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Draft update of the UN-Women Strategic Plan 2018-2021

I.   Introduction

1. This Strategic Plan articulates UN-Women's objectives and proposed action towards realizing gender equality and the empowerment of women worldwide. It underscores the indivisible nature of UN-Women's normative, coordination and operational mandate, as defined by its founding resolution, and outlines how these three pillars are interdependent and mutually reinforcing. This mandate uniquely positions the Entity to: strengthen relevant normative frameworks; support Member States, at their request, to implement commitments to women and girls through operational activities; and coordinate and promote accountability for gender equality of the UN system. The Entity implements its triple mandate in an integrated manner for gender-responsive sustainable development impact.

2. It is founded on key intergovernmental norms and standards, including: the Convention on the Elimination of All Forms of Discrimination against Women, the Beijing Declaration and Platform for Action and its review outcomes, UN Security Council resolution 1325 and its 15-year review and UN Security Council resolution 2242, the Programme of Action of the International Conference on Population and Development, the Addis Ababa Action Agenda, the Paris Agreement under the United Nations Framework Convention on Climate Change and, critically, the 2030 Agenda for Sustainable Development and its Sustainable Development Goals (SDGs).

3. The plan is guided by the recommendations and agreed conclusions of the Commission on the Status of Women (CSW): from the only gender-specific intergovernmental assessment of the Millennium Development Goals (CSW58) to a renewed commitment to full, effective and accelerated implementation of the Beijing Platform for Action (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).

4. General Assembly resolution 71/243 on the Quadrennial Comprehensive Policy Review (QCPR) of operational activities for the UN system also provides orientation for this plan, including UN-Women's strengthened coordination role.

5. Despite these and other significant normative advances, implementation remains uneven and slow. Women and girls continue to face structural barriers, failures of governance, pervasive violence, including femicide, the targeted killing of women's human rights defenders, harmful traditional practices and persistent discriminatory social norms and stereotypes that deny or restrict their social, economic, political and reproductive rights, as well as their sexual and reproductive health. Meanwhile, despite important gains in education, labour market prospects continue to be more unfavourable for young women than for young men virtually everywhere[1].

6. No country has fully achieved gender equality and the empowerment of women and girls. Challenges are often most pronounced for those facing multiple and intersecting forms of discrimination. 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[2].

7. Moreover, gender equality also remains neglected in development assistance. Less than five percent of the OECD's development assistance was dedicated to gender equality programmes in 2015.

8. These imbalances deny women and girls the enjoyment of their human rights and represent losses for the entire world. Women's increased participation in the labour-force could raise output by an estimated 25 percent in some countries and sectors[3]. More women in peacekeeping operations can strengthen the credibility of forces, access to communities and vital information, and reporting of sexual and gender-based crimes[4].

9. Yet there has also been some marked progress. More women today lead businesses, governments and organizations, which drives improved performance. More laws and policies uphold the human rights of women and girls and sanction discrimination and violence against them. This progress demonstrates that trends can be broken and efforts accelerated to achieve gender equality and women's empowerment.

10. To this effect, UN-Women convenes State and non-State actors in support of gender equality and women's empowerment, catalysing action and garnering the resources to achieve a Planet 50-50 by 2030. UN-Women amplifies women's voices as part of global dialogues on pressing challenges, building on its historic relationship with the feminist and women's movements. In working with non-traditional partners, UN-Women reaches an increasingly broad range of constituencies beyond traditional supporters of the Entity's mandate.

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[1] World Youth Report, 2016
[2] WEF(2016): 2016 Global Gender Gap Report 2016.
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)

11. UN-Women country programmes grew by 84 percent between 2011 and 2016, representing significantly increased impacts for women and girls. For instance, UN-Women supported 26 countries, with a combined population of over one billion women and girls, to strengthen legislation to address all forms of violence against them.

12. Building on normative gains and its organisational assets, the Strategic Plan articulates the support to be provided by UN-Women to Member States to achieve by 2021 the key milestones required to make Planet 50/50 a reality by 2030.

II. Lessons learned

13. This plan is informed by the findings of the Mid-Term Review of the 2014-2017 Strategic Plan and other independent evaluations[5]. These lessons and UN-Women's responses are elaborated in Annex I and summarized below:

- 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.

