United Nations

Executive Board of the United Nations Entity for Gender Equality and the Empowerment of Women

Distr.: General

Original: English

UN-Women Strategic Plan 2018-2021

Zero Draft

I. Introduction

1.   This Strategic Plan lays out UN-Women's unique role in gender equality and the empowerment of women worldwide as envisioned in Sustainable Development Goal 5. It reflects UN-Women's mandate and the lessons-learned during the first five years of its existence, including those of the Mid-Term Review of the previous Strategic Plan. It shows how UN-Women helps Member States establish new norms and strive for their achievement. It is founded on key intergovernmental norms and standards including the Beijing Declaration and Platform for Action and its 20-year review and associated Political Declaration, the 2030 Agenda and Sustainable Development Goals, relevant Security Council Resolutions on women, peace and security, the Convention on the Elimination of All Forms of Discrimination Against Women and Agreed Conclusions of the Commission on the Status of Women.

2.   The plan builds on the successes of those first five years. UN-Women grew dramatically in size, presence and impact at all levels, taking its place as a global leader in gender equality and women's empowerment. It's programme increased by 84 percent from 2011 to 2016, leveraging ever-greater amounts of non-core resources from strategic investments of core resources, while achieving unqualified audits throughout. It supported, drew upon and was inspired by the feminist movement and women's organisations, bringing new constituencies into an expanding coalition for gender equality. It convened different parts of the UN system in high-impact partnerships, sometimes leading, sometimes aligning behind the leadership of others, such as with UNFPA on sexual and reproductive health and rights, or ILO on conditions for domestic workers.

3.   The norms and standards upon which UN-Women founds its work envisage a gender-equal, peaceful, prosperous and sustainable world: Planet 50-50 by 2030. They recognize women as agents and accelerators of socio-economic change. However, based on the current rate of progress, it will take 82 years to close the gender gap in political participation, 95 years to achieve gender parity in lower secondary

education, and 170 years to close the economic gender gap[1]. No state has achieved gender equality. This undermines hopes for peace, prosperity and sustainable development.

4.   Yet the experience of the Millennium Declaration and its Goals shows that trends can be broken and even reversed. Acceleration toward full realisation is key and possible where political will, strategic partnerships, mobilization, resources and innovation converge. While poverty still wears a woman's face, UN-Women is resolved to bend the arc of her story.

5.   UN-Women is a global, regional and national catalyst for Member States' acceleration of 2030 Agenda implementation, supporting Member States, upon their request, coordinating the UN system, and mobilizing non-state development actors to collectively deliver on the promise of the SDGs to all women and girls who would otherwise be left behind.

6.   UN-Women has demonstrated that just as returns-on-investment for gender equality are unparalleled, it is itself a vehicle for high returns on social investments with the potential to unleash trillions of dollars of gender-equality value that are squandered by stereotypes, discriminatory laws and harmful practices.

7.   This plan reflects UN-Women's interconnected and indivisible normative, coordination and operational functions. It describes how these underpin UN-Women's collaborative advantage, and the ways in which the entity will act as enabler and partner within the UN family and beyond, an approach which has already seen gender equality become the most common theme of UN joint programmes. It articulates the ways in which UN-Women contributes to broader global agendas, addressing the centrality of youth in sustainable development, and the imperative of prevention in a world increasingly beset by long-lasting crisis and conflict.

8.   This plan also recognizes UN-Women's important role in supporting the UN system to "walk its talk" on gender equality, and a commitment to the Secretary-General's conviction that, as elsewhere, it is poor corporate governance for the UN to exclude women.

9.   In fulfilling this role, UN-Women will prioritise five results:

    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 across sustainable development, peace and security, human rights and humanitarian action

    2.   Women lead, participate in and benefit equally from governance systems

    3.   Women have income security, decent work and economic autonomy

    4.   All women and girls live a life free from violence

    5.   Crisis prevention and response and peace and security better serve and build the resilience of women and girls

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[1] WEF(2016): 2016 Global Gender Gap Report 2016.

II. Context

10. The 2030 Agenda positioned gender equality and the empowerment of all women and girls at the centre of sustainable development, as both a dedicated SDG and critical to the achievement of all SDGs. The 20-year review and appraisal of the Beijing Declaration and Platform for Action, combining contributions from 168 countries, identified priorities for its full, effective and accelerated implementation. The 15-year High-Level Review of Security Council Resolution 1325 and adoption of Security Council Resolution 2242 further strengthened the women, peace and security agenda. Commitments to gender equality were made in processes not targeted exclusively on gender equality, such as the Addis Ababa Action Agenda and Paris Agreement on climate change.

11. The Commission on the Status of Women at its 58th, 59th, 60th and 61st sessions took stock of progress and outlined a roadmap for transformative implementation of global gender equality commitments. From the only intergovernmental gender assessment of the MDGs (CSW58) and a renewed commitment to full, effective and accelerated implementation of the Beijing Platform (CSW59), the CSW provided a roadmap for gender-responsive implementation of the 2030 Agenda (CSW60) and direction for women's economic empowerment in the changing world of work (CSW61)

12. The adoption of GA resolution 71/243 on the Quadrennial Comprehensive Policy Review of operational activities for the UN system (QCPR) also strengthened the foundation for UN-Women's coordination role by reinforcing the centrality of gender equality and women's empowerment to sustainable development.

13. Despite these bold normative gains, women and girls face failures of governance, pervasive violence, harmful traditional practices, structural barriers and the persistence of discriminatory social norms and stereotypes that deny them their right to participate fully in all walks of life. Defending that right has cost lives, including the murder of women human rights' defenders.

14. The target of 30 percent of women in political decision-making positions that was to be achieved by 1995 remains elusive, with only a slight increase in the global average of women's parliamentary participation from 21.8 to 23.3 per cent from 2014 to 2016. Women's participation at the ministerial level barely changed in the same period.

