



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

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### **Strategic plan**

## **Draft update of UN-Women's Strategic Plan 2022-2025**

### **I. Overview**

1. Developed in the midst of a global pandemic, the Strategic Plan 2022-2025 (the Strategic Plan) aims to guide UN-Women for the next four years – with an eye toward the 2030 deadline to achieve the Sustainable Development Goals (SDGs). In the following sections, we review global progress and persistent challenges in achieving gender equality and the empowerment of women and girls, and spell out UN-Women's ambitious strategy to bring about visible, transformational change.
2. At a time when the world was already off-track to reach its goals on gender equality, COVID-19 has compounded all aspects of inequality and rolled back hard-won gains. In the wake of the pandemic, countries have an opportunity to rebuild better and equal by taking a gender lens in rebuilding societies and economies, an approach that addresses the needs of women and girls in all their diversity and leaves no one behind. Doing so will require unwavering political will, increased financing and a focus on bold actions that can accelerate the pace of change, which UN-Women intends to proactively advance as part of its next Strategic Plan.
3. The world is at an inflection point, as is UN-Women. At this historic juncture, UN-Women's triple mandate, along with its global reach and deep policy and programming expertise, continues to endow the Entity with an unparalleled capacity to: (i) support Member States to strengthen global norms and standards for gender equality and women's human rights and to create new ones to respond to new challenges; (ii) promote coordination and coherence across the UN system to enhance accountability and results for gender equality and women's empowerment; and (iii) undertake operational activities to support Member States in translating global norms and standards into legislation, policies and strategies at the regional and country levels.
4. While other organizations may address one or two of these pillars, no other UN entity spans all three, providing UN-Women with a platform unlike any other in the

global multilateral system to link global, national and local actors to create an enabling environment for the achievement of gender equality worldwide.

5. As a framing vision, the Strategic Plan aims to “Achieve Gender Equality, the Empowerment of all Women and Girls, and the fulfilment of their Human Rights,” in service of implementing the 2030 Agenda. The Strategic Plan is anchored in the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW), the Beijing Declaration and Platform for Action, UN Security Council resolutions on Women, Peace and Security, and other global normative frameworks. It articulates how UN-Women will leverage its universal mandate to mobilize urgent and sustained action to advance these and other global norms and standards for gender equality.

6. In the Beijing+25 review process, Member States called on all actors to tackle the underlying structural barriers and discriminatory practices that hold back progress on gender equality. In response to this call, and given the interconnected nature of challenges facing the world, UN-Women will focus on a more integrated approach to address the root causes of inequality and affect broader systems change, including by:

- strengthening normative frameworks, laws, policies and gender-responsive institutions;
- increasing financing for gender equality;
- promoting positive social norms;
- ensuring women’s equitable access to services, goods and resources;
- enhancing women’s and girls’ voice, leadership and agency;
- strengthening the production, analysis and use of gender statistics and data; and
- supporting UN system coordination for gender equality.

7. UN-Women will advance these systemic outcomes across work in its four established thematic impact areas: leadership and governance; economic empowerment; ending violence against women and girls; and women, peace and security and humanitarian action. The Entity will also integrate gender-responsive approaches to climate mitigation and adaptation, and leverage innovation and technology for positive change across the Strategic Plan.

8. We recognize that the only way to achieve transformational results for gender equality and women’s empowerment is with and through partners, and ensuring commitments are backed by sustainable financing and accountability. This is why deepening and expanding partnerships and influencing the actions and financing of other actors are cornerstones of the Strategic Plan.

9. UN-Women is well-placed to support Member States and mobilize a broad constituency of partners to bring about lasting and transformative changes for all women and girls everywhere. Major partners include women’s and youth-led organizations, men and boys, the entire UN system, the private sector, international financial institutions (IFIs), the media, and other stakeholders.

## II. Context: Progress in the world and what remains to be done

10. In UN-Women's first decade, the world experienced both progress and setbacks in the progress towards gender equality. One year into the Decade of Action, there is widespread recognition that progress has been much too slow to meet the SDGs, and what gains we have made risk major reversal due to the COVID-19 pandemic. Urgent action is needed to combat this.

11. Twenty-six years after it was adopted, the landmark 1995 Beijing Declaration and Platform for Action remains a visionary and transformative framework for achieving gender equality and women's rights. However, while there has been vital progress in some areas, persistent structural barriers block the promise of gender equality and women's empowerment.

