



**UN-Women**  
Next Strategic Plan  
2022-2025

**Workshop with the Executive Board**  
10 December 2020





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# Agenda

1. Key recommendations from evaluations and audits

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2. Key findings from consultations so far

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3. Preliminary survey findings

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4. Timeline and next steps

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# 1. Key recommendations from evaluations and audits (1/2)



## WHY:

- Optimise alignment with the Beijing+25 report recommendations and 2030 Agenda leading into the Decade of Action
- Focus on dismantling structural barriers to gender equality and women's empowerment and achieving transformative change
- Present a clear and compelling value proposition accompanied by standardized products



## WHAT:

- Enhance prioritization, focus and coherence by revisiting Theories of Change and developing Theories of Action
- Develop cross-thematic approaches and further develop cross-cutting strategies (i.e. leaving no one behind, social norm change, men & boys).
- Reinforce links between the peace and security, human rights and sustainable development pillars, including through strong nexus programming



## WHERE:

- Finetune models for country, regional and HQ office typologies and their application in different contexts to extend reach and enable delivery of universal mandate

# 1. Key recommendations from evaluations and audits (2/2)



## HOW

- Strengthen **evidence-based** programme design, results-based management and enhance links between **results and resources**
- Expand and deepen **partnerships** and develop partnerships management strategies to achieve scale and impact
- Seize opportunity presented by the **UN reforms** (and UN-Women's coordination mandate) to provide thought leadership and expertise and advance UN system accountability for gender equality and women's empowerment

- Better **capture results** (coordination, partnerships, higher-level changes) and enhance **harmonised** planning, monitoring and reporting with other UN agencies
- Optimise **processes and governance** to mature into a globally networked and matrixed organization (including by strengthening accountable delivery of results, quality assurance and proactively managing risks)
- Enhance **production and use of data**, evidence and knowledge and culture of learning as the go-to organization on gender equality and women's empowerment
- Enhance **regular resources** and **diversify** funding sources

## 2. What we have heard from consultations so far...

### WHAT

- Fully integrate and leverage our **triple mandate**
- Prioritize and narrow **programmatic focus**; break silos
- Continue upstream policy work with governments and programming in key areas (EVAW, WPS, WEE)
- Integrate **cross-cutting areas**
  - Gender data/statistics and knowledge
  - Feminist movement building
  - Fragility, crises, resilience
  - Social norms change
- Programme across **humanitarian, peace and development** nexus

### WHERE

- Further **leverage coordination function** and refine models where we don't have a physical presence
- Translating the **universal mandate** into **context-specific** typologies and approaches

### WHY

- Foundation for SP should be a solid feminist agenda
- Need greater intentionality on ***leaving no one behind***

## 2. What we have heard from consultations so far....

### HOW

- Use our role as **knowledge organization** to influence other actors
- **Business model and UN-Women 2.0** link resources more directly to results, align incentives and encourage growth and delivery at scale
- **Resource mobilization:** ensure adequate resourcing (pooled funding, innovative financing, fee-based advisory services)
- Bringing successful approaches to partnerships to scale, including with **civil society** and **youth**
- **Financing gender equality agenda to achieve results at scale** (IFIs, national budgets, etc.)
- **Leveraging UN reform:** building on collaborative advantages, position the gender equality agenda as central to the work of the UN
- **Standardization** with menu of services offering
- **Accountable delivery:** improved and systematic **monitoring, oversight & follow-up**
- Build a more **agile, matrixed and decentralized** organization