15. 155 countries have at least one law impeding women's economic opportunities such as restrictions from doing certain jobs or owning or inheriting property. Women, in particular women migrant workers, still occupy mostly unregulated and insecure informal jobs, earning less than men for work of equal value with an estimated 23 percent gender pay gap. They are underrepresented in leadership positions and in boardrooms, and perform nearly two-and-a-half times as much unpaid care and domestic work as men.

16. An estimated one-in-three women experience physical and/or sexual violence in their lifetime, predominantly from intimate partners. They face new forms of abuse such as cyber-bullying and cybercrime. 37 countries retain legislation exempting perpetrators of rape from prosecution when they are married to or subsequently marry the victim. Less than 40 percent of women who experience violence seek help and

less than 10 percent of those do so from the police. There are nearly 1 million new HIV infections among women and girls every year, closely linked to the epidemic of violence against them.

17. The imperative of preventing crisis and conflict has never been greater, nor gender equality more central to the prevention agenda. Conflicts and violent extremism, climate change and health pandemics have resulted in unprecedented and increasingly protracted humanitarian crises and state fragility. Despite the increasing recognition that women's participation in peace processes leads to more sustainable peace, women's engagement in peacebuilding and consolidation of peace is undervalued, under-utilized and under-resourced. Wide-spread targeting of women and girls continues, and women and girls are routinely hardest hit by crisis and conflict, yet a persistent and stubborn if unintended gender bias and under-investment in gender equality in humanitarian assistance remain.

18. These challenges are often most extreme for those affected by multiple and intersecting forms of discrimination, such as indigenous women, rural women and women from racial and ethnic minorities, women with disabilities, migrant women, lesbian, bisexual, transgender women, and young and older women. The imperative of leaving no one behind demands an understanding of the intersectionality between the various forms of discrimination women face.

19. Gender equality remains neglected in development assistance, with less than 5 percent of OECD-DAC development assistance in 2015 being dedicated to gender equality programmes. This applies equally to other types of finance. For example, each year, corporations spend trillions of dollars acquiring goods and services, yet purchases from women-owned businesses account for a mere 1 percent of the total spend[2].

20. These represent losses and missed opportunities not only for women and girls but for the whole world. For example, increasing women's labour-force participation could increase output by an estimated 25 percent in some countries and sectors[3]. Women's presence in the security sector significantly lowers rates of complaints of misconduct, improper use of force, and inappropriate use of weapons. Women in peacekeeping operations increase the credibility of forces, access to communities and vital information, and reporting of sexual and gender based crimes[4].

21. At the same time, there is great progress. More women today lead businesses, governments and organizations, leading to improved performance. More laws and policies uphold the human rights of women and girls, advance gender equality, address violence against women and girls. More peace agreements acknowledge and leverage women's contribution to sustaining peace. But this progress is too uneven and too slow.

22. Achieving the 2030 Agenda demands empowered women who can take advantage of modern opportunities. There include technological, socio-economic and demographic developments, and the potential contribution of young women and girls,

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2 (Vazquez & Sherman, 2013)
3 (Cuberes and Teignier-Baqué, 2011)
4 Security Sector Reform Integrated Technical Guidance Notes" (United Nations SSR Task Force, 2012);
Anderholt, "Female Participation in Formed Police Units: A Report on the Integration of Women in
Formed Police Units of Peacekeeping Operations." (Taken from the UNSCR 1325 Global Report)

as the world experiences the largest population of young people in history, with almost 1.8 billion young people and at least 600 million adolescent girls, of which 87 percent live in developing countries.

III.   Lessons-learned

23.   This Strategic Plan is informed by the findings of the Mid-Term Review of UN-Women's Strategic Plan 2014-2017 and of independent evaluations5. These drive key changes between this plan and its predecessor. These lessons and UN-Women's responses to them are elaborated in Annex x. In summary:

- UN-Women's priorities and interventions are relevant and aligned to key normative agreements for gender equality and the empowerment of all women and girls.

- Despite progress on the Women, Peace and Security normative agenda, good practice has not been brought to scale.

- UN-Women's ability to leverage its composite mandate has been a major asset.

- UN-Women's convening role has led to catalytic change, but partnerships need to become more results-orientated.

- UN-Women's strengthened field presence has achieved significant results, but requires stronger programmatic design and focus.

- Growing recognition of the need for gender-responsive approaches in humanitarian action is driving increased demand for UN-Women's engagement in this area.

- UN-Women's application of results-based management is strong but stronger theories of change are required.

- UN-Women needs stronger and mutually reinforcing quantitative and qualitative Strategic Plan indicators.

- UN-Women's impressive growth still leaves it short of the resources required to meet demand, and this needs to be reflected in strategic planning.

IV.   UN coherence in support of the implementation of the 2030 Agenda for Sustainable Development

24.   The 2030 Agenda for Sustainable Development and the Quadrennial Comprehensive Policy Review of operational activities for development of the United Nations System (QCPR) present a unique opportunity to align the Strategic Plans of the United Nations Development Programme, the United Nations Population Fund, the United Nations Children's Fund and the United Nations Entity for Gender Equality and the Empowerment of Women, to improve the delivery of results at country level towards achievement of the Sustainable Development Goals (SDGs).

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[5]http://gate.unwomen.org/Search/Result?RegionIds=&RegionalOfficeIds=&MultiCountryOfficeIds=&CountryOfficeIds=&HeadQuarters=100&HeadQuarterIds=100&CountryIds=&SpGoalIds=&EvaluationTypeIds=&CompletionYears=&gridSearch-pageSize=50&IsJoint=false&Keyword=

25.   The response reflects the principles of the 2030 Agenda, including the pledge to *leave no one behind* and to *reach the furthest behind first*. The four entities will also be guided by the common principles developed by the United Nations System Chief Executives Board for Coordination and the United Nations Development Group. They will retain the flexibility necessary to address decisions arising from follow-up to QCPR-mandated processes.