12. Today, more countries have achieved gender parity in education, fewer women die in childbirth, and social protection has been strengthened, with more countries implementing cash transfers, often targeted to women, and social pensions. Over the past decade alone, more than 700 legal reforms in 89 countries have provided stronger legal protection for women and girls, and 25 constitutions have become more gender-responsive.

13. But in far too many areas, progress has been painfully slow: Less than two-thirds of women aged 25-54 participate in the labour force compared to more than 90 percent of men of the same age, figures that have not improved in 30 years. Women do three times as much unpaid care and domestic work as men, to the detriment of their health, autonomy and economic prospects.

14. Digital technologies have become an increasingly important way for people to access education, high-quality jobs and services, but less than half (48 percent) of the world's female population use the Internet, compared to 55 percent of men. Similarly, in low and middle-income countries, women's mobile phone ownership rates are 8 percentage points lower than those of men.

15. Globally, the proportion of women in parliament has more than doubled since 1995, but women still only occupy one quarter of all seats. At the highest level, just 23 countries have a woman head of state or government, and only one fifth of the world's ministers are women.

16. While the rate of child marriage has declined from one in four to one in five, a staggering 650 million women alive today were married before their 18th birthday. In 2019, 190 million women of reproductive age (15 to 49) who wanted to avoid pregnancy were not using any contraceptive method.

17. Despite many countries passing laws to combat violence against women, weak law enforcement remains a significant problem in addressing this pervasive human rights violation. Around 245 million women and girls aged 15 and older (10 per cent) experienced domestic sexual or physical violence from an intimate partner in the past year alone.

### A. Global trends threatening progress

18. Conflict and humanitarian crises are increasingly complex and protracted, and are afflicting more civilians, with a disproportionate impact on women. Progress on the SDGs is furthest behind in conflict-affected countries. Meanwhile, environmental degradation and climate change are gathering pace, threatening human existence and amplifying existing gender inequalities. They threaten to undo development progress, especially for Small Island Developing States (SIDS), which are particularly vulnerable to the impacts of changing climate patterns and natural disasters. These combined threats highlight the need for gender-responsive conflict prevention and resolution, humanitarian action, disaster risk reduction, and refugee and migration policies.

19. Conflict and inequality contribute to the volatile state of politics, increasing polarization and violent extremism, xenophobia, and authoritarianism. Over the past decade, a larger number of countries have seen the quality of their democracies deteriorate than those that have seen improvements – from declining freedom of expression to closing spaces for civil society, erosions in the rule of law and increasing hate speech. These trends have disproportionately affected women and girls, especially those experiencing multiple and intersecting forms of discrimination.

## **B. COVID-19**

20. The COVID-19 pandemic has made all of the above exponentially worse. It has pushed the world into the worst economic crisis since the Second World War. Plummeting global investment flows, falling commodity prices and crushing debt levels have left developing countries with limited fiscal space to support their economies, protect jobs and shore up their health and social protection systems. While the global budgetary response by governments has been unprecedented – totalling US\$16 trillion in stimulus measures as of March 2021<sup>1</sup> – it has been overwhelmingly concentrated in high-income countries.

21. These circumstances affect women disproportionately and differentially. Around the world, women are leaving the labour force at a higher rate than men; women and girls are shouldering the increased burden of unpaid care and domestic work; and reported cases of violence against women have surged. Based on projections by UN-Women and the United Nations Development Programme (UNDP), the economic fallout is expected to push 47 million more women and girls into extreme poverty in 2021, reversing decades of progress.

22. Meanwhile, the economic response to COVID-19 has been largely gender-blind, with just 13 percent of the 2,280 fiscal, social-protection and labour-market measures taken so far targeting women's economic security, and only 11 percent addressing rising unpaid care demands. This is not surprising as women make up only 24 percent of the members of COVID-19 policy task forces across 137 countries; and 24 countries have task forces with no women members at all.

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<sup>1</sup> IMF Fiscal Monitor. April 2021. Accessed at: <https://www.imf.org/en/Publications/FM/Issues/2021/03/29/fiscal-monitor-april-2021>

23. The pandemic has brought existing gender disparities to the surface: Women are more likely to live in poverty, which can restrict their access to healthcare services, including immunization. Though critical to women's empowerment, many countries have failed to recognize sexual and reproductive health and rights as essential during lockdowns, disrupting critical services.