# 3. Partner survey on new SP - Background



Conducted over **3 weeks**  
in November 2020



**26 Questions** feeding  
into the development of  
UN-Women's next  
Strategic Plan:

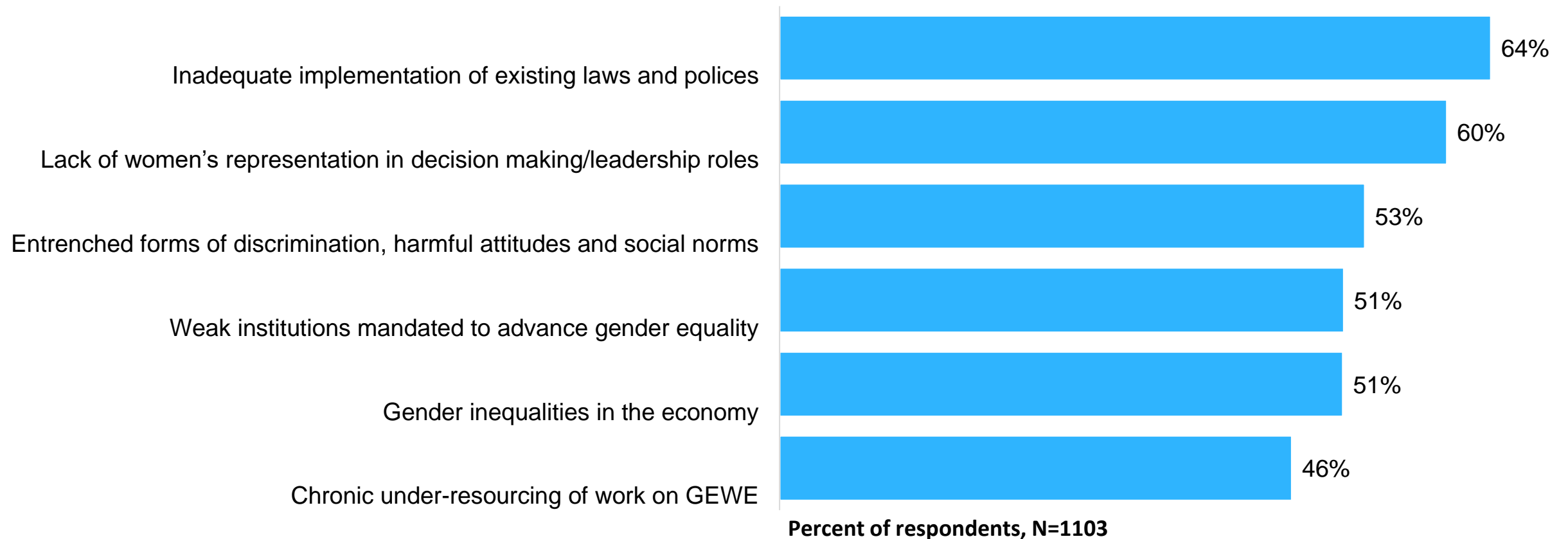
- New and Persistent Challenges to Gender Equality and Women's Empowerment
- UN-Women's Strategies and Impact Areas
- Partnerships
- UN-Women's Role in the Context of the UN Reforms



**1103 Respondents**  
from government partners,  
civil society and UN-  
Women colleagues:

- From grassroots/field level up to global
- Multilingual – all 6 UN languages
- Good geographic coverage

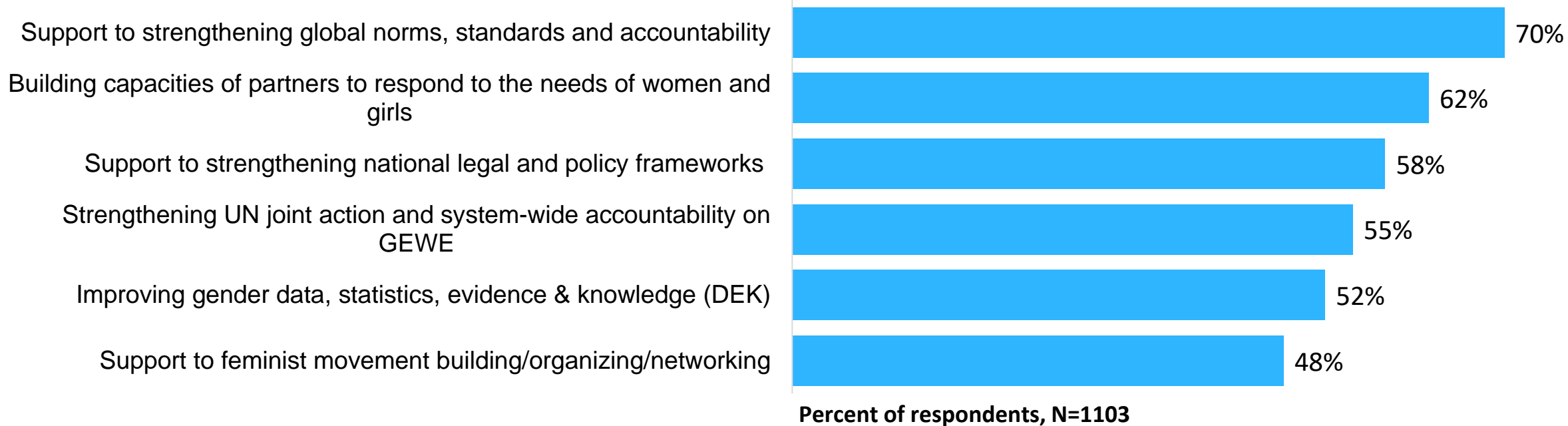
# Greatest gender equality challenges in the global context