26.   Alignment can be best accomplished through a two-pronged approach. First, 'collaborative advantage' to reduce overlap and duplication, pool expertise, build stronger partnerships, and achieve greater harmonization, innovation and programme and operational efficiencies. Second, clarification of comparative advantage, using the strengths of each entity to provide flexible, context-specific, support.

27.   The entities will seek collaborative advantage acknowledging that poverty in all its forms and dimensions, including extreme poverty, is one of the greatest global challenges (QCPR, OP8). Complementing work that directly addresses poverty and inequality, the entities will also contribute to prevention, peacebuilding and sustaining peace, in accordance with national plans, needs and priorities, and respecting national ownership (QCPR, OP24 (b)); address climate change; advance gender equality and empowerment of women and girls; and strengthen data for sustainable development. These areas have been selected based on their relevance to a changing environment, positive multiplier effects across the SDGs, early experience with implementation of the 2030 Agenda and shared prioritisation across the entities. Collaboration will be open to other issues and broader partnerships as well, in response to country context and priorities.

28.   The respective Strategic Plans will include common outcome indicators, drawing upon indicators for SDG targets, to track coordinated action while maintaining individual accountabilities through agency-specific outputs and output indicators. The four entities are committed to stronger linkages between results and resources in integrated results and resources frameworks and strengthened and further harmonized results-based management, including reporting. They will also work to achieve more effective collaboration with other entities in the United Nations System; stronger partnerships with governments, the private sector and civil society; and greater coordination, accountability and transparency in business operations.

29.   At the field level, shared results will also be pursued through United Nations Development Assistance Frameworks (UNDAFs) or related instruments. The new generation of UNDAFs not only aligns United Nations country programming to the 2030 Agenda, but also provides a catalyst for collaboration through several common elements: core programming principles; country assessment across the humanitarian-development nexus; theory of change with a corresponding results matrix; outcomes that are captured in country programme documents and workplans; resource mobilization strategies for joint initiatives; monitoring and evaluation frameworks; and standard operating procedures. The entities will also employ financing arrangements, including pooled funding, that can advance collaboration in the field and increase country level access to resources needed to achieve the SDGs.

V.   Guiding principles

30. Based on UN-Women's mandate, guiding international agreed norms and standards, and the lessons-learned, UN-Women:

- Is demand-driven, responds to requests for support from Member States, aligns its support with national development plans and strategies, and recognizes the imperative of broad national ownership and leadership;

- Responds to needs and prioritises issues and contexts where its support is needed most;

- Supports national capacity development as a key strategy for sustainable development;

- Guided by CEDAW and the Beijing Declaration and Platform for Action and other internationally agreed frameworks, UN-Women follows a human rights-based approach in support to Member States at national and global levels that: i) aligns with international standards; ii) addresses inequalities and discrimination; iii) involves active and meaningful participation by all stakeholders; and iv) promotes accountability and provision of effective remedies;

- In line with its universal mandate supports all Member States, across all levels of development and in all regions, at their request, with context-dependent presence and modes of engagement;

- Is committed to leaving no one behind and reaching the furthest behind first. UN-Women is also realistic about the implications, including added-costs, of efforts to address the needs of the hardest-to-reach;

- Is committed to enhancing coordination of humanitarian assistance and peacebuilding with development, working across the humanitarian-development nexus in line with the QCPR;

- Promotes UN system-wide coherence and accountability at all levels in support of gender equality and the empowerment of all women and girls;

- Is focused, taking the Flagship Programme Initiative (FPI) approach as the foundation of programmatic activities which are delivered in partnership, at scale, and leverage UN-system capacity, achieve economies of scale, strengthen resource mobilization efforts, and promote innovation. UN-Women's FPIs will follow a cycle of innovation and review whereby the development of each Strategic Plan and that Plan's Mid-Term Review will represent milestones at which UN-Women with its Board will identify new FPIs that have emerged as effective and retire those which have achieved their results or proven less effective.

VI. UN-Women's collaborative advantage

31. Gender equality and women's empowerment are both rights and solutions for sustainable development. This underpins UN-Women's collaborative advantage as a convener of UN-wide and broader coalitions for change, so that the contributions of multiple entities are coordinated, targeted and taken to scale.

32. UN-Women works on SDG 5 and across all SDGs to achieve the mutually reinforcing benefits between gender equality and all areas of sustainable

development. Its partnerships with other UN entities leverage respective mandates and specialties, taking advantage of gender-responsive approaches and women's full and equal engagement to accelerate achievement of whole-system results. For example, UN-Women's work on removing discriminatory legislation and ensuring women's access to services fosters demand for those services and complements the proven service-delivery capacity of the H6 partnership for the "Every Woman Every Child" movement. This enabling and acceleration role covers other areas such as education, health, climate change, urban sustainable development and crisis response. By breaking down silos and helping partners achieve their respective mandates in a gender-responsive manner, UN-Women helps the system become more effective as a whole.

33. UN-Women's combined normative, coordination and operational roles represent a second source of collaborative advantage.

34. At the normative level, UN-Women's experts serve as a resource to Member States, UN agencies and other partners to facilitate the strengthening of global normative frameworks for gender equality and the integration of gender equality perspectives in the definition and follow-up of intergovernmental normative processes. They further support partners in systematically integrating gender perspectives into intergovernmental processes critical for sustainable development, such as those in the context of the UN Framework Convention on Climate Change or migration.