24. The recovery presents opportunities to recover from the pandemic in ways that advance gender equality, social justice and sustainable development, but this will depend not only on the commitment of governments, but also on the availability of financing, especially for low- and middle-income countries.

### **C. Opportunities on the horizon**

25. Despite these and other daunting global challenges, several demographic trends offer hope and opportunities for gender equality, if they can be managed effectively. First, world population growth is slowing as a result of lower mortality and declining fertility rates, an indicator of and an opportunity for women's growing empowerment and status. However, with fertility rates falling below replacement level in some contexts, and population ageing a significant feature in middle- and high-income countries, these trends could present problems for social protection systems that depend on a large working-age population, and will have a larger impact on women's welfare in older age as they represent the majority of the older population and those living in poverty.

26. Urbanization continues apace, creating megacities which pose major challenges for policy makers to ensure decent work, adequate housing, urban infrastructure and childcare, amongst others, all of which impact women disproportionately. While for many women, urban dwelling can mean greater freedom from discriminatory social norms, and open doors to increased opportunity and independence, gender-responsive and inclusive urban planning are critical to ensure that all women and girls can safely access public spaces and experience the benefits that cities offer.

27. Rapid advances in technology present exciting opportunities for gender equality, promising to expand access to information and services. To deliver on this, the next decade must include efforts to close the gender digital divide, to increase the number of women working in technology and innovation, and to stop online violence and disinformation.

28. Finally, data, including big data, has the potential to: empower individuals to make decisions and access public services; fuel research and development; inform evidence-based policymaking; foster greater accountability; and help to leave no one behind. Unlocking this potential will require deeper investments in privacy protection, and filling information gaps including the urgent need for disaggregated gender statistics.

## **III. Lessons learned from UN-Women's first decade**

29. The Strategic Plan 2022-2025 is informed by: analysis of trends, progress and challenges in achieving gender equality and women's empowerment; independent assessments and evaluations of UN-Women's work, including the Mid-Term Review

of its previous Strategic Plan; and a rich consultative process comprising surveys, workshops and dialogues held with a range of partners at global, regional and country levels. Key findings, recommendations and lessons learned include the following:

- **Triple mandate presents opportunities for further impact:** UN-Women has played a key role in advancing global commitments for gender equality, notably through the adoption of SDG5, and is uniquely placed to support Member States deliver on these commitments. While UN-Women’s mandate and strategic direction remain fully relevant, there is scope for further strengthening the mutually reinforcing links between its normative intergovernmental function, UN System coordination role, and operational activities, particularly at the field level.
- **UN-Women has established itself as a global thought and practice leader:** UN-Women has deep technical and substantive knowledge in its four established thematic areas of work, aligned to the SDGs, which remain valid for the next Strategic Plan. However, the gendered impacts of COVID-19 have highlighted the importance of adapting to shifts in the global operating context, including climate change mitigation and adaptation, data and gender statistics, and technology and innovation, and leveraging the opportunities these offer for advancing gender equality.
- **Sharpened focus could help scale impact:** In its first decade, UN-Women delivered important results in its impact areas. To translate these results into systemic and sustainable changes, the Entity will advance high-impact and standardized approaches that address the underlying structural barriers for transformative change, such as changing social norms, enhancing women’s voice and agency, and increasing financing for gender equality, while more effectively integrating the principle of leaving no one behind.
- **Partnerships provide a key comparative advantage:** UN-Women must continue to leverage: its role as a leading global advocate for women’s and girls’ rights; its strong and trusting relationships with a range of partners, including its ability to convene and support multi-partner advocacy platforms and dialogues between governments, civil society and other stakeholders; and its capacity to use its global voice and reach to build broad-based support for the gender equality agenda. Moving forward, there is scope for UN-Women to both deepen its relationships with existing partners, including with women’s and youth-led organizations, and expand new partnerships by focusing on men and boys, the private sector, the media and IFIs. This is key to ensuring that increased advocacy and awareness translate into enhanced accountability, financing and results for gender equality.
- **Flexible and predictable funding is critical for optimal delivery:** A diversified funding strategy and intensified efforts to mobilize regular resources, including through shared-value partnerships with the private sector and using UN-Women’s global network of National Committees, is essential in this regard, as are thematic and pooled financing windows. This will be complemented by innovative financing approaches to increase funding for the broader gender equality agenda, including for the pivotal work undertaken by women’s and youth-led organizations.