- UN-Women's research-based knowledge products, such as the Progress of the World's Women report, have influenced policymaking, but should extend their reach.

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

- Despite progress on the women, peace and security normative agenda, implementation and good practices have not been brought to scale.

- While UN-Women's convening role has catalysed change, its 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 robust but requires stronger theories of change.

- UN-Women needs solid 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 realistic strategic planning.

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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=

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

14. 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).

15. 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.

16. 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.

17. 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.

18. 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.

19. 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 mobilisation 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.

IV. Guiding principles of the Strategic Plan 2018-2021

20. UN-Women's Strategic Plan takes a comprehensive approach to gender equality and the empowerment of women. It is built on the premise that progress in one area can leverage achievements in another, as preventing violence against women can be a lever for their enhanced participation in public life; or women's sexual and reproductive health and reproductive rights are an enabler for their economic empowerment.

21. Gender equality and women's empowerment are both rights and solutions for sustainable development. Through a collaborative advantage approach, UN-Women works towards achieving SDG 5 and all its targets, including, *inter alia*, ending all forms of discrimination and violence against women and girls, eliminating harmful practices, recognising and valuing unpaid care and domestic work, ensuring women's full and effective participation in decision-making at all levels and ensuring universal access to sexual and reproductive health and reproductive rights. UN-Women also works in partnership with other agencies across all SDGs to achieve the mutually reinforcing benefits between gender equality and all areas of sustainable development. The Strategic Plan:

- Leverages the composite nature of the Entity for better results for women and girls everywhere;

- Advocates for normative progress and strengthened UN system coordination to underpin operational activities;

- Prioritises leaving no one behind, recognising and responding to the circumstances of the poorest and most excluded women, including those facing multiple and intersecting forms of discrimination and marginalization. UN-Women is realistic about the implications, including the added costs, of this approach;

- Reflects UN-Women's universal coverage to support all Member States, across all levels of development and in all regions, with context-appropriate presence;

- Reinforces alignment with national priorities and requests for support from Member States, based on national development plans and strategies and on the imperative of national ownership;

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

- Follows a human rights-based approach that aligns with international standards; addresses inequalities and discrimination; involves active and meaningful participation of all stakeholders, including women's organizations and networks; and promotes accountability and provision of effective remedies;

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

- Articulates an approach that is focused and is delivered in partnership, at scale, leveraging UN system capacity, achieving economies of scale, strengthening resource mobilisation efforts and promoting innovation.

V. UN-Women's collaborative and comparative advantages

22. UN-Women's programming is based on the conviction that gender equality and women's empowerment can achieve mutually reinforcing benefits in all areas of sustainable development. Its partnerships with other UN entities start from and leverage their respective mandates and strengths, taking advantage of gender-responsive approaches and women's full and equal engagement to accelerate achievement of system-wide results.

23. UN-Women relies on three comparative organisational strengths to champion and contribute to these UN-wide efforts. First, UN-Women's capacity as a composite Entity to link global and national policy development for gender equality and women's empowerment.

24. Second, UN-Women's longstanding relationship with the women's movement allows it to bring the voice, capacities and contribution of the UN system's efforts, particularly with regard to those most likely left behind.

25. Third, UN-Women is able to bridge and coherently bring the different aspects of the UN Charter together in a holistic manner in pursuit of gender equality, breaking silos between human rights, development, peace and security and humanitarian action.

26. UN-Women's composite mandate endows it with a unique capacity to: (i) support the strengthening of norms and standards at global and regional levels; (ii) promote UN-system accountability to these normative advances; and (iii) integrate them into legislation, policies and development plans at the national and local level. It also enables the Entity to inform development of global norms and standards with on-the-ground realities.

27. UN-Women directly supports global normative efforts to accelerate progress towards gender equality and women's empowerment and advocates for systematic integration of gender perspectives into critical processes for sustainable development, such as in the context of climate change or migration.