35. At the coordination level, UN-Women harnesses the strengths and promotes accountability of the UN system and its partners to support the development and gender-responsive implementation of international norms and standards at all levels. UN-Women further promotes coordination and accountability through the UN System-Wide Action Plan, and provides support and leadership to collective efforts of the UN system to achieve gender equality results. At country-level, UN-Women brings gender perspectives to the development of UNDAFs and exercises such as humanitarian assessments and response plans. It uses the UNDAF as a collective instrument, and supports implementation of the UNDAF guidelines to define the integrated approach to achieving the SDGs, using its resources strategically as seed money to leverage the collective resources of the UNCT for gender equality results.

36. At the operational level, UN-Women's global, regional and country programmes promote implementation of norms and standards such as those arising from the agreed conclusions of the Commission on the Status of Women and to directly engender and supplement operational activities of UN partners. Conversely, UN-Women's contribution at the inter-governmental normative level is informed by its country programming, allowing it to bring field realities to intergovernmental discourse.

37. UN-Women also enjoys a long-standing and defining relationship with the women's movement. UN-Women draws upon its unique position as a convener for gender equality to enable the UN system to leverage the capacity of the women's movement to give voice and reach out to those the most likely to be left behind. UN-Women also manages grant-making mechanisms that develop capacity and support women's organisations' work for and with the most marginalized women, including: the Fund for Gender Equality on political and economic empowerment; the UN Trust Fund to End Violence Against Women; and the Global Acceleration Instrument to support women's civil society's and other actors' local response to peace, security

and humanitarian issues. UN-Women's relationship with civil society enables it to support more localized assistance.

VII. Strategic priorities

38. UN-Women supports the strengthening and application of a comprehensive and dynamic set of global norms, policies and standards on gender equality and the leadership and empowerment of all women and girls across sustainable development, peace and security, human rights and humanitarian action. This constitutes the first, foundational outcome of this plan (outcome 1).

39. UN-Women supports the full and effective implementation of these global norms and standards at the country and regional levels through four other outcomes (outcomes 2 to 5):

- Women lead, participate in and benefit equally from governance systems

- Women have income security, decent work and economic autonomy

- All women and girls live a life free from violence

- Crisis prevention and response and peace and security better serve and build the resilience of women and girls

40. These outcomes are interconnected and mutually reinforcing: for example, women's economic and political empowerment increase resilience and reduce exposure to violence. The outputs of outcomes 2 to 5 and their indicators correspond to UN-Women's Flagship Programme Initiatives, which in turn are linked to the SDGs (see Annex x). All HQ and field level workplans, results, budgets and expenditures are linked to these outcomes and outputs. The outcomes and outputs are presented in the Development Results Framework and Organizational Effectiveness and Efficiency Framework (Annex x). The rationale behind them is further elaborated in the accompanying Strategic Plan 2018-2021 Theory of Change[6].

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 across sustainable development, peace and security, human rights and humanitarian action

41. UN-Women's contributions to this outcome will:

- Strengthen the global normative and policy framework for gender equality and the empowerment of all women and girls;

- Enhance the capacity of governments and stakeholders to assess progress in implementation of CEDAW and the Beijing Platform for Action, and other global normative and policy frameworks;

- Facilitate evidence-based dialogue with governments, civil society and other relevant actors in intergovernmental processes;

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6 To be prepared between Annual Session and Second Session 2017 and presented at an informal session of the Executive Board prior to approval of the Strategic Plan at the Second Session.

- Expand knowledge on gender perspectives through the provision of substantive inputs to global intergovernmental processes and issues.

42. UN-Women provides substantive support to intergovernmental processes at the global and regional levels. This includes continued support to the implementation of the CEDAW, the Beijing Declaration and Platform for Action, the outcomes of the CSW, the gender-specific agenda items of the General Assembly and ECOSOC as well as the Human Rights Council and the Security Council. UN-Women engages with thematic/sectoral processes, with a focus on the follow-up and review of the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda, the Paris Agreement, the New Urban Agenda and the New York Declaration for Refugees and Migrants as well as with processes related to small island developing states, least developed countries and landlocked developing countries.

43. Special efforts will be made to strengthen the linkages between intergovernmental outcomes of the CSW and the GA with other processes such as functional commissions of ECOSOC, and the High-Level Political Forum on Sustainable Development, and to broaden outreach to a wide range of intergovernmental processes to strengthen the reflection of gender perspectives in thematic/sectoral issues at global and regional levels.

44. Based on the recommendation that the CSW will make at its sixty-second session, UN-Women will support efforts to mark the 25th anniversary of the Fourth World Conference on Women in 2020 so as to further accelerate the realization of gender equality and the empowerment of all women and girls.

45. UN-Women leverages the virtuous cycle of the normative-operational link in its support to intergovernmental processes by bringing together policy research, good practices and lessons learnt at national and regional levels. Global policies guide operational activities to achieve gender equality and empower all women and girls, and country-level experiences feed into

46. advocacy and evidence-based dialogue with Member States and other stakeholders at the global and regional levels.

47. UN-Women will continue to provide cutting-edge policy research, innovative ideas and robust evidence on priority gender issues to key stakeholders, especially Member States and including civil society organizations, private sector and other actors in the form of reports of the Secretary-General, flagship publications and policy briefs. UN-Women will work to strengthen collection and analysis of data with a view to support policy-makers at the national level.

48. UN-Women will convene stakeholders at regional and national level through its operational activities to deepen awareness and understanding of gender equality and the empowerment of all women and girls in normative intergovernmental processes, and to promote the building of support to that end. UN-Women supports civil society organizations, especially women's organizations, to engage with intergovernmental processes.

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

49. Gender-responsive and inclusive governance depends on: ensuring gender equality is reflected in planning and budgeting; removing discriminatory laws and ensuring access to justice for women whose rights are violated; women's full and

equal participation in decision making processes; and ensuring that decision making is properly informed by evidence and data.

50.   This outcome contributes in particular to SDGs 5, 3 and 16.

51.   UN-Women focuses on four areas in the pursuit of this outcome:

- More national and local plans and budgets are gender-responsive. This includes gender-responsive SDG localization and HIV/AIDS plans.