- **UN system-wide results for gender equality are essential:** UN development system reforms have positively influenced UN-Women's ability to advance gender equality and women's empowerment across the UN system, through the use of standardized accountability tools and gender markers. In line with the Quadrennial Comprehensive Policy Review (QCPR), UN-Women will further leverage its UN system coordination mandate to support partners within the UN system ensure gender-responsive implementation of commitments, including at regional and country levels and in the context of the multi-country office review. The Entity will support gender mainstreaming in key areas such as climate change, social protection, humanitarian action and peace and security, and will advance joint measurement, monitoring and reporting on key results, including with UNDP, the United Nations Population Fund (UNFPA) and the United Nations Children's Fund (UNICEF) as well as other entities across the system.
- **A high-growth business model is needed to drive impact at scale:** While UN-Women has significantly matured in its organizational effectiveness and performance, there are opportunities to further refine the business model, implementation modalities and global presence footprint to achieve greater impact. This can be achieved through optimized financing, a more coherent structure, streamlined processes, and transforming into a globally networked and matrixed development organization that is equipped to deliver results as part of a repositioned UN development system where they are most needed – in the field.
- **“Feminist excellence” is key to success:** UN-Women understands that the above does not take place in a static context and is thus pursuing an agile and responsive approach to its own business transformation, branded internally as “Feminist Excellence”. The approach combines the pursuit of organizational excellence with inclusive feminist leadership principles to maximize impact in a manner that is consistent with the norms and standards underlying UN-Women's mandate and that benefits from an empowered and diverse workforce.

## IV. Core principles

30. The following core principles underpin all of UN-Women's work:

### A. Promote, protect and fulfil the human rights of all women and girls and leave no one behind

31. This Strategic Plan accelerates the implementation of the Beijing Declaration and Platform for Action; the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW); UN Security Council Resolutions on women, peace and security; the gender-responsive implementation of the 2030 Agenda for Sustainable Development; as well as commitments to gender equality and women's empowerment made in other relevant UN instruments and resolutions, as spelled out in future sections.

32. UN-Women also supports Member States in advancing new normative commitments for gender equality and women's empowerment, through its global normative intergovernmental role including serving as the Secretariat for the Commission of the Status of Women (CSW) and through the provision of technical and policy advisory support inform standard-setting and the integration of gender equality commitments in other normative frameworks, in line with its mandate.

33. In line with international norms and standards, UN-Women applies a human rights-based approach to programming (HRBAP) and is guided by the principle of leaving no one behind. The Entity responds to gender-based discrimination and inequalities by identifying and addressing structural constraints and unequal power relations that produce and reproduce inequalities over generations, as well as patterns of discrimination in law, policies, and practices. In line with its intersectional approach, the Strategic Plan includes a focus on addressing multiple and intersecting forms of discrimination, including on the basis of sex, age, race, sexual orientation and gender identity, disability, migration and displacement, and other factors.

34. Leaving no one behind means moving beyond considering results at the aggregate level towards ensuring progress for all population groups at a disaggregated level. To determine who is experiencing multiple and intersecting forms of discrimination, data will be systematically disaggregated by age, sex, race, ethnicity, location, disability, migration, indigenous, and other indicators of status. Through the design and delivery of global, regional, and country programmes, including a growing share of UN joint programming, UN-Women connects its normative intergovernmental support function and UN system coordination roles to its operational activities to assist Member States in translating global norms and standards into transformative results for gender equality at the national level. Indeed, key elements of UN-Women's value addition are: its ability to link intergovernmental support to strengthen normative commitments to the provision of technical and policy advise to implement these through the development and implementation of laws and policies to advance gender equality; its status as the largest source of gender expertise in the UN; its longstanding relationship with a range of actors, especially civil society; and its comprehensive and integrated contributions across the UN's peace and security, human rights, and sustainable development pillars.