28. UN-Women champions improved UN system performance on gender equality and women's empowerment. The UN System-Wide Action Plan (SWAP) provides a foundation for this. At the country level, UN-Women brings gender perspectives to the development of UNDAFs and other exercises, such as humanitarian assessments and response plans. Leveraging the UNDAF, it uses its resources strategically as seed funds to mobilise collective resources of the UNCT for gender equality results.

29. UN-Women's global, regional and country programmes foster UN-wide partnerships to assist Member States in their efforts to translate global norms and standards into national results for gender equality and women's empowerment.

30. For example, UN-Women works with the Rome-based organizations to address the gender gap in access to land, information, finance and markets to ensure that their efforts to foster climate resilient agriculture benefit women and men farmers equally. UN-Women contributes to this effort by supporting the formulation of gender responsive policies for climate resilient agriculture and the integration of women farmer organizations into local, national and global supply chains. Similarly, UN-Women is part of the H6 partnership, together with UNAIDS, UNFPA, UNICEF and WHO, which supports Member States in their efforts to implement the Secretary-General's Global Strategy for Women's, Children's and Adolescents' Health 2016-2030. UN-Women contributes efforts to repeal discriminatory legislation and norms that impede women's access to sexual and reproductive health services provided by other partner agencies, thereby supporting demand. A third example is UN-Women's partnership with UNISDR and IFRC to address the gender inequality of risk. Women and girls are disproportionally impacted by natural hazards. They accounted for over 90 percent of the victims of recent floods. With its partners and in line with UN focus on prevention, UN-Women will help Member States develop and implement gender responsive disaster risk reduction policies, plans and programmes at the local, national and regional levels. Other examples include: work on gender statistics with the UN Statistical Division and Regional Commissions, ending violence against women with UNFPA, UNDP and the UN Office on Drugs and Crime, and sexual and reproductive health and rights with UNFPA and other UN entities[6].

31. Gender equality became the thematic area with the highest concentration of joint programmes (106 of 365) in 2016. Annex II illustrates how system-wide efforts to promote gender equality and women empowerment are distributed and shared amongst UN agencies, covering all areas of UN-Women's composite mandate.

VI. Strategic priorities

32. Based on the global normative framework, lessons learned and the achievements of the previous Strategic Plan, this plan centres on five outcomes with a consolidated set of thematic outputs. These represent UN-Women's contribution to support Member States through interventions based on its collaborative and comparative

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[6] Five year (2016-2020) Joint Programme between UNESCO, UNFPA, UN-Women, World Bank, for the empowerment of adolescent girls and young women through education.

advantages and working with partners to achieve transformative impact. They are pursued from the perspective of "leaving no one behind".

33. Each output of this plan is designed to translate norms into results in collaboration with the UN system and its partners, based on a shared theory of change to facilitate the identification of priority initiatives and division of responsibilities in line with country context and capacities (see section on Means of Implementation).

34. In line with its comparative advantages, UN-Women will focus six functions within these partnerships: i) normative support; ii) UN coordination for gender equality and women's empowerment; iii) integrated policy advice; iv) capacity development; v) advocacy and social mobilisation; and vi) technical assistance for essential services. UN-Women is not involved in large-scale operational support, such as provision of commodities.

35. As the foundational outcome of this Strategic Plan, UN-Women will support the strengthening and implementation of a comprehensive and dynamic set of global norms, policies and standards on gender equality and the empowerment of all women and girls across peace and security, development, and human rights. (Outcome 1).

36. Thereafter, UN-Women will support the full and effective implementation of these global norms and standards at the country and regional levels through four additional interdependent and interconnected 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
- Women and girls contribute to building sustainable peace and resilience, and benefit equally from crisis prevention and humanitarian action

37. The outputs and outcomes are linked in a results chain (see Annex III). All HQ and field level work plans, 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 IV). The rationale behind them will be elaborated in the accompanying Strategic Plan 2018-2021 Theory of Change[7].

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

38. UN-Women will provide substantive support to intergovernmental processes at the global and regional levels, the CSW, as well as in gender-specific agenda items of the General Assembly, the Economic and Social Council and the Security Council.

39. UN-Women will also support intergovernmental processes to better address gender perspectives in thematic areas and amongst youth.