- More justice institutions are accessible to and deliver equally for women and girls. This includes: promoting ratification and implementation of relevant international standards; removing discriminatory legislation; and tackling social norms that support such legislation.

- More women of all ages fully participate, lead and engage in political institutions and processes. This includes ensuring that: national women's machineries are capacitated and able to influence decision making in particular in ministries of finance, justice and planning; political institutions are capacitated to apply principles supporting gender equality; public institutions are gender sensitive; women's networks are supported; and stereotypes that work against women's leadership are addressed.

- More and better quality of data and statistics are available to promote and track the progress of gender equality and women's empowerment. This includes supporting the transition of tier three SDG indicators to tier two.

52.   UN-Women pursues programming under this outcome through four FPIs:

- Women's Political Empowerment and Leadership

- Women's Access to Justice

- Transformative Financing for Gender Equality and Women's Empowerment

- Better Gender Statistics for Evidence-Based the Localization of the SDGs

Outcome 3: Women have income security, decent work, access to productive assets and economic autonomy

53.   Women's economic empowerment is key to attainment of all SDGs. The economic empowerment of women, including their capacity to succeed and advance economically, depends on the quantity and quality of paid employment, public services, the amount of unpaid work borne by women, access to productive assets such as land, opportunities for entrepreneurship and core, social and labour protections.

54.   UN-Women's work in this area is also guided by Agreed Conclusions of the CSW on this issue and the work of the Secretary-General's High Level Panel on Women's Economic Empowerment.

55.   UN-Women focuses on three areas in the pursuit of this outcome:

- More policies promote decent work and social protection for women. This includes policies that address women's disproportionate share of unpaid domestic and care work, and the rights of domestic workers, and work in the informal sector; addressing the gender pay gap; ensuring voice and representation for women including through trade unions; and promoting relevant ILO standards.

- More women own, launch and/ or manage small and medium enterprises. This includes ensuring access to second chance literacy, vocational, digital, and financial training opportunities, as well as access for women entrepreneurs to procurement processes and increasing levels of commitment by employers to the Women's Empowerment Principles.

- More rural women secure access to productive resources and engage in climate smart agriculture. This includes access to land, information, finance, markets and vital infrastructure services such as telecommunications, water and energy for women farmers.

56.   UN-Women pursues programming under this outcome through three FPIs:

- Women's Access to Land and Productive Resources for Climate-Resilient Agriculture

- Stimulating Equal Opportunities for Women Entrepreneurs through Affirmative Procurement, Investment and Supply Chain Policies

- Income Security through Decent Work and Social Protection for Women

Outcome 4: All women and girls live a life free from violence

57.   Prevalence of violence against women and girls remains alarmingly high. It destroys lives not only of those subjected to it, but also their families and communities. It places a strain on economies and societies and prevents women and girls subjected to it from fully enjoying their rights.

58.   This outcome contributes to SDG 5 and other SDGs since violence undermines women and girls' capacity to contribute in all areas of development. UN-Women's work is also guided by the Agreed Conclusions of CSW57 and the New Urban Agenda. UN-Women works within the context of the Joint UN Prevention Framework and the Essential Services Guidelines for Women and Girls Subject to Violence.

59.   UN-Women focuses on two areas in the pursuit of this outcome:

- More countries and stakeholders are better able to prevent violence against women and girls and deliver quality essential services to survivors. This includes: strengthened legislation and capacity for service providers; public policies; coordination mechanisms to address impunity; increased women's and girls' knowledge about their rights; transformed social norms; reliable data to track progress; and availability of tools and resources and their piloting.

- More cities and other settings have safe and empowering public spaces for women and girls. This includes: incorporating safety for women and girls in urban development plans; developing gender-responsive and locally relevant programmes; and ensuring investments in the safety and economic viability of public spaces that are effective and accessible to all.

60.   UN-Women pursues programming under this outcome through two FPIs:

- Prevention and Access to Essential Services to End Violence against Women

- Safe Cities and Safe Public Spaces for Women and Girls

Outcome 5: Crisis prevention and response, peace and security better serve and build resilience of women and girls

61.   Prevention of crisis and conflict is a greater imperative than ever before, with situations of crisis and fragility are becoming more common, longer-lasting, and costly. Women and girls, particularly young women and girls, are routinely hit hardest by crisis and conflict. Their contributions and leadership in prevention, peace and security, response and recovery are regularly ignored and under-recognised. Yet the returns that come from gender-responsive approaches are proven and essential to achieving and sustaining peace.

62.   This outcome relates to all SDGs as they apply in contexts of crisis and fragility. UN-Women's work is also guided by the 8 Security Council Resolutions on Women, Peace and Security, the 15 year review of Resolution 1325, the outcomes of the World Humanitarian Summit, the New York Declaration on Refugees and Migrants, the Sendai Framework for disaster risk reduction and agreements relating to climate change action.

63.   UN-Women focuses on three areas in the pursuit of this outcome:

- More women fully engage in all aspects of peace, security and recovery. This includes women's meaningful engagement, including that of young women, in global, regional, national and local level processes; capacity of Member States and other stakeholders; more women in security forces; and strong partnerships and linkages with civil society.

- More women play a greater role and are better served by humanitarian response and recovery efforts. This includes: humanitarian coordination mechanisms having access to gender expertise; women's organizations playing a leadership role in response and recovery efforts; and women, including young women, having opportunities to secure economic opportunities in crisis contexts.

- More women play a greater role in and are better be served by disaster risk management processes. This includes: gender-responsive risk analyses; women and women's organisations having a say in risk management gender-responsive disaster risk management plans; and sex-disaggregated disaster-related data.

64.   UN-Women pursues programming under this outcome through three FPIs:

- Women's Engagement in Peace, Security, and Recovery.