## **B. Advance UN system-wide coherence, results and accountability for gender equality, in line with the UNDS reforms**

35. Through its UN system coordination mandate, UN-Women champions and supports greater performance and accountability for gender equality and enhanced gender mainstreaming in the UN system, including through standardized tools such as the UN System-Wide Action Plan on gender equality and women's empowerment (UN-SWAP) and the UNCT-SWAP Gender Equality Scorecard.

36. The Strategic Plan is guided by the General Assembly resolution 71/243 on the QCPR of operational activities for the development of the UN system, which reaffirms the importance of gender equality, women's empowerment and gender mainstreaming as intrinsic to progress across the 2030 Agenda, and UN-Women's central role to this effect. In full alignment with the QCPR and under the leadership of Resident Coordinators at country level, UN-Women will maximize its role within UN country teams (UNCTs), both where it is present and where it supports as a Non-



Resident Agency, to ensure that United Nations Sustainable Development Cooperation Frameworks (UNSDCFs) and other common country documents are gender-responsive and pursue results and financing that strengthen accountability and results from all participating agencies. UN-Women will continue to advocate and engage with UN partners to promote integrated support and coordinated action for catalysing system-wide investments and results for gender equality and women's empowerment, including in humanitarian and post-conflict settings as well as protracted crises, in line with humanitarian assessments and response plans. It will also support the implementation of the Secretary-General's strategy on gender parity and UN system-wide guidance on Prevention of Sexual Exploitation, Abuse and Harassment.

### **C. Support national ownership and ensure alignment with national priorities**

37. The Strategic Plan responds to requests for support from Member States, based on the principle of national ownership. Its implementation at country level will be fully aligned with national priorities, based on national development plans and strategies, and support national ownership as a key strategy for sustainable development.

38. Over the past decade, UN-Women has established itself as a global thought leader at the forefront in the production of data and knowledge on gender equality, and used these assets to provide Member States with evidence-based policy advocacy, technical advisory services, and programming to translate intergovernmental normative commitments into operational results to empower all women and girls and achieve gender equality, in line with national priorities. Building on the evidence from the 25-year review of the Beijing Platform for Action, the gendered impact of the COVID-19 pandemic, as well as the lessons learned from the previous Strategic Plan, UN-Women will continue to support intergovernmental normative processes to advance gender equality, while more closely linking intergovernmental advances to their implementation through support for demand-driven and nationally owned implementation. In the context of the QCPR and the Management and Accountability Framework (MAF), UN-Women will support the Resident Coordinator (RC) system and work under the leadership of RCs in providing this support to Member States, in line with the UNSDCF and national development plans.

### **D. Influence others and ensure sustainable financing for gender equality**

39. UN-Women is the nodal point in the multilateral system through its strong partnerships with governments, the UN system, civil society and diverse women's and youth-led organizations, the private sector, and a broad range of gender equality influencers. UN-Women's capacity to be the leading champion for gender equality in the multilateral system is dependent on its deep and diverse partnerships, and underpinned by its role as a convener and mobilizer with the reach to influence the actions and financing decisions of diverse actors.

40. To reinforce these efforts, UN-Women will adopt partnership modalities that foster more effective, accountable, and consequential partnerships, including in

humanitarian and crisis settings. In the context of Beijing+25, the Decade of Action to achieve the SDGs, and the follow-up to the Generation Equality Forum, UN-Women will place particular emphasis on strengthening its partnerships with youth-led organizations to foster youth engagement and leadership.

41. Funding for gender equality as a primary objective has stalled at around 4 percent of bilateral official development assistance (ODA). Therefore, supporting enhanced capacity and commitment of Member States to fund gender equality through national public financing and fiscal policies is an increasingly important strategy. In this regard, we will continue to broaden and deepen our relationships with government counterparts, including finance and key line ministries, national gender equality mechanisms, parliaments, and local government, to help ensure that budget allocations for gender equality are increased and effectively tracked.