40. Priority areas are follow up and review of the 2030 Agenda for Sustainable Development, including by the High Level Political Forum on Sustainable

7 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.

Development, the Addis Ababa Action Agenda, the Paris Agreement, the New Urban Agenda and the New York Declaration for Refugees and Migrants. UN-Women will engage with processes related to Small Island Developing States and Least Developed Countries, as well as the Human Rights Council and functional commissions. UN-Women will place emphasis on selected areas where more progress is needed.

41. Based on any recommendation of CSW 62, UN-Women will support efforts to mark the 25th anniversary of the Fourth World Conference on Women in 2020.

42. UN-Women's substantive support will include policy expertise, innovation and evidence to intergovernmental processes, through reports of the Secretary-General, flagship publications and policy briefs. It will facilitate discussion between governments and other stakeholders such as civil society organizations, especially women's organizations and young women's groups, to engage with intergovernmental processes.

43. UN-Women will focus on four areas in the pursuit of Outcome 1:

- 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 the 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, including young women, in intergovernmental processes;

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

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

44. UN-Women has integrated outcome areas of its previous Strategic Plan on women's political participation and leadership, gender-responsive budgeting and planning, and access to justice, into a comprehensive outcome on gender-responsive governance systems to leverage their mutually reinforcing nature. Key strategies to achieve this outcome include: building institutional capacities at all levels to promote gender-responsive governance; providing technical support to stakeholders to implement gender equality commitments, advocating to mobilise political will; and developing cutting edge knowledge on the key drivers for gender-responsive governance and the realization of the human rights of women and girls, including through the repeal or amendment of discriminatory laws.

45. Outcome 2 contributes in particular to SDGs 3, 5 and 16. UN-Women focuses on four result 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, repealing 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 political decision-making institutions are inclusive, gender balanced and gender sensitive and that women's networks are supported and the stereotypes that work against women's leadership are addressed and young women are ensured the opportunities to reach decision-making positions.

- More and better quality 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.

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

46. Women's economic empowerment, 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, eliminating cultural and societal barriers that make it less likely for women than men to become entrepreneurs[8], and core social and labour protections.

47. UN-Women's work in this area focuses on high impact and high return areas, such as women's agricultural development, and is guided by, *inter alia*, CSW Agreed Conclusions. The recommendations of the Secretary-General's High-Level Panel on Women's Economic Empowerment also inform this outcome area.

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

- More policies promote decent work and social protection for women including those addressing women's disproportionate share of unpaid domestic and care work, the rights of domestic workers and work in the informal sector; the gender pay gap; voice and representation for women including through trade unions; and promoting relevant International Labour Organization (ILO) standards.

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

- More rural women secure access to, control over and use of 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.

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

49. UN-Women will expand its existing focus on strengthening services to survivors of domestic violence and add greater emphasis to prevention of violence, including through transforming social norms. This will be pursued, *inter alia*, with forms of violence that occur in public spaces.

50. This outcome contributes to SDG 5, among other SDGs, since violence undermines women and girls' capacity to contribute in all areas of development. UN-Women's work in this Outcome is guided by the Agreed Conclusions of CSW57 and the New

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[8] World Youth Report, 2016.

Urban Agenda as it pertains to creating public spaces free of violence against women and girls. UN-Women works within the context of the Joint UN Prevention Framework and the Essential Services Guidelines for Women and Girls Subject to Violence.

51. 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, mechanisms to address impunity, training to ensure stronger capacity of law enforcement to prevent, protect and prosecute up to universally acceptable standards, increased women's and girls' knowledge about their rights, advocacy and awareness campaigns, transformed social norms, reliable data to track progress and availability of guidance, implementation tools and resources.

- More cities 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.

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

52. Reflecting new and enhanced norms and standards, as well as increasing demand, UN-Women will work with partners to create enabling environments for women to be properly served by, lead and participate in all aspects of peace, security, disaster risk reduction, and humanitarian policy and action. UN-Women will continue to ensure that the safety, security and human rights of women and girls are respected through programming and closing the financing gap for gender equality in crisis and conflict. It will also build the evidence base that shows that empowered women are drivers of more effective peace and security and humanitarian action.