- Addressing the Gender Inequality of Risk and Promoting Community Resilience to Natural Hazards in a Changing Climate.

- Women's Leadership, Empowerment, Access and Protection (LEAP) in Crisis Response.

65.   UN-Women will also act as secretariat for:

- The Informal Expert Group of the Security Council on women, peace and security.

- The Network of National Focal Points on women, peace and security.

VIII.   Organizational effectiveness and efficiency

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

66. UN-Women's coordination mandate is central to achieving results. UN-Women leverages all interagency coordination mechanisms at the global, regional, and country levels to that end. For example, UN-Women is a member of the new established UN Deputy Committee and Executive Committee.

67. UN-Women is an active member of the UN Development Group and supports greater coherence of the UN development system, as mandated by the QCPR. It co-chairs the UNDG Strategic Finance Working Group and participates in the other four Working Groups.

68. At regional level, UN-Women leverages UNDG teams and coordination mechanisms to provide integrated and high-quality support for gender equality results to UNCTs.

69. UN-Women has a central role in the UN's gender parity aspirations. UN-Women will support the full and accelerated implementation of the gender-parity strategy as it did its development. The UN's ability to reflect the change it calls for is a prerequisite for its credibility. UN-Women fully supports the Secretary-General's commitment to equal representation of women and men at all levels and in all UN locations. UN-Women will assist with strategic guidance, technical support and monitoring through existing and new mechanisms including the official Secretary-General's reports and the UN-SWAP.

70. UN-Women will roll-out the second iteration of the UN System-Wide Action Plan on gender equality and women's empowerment. This will strengthen existing performance indicators and include new indicators which contextualize the framework to the 2030 Agenda and add a focus on reporting and tracking of results and impact. Similarly, the Entity will also roll out an updated gender scorecard for UN country teams.

71. At country-level, UN-Women works through the resident coordinator system, Gender Reference Groups and the UNDAF process. UN-Women ensures effective consideration of gender equality and women's empowerment throughout the Common Country Assessment, the UNDAF Theory of Change and the Results Framework. UN-Women pursues gender-focused UNDAF outcomes as a foundation for UN gender joint results groups and thereby joint programming and joint programmes. In 2016 some 90 percent of new UNDAFs include gender equality outcomes, while gender equality makes up 29 percent of all joint programmes. UN-Women plans to build upon this strong foundation.

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

72. Diverse strategic and catalytic partnerships are a prerequisite for UN-Women to achieve and scale up results. Through engagement with partners, UN-Women: supports movements for gender equality; advocates for gender equality commitments from decision-makers at all levels; expands constituencies for gender equality; convenes partners against discriminatory social norms; and builds institutional partnerships and mobilizes resources to support UN-Women's work and gender equality more broadly.

73. UN-Women works with civil society actors as: knowledge partners; implementers of programmes; advocates and collaborators in norm setting; and agents for accountability. UN-Women supports civil society through partnerships, convening and networking, supporting knowledge exchange and funding including through

grant-making mechanisms. It uses its political leverage to help open space for government/ civil society dialogue.

74. In line with its focus on youth, UN-Women engages young women and men across all its priorities. It creates spaces for youth voices in intergovernmental fora, for example through the CSW youth forum. It supports young people's innovation, for example through Young Innovators Awards. It promotes youth capacity, working with youth and education ministries and local government to secure gender-responsive curricula, peer-to-peer education programs, vocational trainings and ensure gender-specific youth plans and budgets. UN-Women will strengthen its focus on youth through this Strategic Plan period.

75. UN-Women conducts high-impact public advocacy campaigns on key gender equality issues. These provide channels for citizen engagement, elicit public commitments from decision-makers, expand engagement on gender equality and support development results. News media will continue to be actively engaged both as multipliers of information on UN-Women's work and as key partners to drive the gender equality agenda, with the expansion of the "Step It Up for Gender Equality Media Compact".

76. Through its online communications channels, including website and social media, UN-Women will strengthen its brand, results reporting and visibility.

77. UN-Women integrates the engagement of men and boys in its programming at all levels. Field offices undertake extensive work on men on boys, with a particular focus on ending violence against women and addressing attitudes, building upon initiatives such as the 10,000 participant 2017 survey in the Arab region. The HeForShe initiative mobilizes men and boys globally to make commitments and take responsibility for the achievement of gender equality, and engages Member States, UN bodies, the private sector and civil society to secure commitments from male decision-makers, including through the work of gender champions and special initiatives such as IMPACT 10x10x10.

78. UN-Women will enhance its work with faith-based organizations to leverage their capacity to transform discriminatory social norms and ensure that their extensive programmes of support are gender-responsive. This will be done together with other UN agencies through partnerships with global and regional faith-based networks and local initiatives.

79. UN-Women works with the private sector to transform business practices and operations in support of gender equality and women's empowerment and raise resources for the Entity. This includes: (i) addressing social norms, practices and stereotypes that perpetuate discrimination against women; (ii) promoting gender lens investing, women entrepreneurs and women's access to finance; and (iii) driving innovation for and with women and girls.

80. With regard to resources, UN-Women's Regular Budget allocation remains below two percent of total resources. Core resources remained comparatively steady. Non-core grew consistently and early indications suggest that the Flagship Programme Initiative approach is bringing UN-Women within sight of its extremely ambitious non-core targets, as well as delivering resources that are tightly aligned to the Strategic Plan and lightly earmarked.

81. UN-Women will deepen its Strategic Dialogue on Financing, drawing upon improved programme information systems. It will highlight the impact of core resources, which maintain institutional integrity and leverage a current 300-400 percent return in non-core resources. UN-Women will work to provide greater visibility to core contributors and the impact of their support.

82. UN-Women will place a greater emphasis on joint programming and promotion of pooled-finance to incentivize partnership and coherence among partners for gender equality.