**Almost two thirds (64%) of respondents considered inadequate implementation of existing laws/policies to be the most important gender equality challenge in the current global context**  
(graph above shows top 6 challenges identified out of total of 18 options)

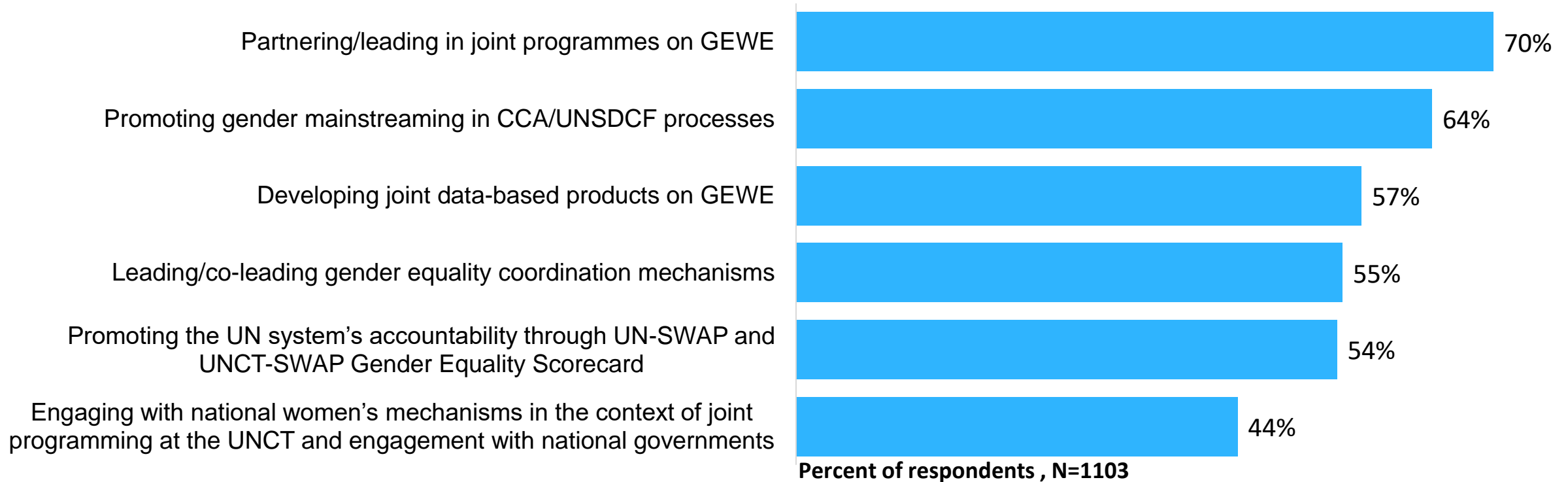


# Strategies to best support gender equality & women's empowerment



**70% of respondents considered support to strengthening global norms, standards and accountability to be the number one strategy that UN-Women is best positioned to undertake in support of gender equality and women's empowerment**  
(graph above shows top 6 strategies selected out of total of 15 options)

# Most important roles for UN-Women in a UN inter-agency context



**70% of respondents considered partnering/leading joint programmes on gender equality and women's empowerment to be the most important role for UN-Women in an inter-agency context**

(graph above shows top 6 roles selected out of total of 13 options)