53. UN-Women's operational role in crisis will focus on coordination and adding value to the work of partners. It will prioritise work through joint programming and not undertake service delivery outside of exceptional circumstances and in coordination with partners.

54. This outcome relates to all SDGs as they apply in contexts of conflict, crisis and fragility. UN-Women's work is also guided by the eight Security Council resolutions on women, peace and security, the three high-level peace and security reviews in 2015, the Sustaining Peace resolutions and CEDAW. The New York Declaration on Refugees and Migrants, the Sendai Framework for disaster risk reduction, agreements relating to climate change action and the outcomes of the World Humanitarian Summit will inform this work.

55. 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: supporting Member States to be more accountable and ensure gender equality advocates have enhanced capacities and opportunities to influence peace and security processes, promoting women's meaningful engagement in global, regional, national and local level processes and supporting capacity of Member

States and other stakeholders to implement women, peace and security resolutions.

- 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; women, including young women, having opportunities to secure economic opportunities in crisis contexts; and sex-disaggregated humanitarian response data.

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

56. 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.

- The Global Acceleration Instrument for Women, Peace and Security and Humanitarian Action.

VII. Organizational effectiveness and efficiency

57. Since its establishment, UN-Women has supported major normative advances, driven forward the UN-SWAP to near universal adoption in the UN system, and rapidly increased its operational capacity. For example, its programme delivery increased by 40 percent over the past two years. These achievements have been founded on a solid management base, as is evident from UN-Women's unqualified audits.

58. UN-Women will deepen its UN coordination efforts for gender equality and women's empowerment through the UN-SWAP and its participation in the Executive Committee, UNDG and other interagency mechanisms. It will continue to increase the efficiency and effectiveness of its internal operations, through streamlining and strengthening business processes, upgrading programme management information systems and developing staff capacity for programme formulation and management. These improvements will drive efficiency and effectiveness in its key functions.

59. UN-Women's effectiveness also depends on research and knowledge management, innovation, and resource mobilisation, areas in which it will continue to invest in this Strategic Plan period.

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

60. UN-Women's UN system coordination role is central to achieving results. UN-Women leverages interagency coordination mechanisms at the global, regional, and country levels to ensure the effective inclusion of gender perspectives.

61. UN-Women is an active member of the UNDG 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. This has ensured UN-Women a voice and leadership in key decision-making spaces within the UN system. At the regional level, UN-Women leverages UNDG teams and coordination mechanisms to provide integrated and high-quality support for gender equality results to UNCTs.

62. UN-Women has a central role in meeting UN gender parity targets and 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 implementation of the gender parity strategy through strategic guidance, technical support and monitoring through existing and new mechanisms including Secretary-General's reports and the UN-SWAP.

63. UN-Women will roll-out the second iteration of the UN-SWAP on gender equality and women's empowerment. This will strengthen existing performance indicators and include new indicators that contextualize the framework to the 2030 Agenda and add a focus on reporting and tracking of results and impact. This will be accompanied by an updated gender scorecard for UNCTs.

64. 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 joint gender results groups and thereby joint programming and joint programmes. UN-Women will continue providing technical expertise and leadership to UNCTs to support gender mainstreaming and gender-focused joint programming.

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

65. Diverse strategic and catalytic partnerships are a prerequisite for UN-Women to achieve and scale up results. Through these partnerships, 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 mobilises resources to support UN-Women's work and gender equality more broadly.

66. The vastly changed communications landscape offers unprecedented opportunities for brand positioning and visibility, but also for public advocacy and social mobilisation. New digital platforms and social media represent a powerful enabler for results for women and girls, serving not only as a means to access and share information, but also to engage people -in particular youth- on issues, and transform attitudes and behaviour. This opens opportunities to increase impact and lead change through public advocacy, whether in the policy arena or by effecting social and behaviour change related to programmatic priorities of UN-Women and its partners.

67. Building on successful digital engagement, UN-Women will seek to expand its communications channels to increase its reach and continue to provide and build

spaces for citizen engagement in campaigns such as HeForShe, UNiTE to End Violence against Women and Planet 50/50 by 2030: Step It Up for Gender Equality. UN-Women's communication channels will continue to sharpen the organization's brand in the context of SDG implementation. News media will continue to be engaged both as multipliers of information on UN-Women's work and partners to drive the gender equality agenda. The latter approach has been successfully employed in UN-Women's Step It Up for Gender Equality Media Compact and will be expanded during this Strategic Plan period.