83. UN-Women will seek innovative sources of financing, including with the private and philanthropic sectors. Capitalizing on high-visibility campaigns and its National Committees, UN-Women will build capacity for crowd-funding and individual public giving.

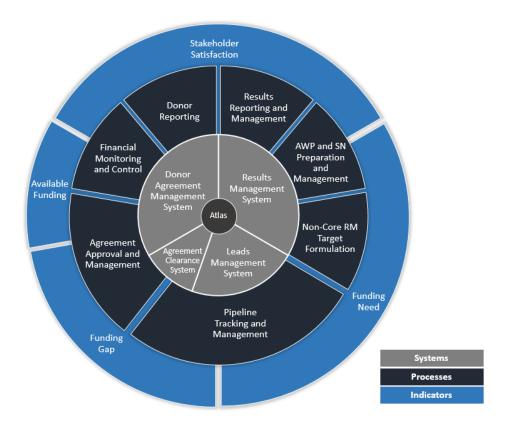## Output 3: High quality of programmes through knowledge, innovation, RBM and evaluation

84. UN-Women's approach to knowledge is based on an overall knowledge ecosystem in oneunwomen.org, built around a gender portal providing both gender and SDG data and analysis by theme and country. This will be complemented by Communities of Practice (CoPs) which draw upon and feed the gender portal, bringing together expertise and knowledge from across the organization and partners. UN-Women will also generate knowledge products, drawing upon the portal and CoPs, including:

- Progress of the World's Women.

- UN-Women's Policy Brief series.

- The World Survey on the Role of Women in Development.

- A new biennial flagship report, Gender Equality in the 2030 Agenda for Sustainable Development.

- Knowledge briefs from the Fund for Gender Equality, UN Trust Fund to End Violence Against Women and Global Acceleration Instrument.

85. UN-Women's Training Centre will remain central to these efforts, developing and offering trainings to diverse partners, including the UN system.

86. UN-Women actively promotes south-south and triangular cooperation, employing electronic platforms, knowledge gateways and hubs, experience exchange visits between countries, cross-regional good practice adaptation dialogues, and global and regional communities of practice.

87. UN-Women will develop institutional mechanisms for capacity development and technical cooperation to better manage, implement, monitor and evaluate south-south and triangular initiatives. UN-Women will expand cooperation with other UN agencies and global partners, in particular the UN Office on South-South Cooperation, and explore innovative strategies and funding modalities to scale up south-south and triangular cooperation. UN-Women will also provide support to design and implementation of bilateral and multilateral assistance, adding value to triangular cooperation and Official Development Assistance.

88. Achieving gender equality, and leaving no one behind, demands transformative shifts and innovative solutions to removing structural barriers. Innovation and technology provide unprecedented opportunities. To leverage this, UN-Women:

- Develops markets for innovations and encourages investment in innovation for gender equality and the empowerment of all women and girls: UN-Women's Global Innovation Coalition for Change brings together representatives from the private sector, academia and the non-profit world to harness innovation.

- Works with industry partners to take a gender-responsive approach to the innovation cycle: UN-Women's Global Innovation Exchange platform connects external partners to showcase good practice and approaches, and encourage collaboration.

- Promotes women as innovators: UN-Women is partnering with UNOPS' Global Innovation Centers to promote women innovators through, for example, facilitating their access to finance. UN-Women's empowerwomen.org platform also supports a network of champions for innovative solutions for gender equality.

- Directly develops innovations and technology solutions to accelerate progress towards the SDGs: For example, UN-Women is prototyping technology solutions such as the Virtual Skills School and Buy From Women platform.

- Supports piloting of innovative solutions to gender equality challenges by civil society organizations including through its grant-making mechanisms such as the Fund for Gender Equality and UN Trust Fund to End Violence Against Women.

89. As a complement to this, UN-Women will explore partnerships to support efforts to reduce the digital divide between women and men, focused on: 1) awareness raising; 2) affordable access for women and girls through the development and implementation of inclusive policies and investment; 3) supporting skills for women and girls to become both ICT users and creators; and 4) added-value services to ensure that women and girls can leverage ICTs for empowerment.

90. Results-based management remains an organizational priority for UN-Women. UN-Women has adopted standards, developed a state-of-the-art results-based management system, rolled-out standardized training modules on programming, and introduced an annual external assessment of its strategic notes and annual results reports. Going forward, UN-Women will: 1) develop an online training curriculum for staff members and implementing partners on programming and results-based management; 2) link UN-Women's results management system and staff performance management systems; and 3) deliver targeted support to offices that have problems in meeting standards on programming and results-based management.

91. The evaluation function is governed by the evaluation policy (UNW/2012/12) in compliance with the evaluation norms and standards, ethical guidelines and guidance on integrating Human Rights and Gender Equality in Evaluation of the United Nations Evaluation Group. Evaluations at UN-Women will continue to be gender-equality and human-rights responsive, systematic and impartial, providing reliable evidence-based information on progress towards results on gender equality and women's empowerment. UN-Women will use evaluation to improve the quality of programmes, enhance accountability, inform decision-making and contribute to learning.

92.   UN-Women will focus on four areas: (a) effective corporate evaluation systems; (b) effective decentralized evaluation systems; (c) UN coordination on gender-responsive evaluation; and (d) national evaluation capacities for gender-responsive monitoring and evaluation systems.

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

93.   UN-Women manages its resources in accordance with the financial regulations and rules adopted by the Executive Board through: a) strengthening and maintaining cost-effective and transparent systems of financial management and accountability; b) supporting results-based budgeting of resources; c) timely allocation and distribution of budgets; and d) managing and reporting on financial transactions. UN-Women has had unqualified corporate audits since its establishment.

