights will be universally upheld as defined in numerous frameworks incl. CEDAW, Maputo Protocol, and women will have the necessary agency to determine their own lives;* II) *Gender responsive land tenure systems will be in place; gender responsive affirmative procurement policies will be in effect; women will have access to relevant skills and productive resources and care work will be recognized and regulated;* III) *an enabling legislative and policy environment will be in place and translated into action; favorable social norms, attitudes and behaviors will be promoted to prevent VAW; and women who experience violence will be empowered to use available, accessible & quality essential services & recover from violence* IV) *Women's agency, leadership and participation will be recognized and facilitated to enable them to rebuild their lives in situations of crisis, conflicts and disasters*							
STRATEGIC IMPACT AREAS	**Governance systems**		**Income security, decent work and economic autonomy**			**Ending all forms of violence against all women and girls**	**Sustainable peace and resilience, crisis prevention and humanitarian action**		
OUTCOMES	Women's leadership in politics	Production and use of gender statistics for evidence-based localization of the SDGs	Climate resilient agriculture	Affirmative procurement incl. in infrastructure	Decent work and income security	Prevention and essential quality services	Peace, security & recovery	Women's leadership, empowerment, access and protection in crisis response (LEAP)	Addressing gender inequalities of risk
RISKS & BARRIERS	Lack of political will Gender blind policies and laws Adverse socio-cultural norms and practices Electoral violence Women have limited leadership skills		Discriminatory policies and laws Adverse socio-cultural norms and practices Women have limited skills and access to productive resources Increased economic migration and human trafficking			Lack of political will Legislation not implemented due to lack of capacity and budget allocations; Harmful social norms and attitudes Limited services available/accessible	Lack of political will Gender blind frameworks and response mechanisms Adverse socio-cultural norms and practices Conflict-related violence Women have limited leadership skills and conflict prevention, management and resolution skills		