68. UN-Women will continue to work with civil society actors as knowledge partners, implementers of programmes, advocates for normative advancements and agents for accountability. UN-Women supports civil society through partnerships, convening and networking, supporting knowledge exchange and funding, including through its grant-making mechanisms. It uses its political leverage to help open space for government/civil society dialogue.

69. UN-Women will further engage young women and men across all its priorities and foster spaces for youth voices in intergovernmental contexts, for example the CSW Youth Forum. UN-Women supports young people's innovation through Young Innovators Awards and promotes youth capacity by working with youth and education ministries and local governments on gender-responsive curricula, peer-to-peer education programmes, vocational trainings and gender-specific youth plans and budgets.

70. Building on its advocacy efforts to engage men and boys as champions for gender equality, UN-Women will continue to work on masculinity, discriminatory norms and stereotypes, and societal pressures and their impact on gender equality. This work will be informed by recent efforts to improve understanding on these issues, including a study in the Middle East/Northern Africa region of nearly 5,000 men and 5,000 women, showing that both men and women predominantly recognize men as the prime decision maker. The study also highlights pressures on men to provide for their families and a desire among them to have a larger role in caregiving, including through paternity leave.

71. The HeForShe campaign mobilises men and boys globally to take action to achieve gender equality, and engages state and non-state actors to secure commitments from male decision-makers, including through the work of gender champions and results-oriented initiatives such as IMPACT 10x10x10. This campaign has reached 1.2 billion social media users worldwide and mobilised game changing action by Heads of State, business leaders and high-level influencers.

72. UN-Women will enhance its work with faith-based organizations to leverage their capacity to transform discriminatory social norms and ensure that their support programmes are gender-responsive. This builds on experiences, such as in Senegal, where UN-Women worked with religious leaders on issues including gender-based violence, sexual and reproductive health and reproductive rights and maternal and child health in partnership with UN agencies.

73. UN-Women works with the private sector and other UN agencies such as the ILO, to transform business practices and operations in support of gender equality and women's empowerment. This includes: (i) addressing social norms, practices and stereotypes that perpetuate discrimination against women with respect to decent work and leadership opportunities; (ii) promoting investment through a gender lens,

women entrepreneurs and women's access to finance; and (iii) driving innovation for and with women and girls.

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

75. 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 against core programmable resources. UN-Women will work to provide greater visibility to core contributors and the impact of their support.

76. UN-Women will place even greater emphasis on joint programming and promotion of pooled-finance to incentivise partnerships and cohesive action for gender equality.

77. UN-Women will continue to 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 crowdfunding and individual public giving.

Output 3: High quality of programmes through knowledge, innovation, results-based management and evaluation

78. Implementing the 2030 Agenda requires timely data and robust knowledge to identify solutions for operational and normative advances in gender equality and for more effective coordination with other UN agencies and policy actors. UN-Women will scale up co-production of data and cutting-edge knowledge in partnership with leading research institutions and national statistical offices.

79. UN-Women has developed a comprehensive 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) bringing together expertise and knowledge from across the organization and its partners. UN-Women will continue knowledge products such as:

- Progress of the World's Women report.

- UN-Women's Policy Brief series.

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

- 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.

80. As part of its knowledge management efforts, UN-Women will strengthen its capacity to anticipate emerging issues and trends. This will enable it to drive normative advances better, monitor progress on the SDGs, develop effective

advocacy strategies and enhance gender-responsive programming on the ground. Through a human-rights-based approach and leveraging its accumulated programme and policy knowledge base, it will consolidate its convening role to explore policy and programmatic innovations for agenda-setting.

81. UN-Women's Training Centre will remain central to these efforts, developing and offering trainings to diverse partners, including the UN system, and consolidating UN-Women's national capacity development offerings.

82. UN-Women will further develop capacity 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, particularly with 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 the design and implementation of bilateral and multilateral assistance, adding value to triangular cooperation and Official Development Assistance.