94.   UN-Women will finalize the business process mapping and re-engineering initiative to remove operational bottlenecks, streamline systems and processes and design optimized, efficient and effective delivery platforms with a view to enhance accountability, value for money and improved stewardship of resources. UN-Women will leverage the operational capacities of other UN entities to benefit from economies of scale, while retaining nimble operational structures. It will join, where appropriate, common UN operational centres and use joint premises.

95.   UN-Women will continue to improve its donor reporting, including through the new Donor Agreement Management System. The creation of the Virtual Global Service Centre for financial donor reports and project closure will provide additional capacity to regional offices, along with new automated donor financial reports and project closure tool.

96.   UN-Women will continue to ensure that each source of funding bears its share of cost, as per the harmonized cost recovery framework. It will continue to incorporate direct costs that arising from the implementation of donor-funded projects in donor agreements.

97.   UN-Women will strengthen its monitoring of funds advanced to partners by improving the capacity assessment of implementing partners and enhancing monitoring through corporate dashboards and training.

98.   UN-Women will rigorously apply its new Anti-Fraud policy, which includes enhanced mechanisms for whistle-blowers within UN-Women or its partners, suppliers and vendors. UN-Women will also apply new procedures whereby implementing partners are required to adhere to anti-fraud measures and partner agreements include clauses requiring cooperation with investigations.

99.   To minimize costs and manage cyber-security risks associated with its digital transformation, UN-Women will further invest in consolidating and enhancing its common ICT architecture, continuing the emphasis on agile and cost effective cloud-based platforms. UN-Women is investing in programme management systems to improve key functions and support decentralized decision-making. A comprehensive IT programme management architecture, based on a single-point-of-data source, will include critical elements to enhance planning, pipeline management, financial management, results management; human resources management and donor management functions (see figure X).

100. These systems will also help ensure UN-Women's compliance with the International Aid Transparency Initiative (IATI).

101. The Enterprise Risk Management model will be constantly monitored to facilitate governance and accountability to ensure achievement of desired results. The timely implementation of UN Board of Audit, Internal Audit and Audit Advisory Committee recommendations will remain a priority.

102. UN-Women will continue to streamline human resource business processes, enhance the skills of managers and staff, and improve performance management through a revised performance management system.

103. UN-Women will continue to work toward the highest level of compliance with the United Nations Security Management System. This includes mainstreaming security throughout UN-Women's organizational activities and the continued development of efficiency-gaining processes and products that are organizationally fit for purpose.

IX. Implementing the strategic plan

Leveraging innovation and closing the digital divide

104. UN-Women will make innovation and bridging the digital gender divide integral elements of programme design and implementation in order to deliver and scale.

Innovation is the key to transformative change that addresses structural barriers. Digital and financial literacy is the language and currency of the future. UN-Women will use technology to leapfrog its capability to transform the lives of women and girls. This approach offers a cost effective way to offer new, accessible opportunities to women and other 2030 Agenda stakeholders. For example UN-Women partnered with WFP FAMA Program to increase productivity and sales of 3,200[7] Rwandan smallholder farmers (of which close to 60% are women) in less than a year, by facilitating their linkages to the other actors within the agriculture value chain using a digital platform and working through 12 farmer cooperatives.

UN-Women's organizational design, including field presence

105. UN-Women's regional architecture was approved by the Executive Board in 2012. The 2016 Regional Architecture Evaluation detailed how it successfully strengthened field presence, decentralization and internal coherence. The Evaluation recommended four key enhancements:

- Refined country presence typologies, maximizing results and reflecting national context and capacity;

- Greater attention to financial viability as a determinant of country presence type;

- Reduced reliance on the Multi-Country Office model;

- Better alignment of headquarters support with field requirements.

106. UN-Women has adopted all four recommendations. In line with its universal mandate and the universal nature of the 2030 Agenda, UN-Women engages with all countries in the pursuit of gender equality. UN-Women prioritizes requests for support from Least Developed Countries. UN-Women recognizes Small Island Developing States as a special context and provides support in line with the outcome of the Third Conference on SIDS, the SAMOA Pathway. UN-Women leverages its National Committees to support advocacy efforts in high-income countries.

Country-level programming

107. To translate the strategic plan to their country context, all UN-Women offices develop five-year strategic notes (SNs) aligned with the UNDAF, national development priorities, and international norms and standards guiding UN-Women's work. These are implemented and monitored through one-year annual work plans (AWPs). Their consultative development and preparation process focuses country offices' resources and efforts on areas of greatest need and impact. The Flagship Programme Initiatives provide an efficient and scalable modality for programming that delivers on agreed areas in partnership with other UN entities and development partners in ways that leverage other parts of UN-Women's composite mandate, and are the basis for country programming.

108. UN-Women will use the FPIs to increase its leadership of and support for joint gender-responsive programmes and pooled funding mechanisms, across the humanitarian-development nexus.

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[7] Initially, the target was 5,000 farmers. However due to floods, some target cooperatives were unable to participate.

X. Monitoring, reporting and evaluation

109. UN-Women monitors development results at the output and outcome levels, and organizational effectiveness and efficiency results at the output level.

110. UN-Women's results management system is its primary monitoring mechanism. It is linked to its Enterprise Resource Platform so that progress, budgets, funding gaps and expenditures on all results is monitored in real-time. This complements quarterly monitoring at output level and annual results reporting at outcome and output level as inputs to the Executive Director's Annual Report on implementation of this plan.

111. In line with evaluation findings, UN-Women will strengthen internal monitoring and reporting capacities, drawing upon the results of the 2017 capacity assessment on results management.

112. UN-Women will evaluate development results and organizational effectives and efficiency through its Corporate Evaluation Plan 2018-2021. The corporate evaluation plan will provide a coherent framework within which useful evaluation evidence will be generated systematically on the relevance, effectiveness, efficiency, impact and sustainability, of work under the UN-Women Strategic Plan 2018-2021.