83. 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 will:

- Develop markets for innovations and encourage 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.

- Work 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 practices and encourage collaboration.

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

- Directly develop 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 the Buy from Women platform.

- Support piloting of innovative solutions to gender equality challenges by civil society organizations including through its grant-making mechanisms.

84. In complement, 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 developers; and 4) added-value services to ensure that women and girls can leverage ICTs for empowerment.

85. Results-based management (RBM) remains an organizational priority for UN-Women. The Entity has adopted standards, developed a state-of-the-art RBM 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 face challenges in meeting standards on programming and results-based management.

86. 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 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 findings to improve the quality of programmes, enhance accountability, inform decision-making and contribute to learning.

87. To do so, UN-Women's evaluation will focus on four areas: (a) effective evaluation systems; (c) UN system 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

88. UN-Women manages its resources in accordance with the financial regulations and rules adopted by the Executive Board through: (i) strengthening and maintaining cost-effective and transparent systems of financial management and accountability; (ii) supporting results-based budgeting of resources; (iii) timely allocation and distribution of budgets; and (iv) managing and reporting on financial transactions.

89. UN-Women will finalize the business process mapping and re-engineering initiative to remove operational bottlenecks, streamline systems and processes and design optimised, 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.

90. UN-Women will continue to improve 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 a project closure tool.

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

92. 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.

93. 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's new procedures require implementing partners to adhere to anti-fraud measures and partner agreements to include clauses requiring cooperation with investigations.

94. UN-Women will invest more in programme management systems to improve key functions and support decentralised decision-making. A comprehensive information technology 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 1). To minimise 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.
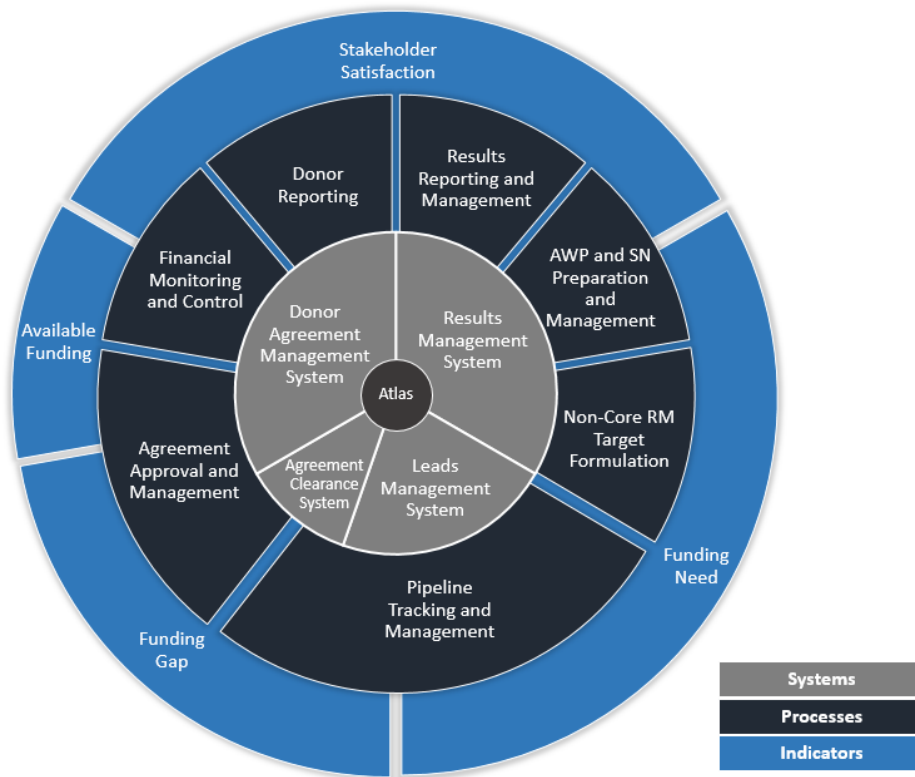

Figure 1: UN-Women's Programme Management Information Systems (PMISs)

95. These systems will ensure UN-Women is compliant with the International Aid Transparency Initiative.

96. UN-Women will continue to streamline human resources processes and systems as well as enhance the skills of managers and staff and improve performance management.

97. UN-Women will keep working 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 organisationally fit for purpose.

VIII.   Implementing the Strategic Plan

Means of Implementation

98. UN-Women's operations initially relied on large numbers of small-scale, short-duration projects to support Member States. In line with recommendations from UN-Women's thematic and meta-evaluations to focus on limited number of transformative initiatives supported by theories of change and better leveraging UN-Women's composite mandate, UN-Women has developed Flagship Programme Initiatives (FPIs) that link to each output in its results framework for Outcomes 2 to 5. They are based on the overall theory of change underlying each output. These are expected to become the dominant programme modality of this Strategic Plan.

99. 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 will identify new FPIs that have emerged as effective and retire those which have achieved their results or proven less effective.

100.   In line with UN-Women's collaborative advantage, FPIs serve as partnership vehicles for joint programming and implementation. For example, the Flagship Programme on "Better Statistics for SDGs Evidence-Based Localization – Making Every Woman and Girl Count" addresses the urgent need to increase the availability of accurate information on gender equality and women's empowerment to inform policy and decision-making. Addressing present gaps in gender equality and women's empowerment statistics is a pre-condition to go beyond averages and leave no one behind. Coordinated, consistent, integrated and sustained efforts are critical to develop robust and comprehensive national, regional and global statistical systems. Thus, the FPI brings together a range of partners, including the UN Statistical Division and the UN Regional Economic Commissions, to provide technical and financial support at all levels to improve the production and use of gender statistics to monitor the implementation of gender equality commitments in the 2030 Agenda. Country specific UN partnerships are established to support Member States in implementing programme activities at the national level. To ensure coordination and coherence, a Steering Committee composed of participating countries, bilateral donors, key agencies and civil society organisations guides programme implementation. Annex V provides further information on this FPI, highlighting its strong joint programming and coordination within and beyond the UN system.

101.   Alongside the FPIs, UN-Women will retain its grant-making mechanisms to directly support the capacity and work of women's organizations for and with the

most excluded women and foster innovation. These are: The Fund for Gender Equality on Women's Political and Economic Empowerment, the UN Trust Fund to End Violence against Women, and the Global Acceleration Instrument to support local responses to peace, security and humanitarian issues. Another example is a joint fund established in Chile through a UN-Women/European Union agreement, which facilitated discussions on legislative reforms to make adoption rights equal among diverse family structures.

UN-Women's organizational design, including field presence

102.   In response to the Regional Architecture Evaluation, UN-Women will define and rollout refined country presence typologies, maximising results and reflecting national context and capacity. Greater attention will be given to financial viability as a determinant of country presence type.

103.   UN-Women's regional architecture was approved by the Executive Board in 2012. The 2016 Regional Architecture Evaluation recognised the organization's achievements and overall success of the regional architecture roll-out and noted UN-Women's strengthened position and stand with Member States, civil society, development partners, and the UN system and the increased impact on the lives of women and girls. The Evaluation had four key recommendations:

- Refined country presence typologies, maximising 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.

104.   Based on these, UN-Women's refined country presence typology combines considerations of national capacity, extent of gender inequality (based on gender inequality indices), partnership space, and financial viability as per the table below. These factors, coupled with other appropriate political considerations, will drive UN-Women country presence typology in response to Member State requests for support.

*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*.

Country-level programming

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

105. To translate the Strategic Plan to country contexts, 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.

Risk management

106. UN-Women's enterprise risk management framework ensures that risk management is embedded in key planning processes. This is founded on the ongoing analysis of risks and establishment and maintenance of risk registers by risk units across the organization. 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.

107. UN-Women's Corporate Risk Register includes actively managed risks that are considered significant in the implementation of the Strategic Plan. UN-Women Country Offices maintain and reflect key risks and mitigation measures in their strategic notes.

IX. Monitoring, reporting and evaluation

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

109. 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 are monitored in real-time. This complements quarterly monitoring at output level and annual results reporting at output and outcome level as inputs to the Executive Director's Annual Report on implementation of this plan.

110.   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.

111.   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.