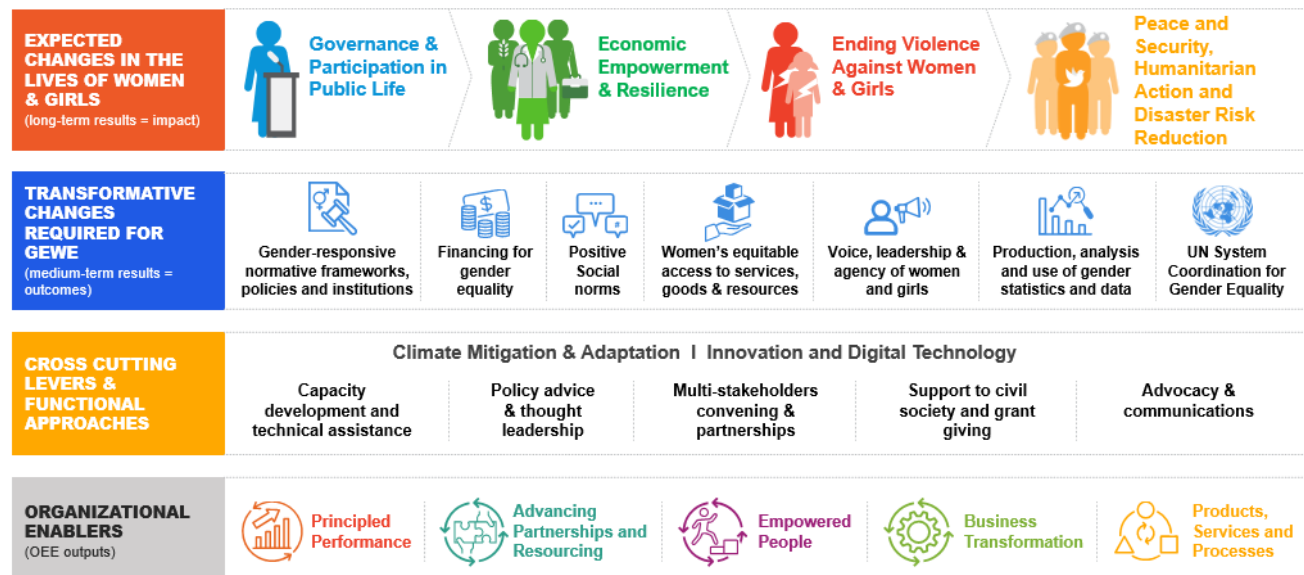
42. The private sector is playing an increasing role in implementing the SDG agenda, including in areas such as health and education, development of small and medium-sized enterprises, infrastructure investments and technology, and is also broadening its investment focus to include a number of new and innovative financial instruments that seek to achieve social as well as financial goals. Therefore, UN-Women will continue to advance public-private partnerships, and will complement efforts to increase national-level financing with new and innovative financing approaches such as gender bonds, in collaboration with IFIs, the private sector and institutional investors. UN-Women is enhancing its internal expertise on these issues and deepening partnerships with development banks in specific countries.

## **V. Driving development results**

43. Since its inception, UN-Women has charted its goals and measured impact across four distinct thematic areas, which represent the impact-level results the Entity drives. In the Strategic Plan 2022-2025, cross-thematic areas of change – or systemic outcomes – have been added to capture the interconnected nature of UN-Women's mandate. Across all areas, there will be increased focus on leveraging innovation and digital technology to accelerate results, and ensuring that climate mitigation and adaptation are coherently integrated across thematic areas. To advance these results, UN-Women will work closely with national governments to understand and support national priorities through the UNCSD and its strategic notes will consolidate and scale up partnerships and support to civil society and grassroots organizations through direct grant-making mechanisms, while adapting grant-making modalities to lessons learned from evaluations of the same. In line with UN-Women's triple mandate, its key interventions and functional strategies for driving change include capacity development and technical assistance; policy advice and thought leadership; advocacy and communications; and multi-stakeholder convening and partnerships.

## STRATEGIC PLAN VISION

Achieve gender equality, the empowerment of all women and girls and the fulfillment of their human rights.



### A. Four thematic areas

44. To improve the lives of all women and girls and advance gender equality, UN-Women will continue to focus on four main thematic areas: 1) Governance & Participation in Public Life; 2) Economic Empowerment and Resilience; 3) Ending Violence against Women and Girls; and 4) Peace and Security, Humanitarian Action, and Disaster Risk Reduction. The following sections describe how UN-Women will work in each of these areas.

#### 1. Governance and participation in public life

45. UN-Women works with key partners so that women and girls in all their diversity fully and equally participate in decision-making and benefit from gender-responsive laws, policies, budgets, services, and accountable institutions.

46. Key Interventions:

- UN-Women will support States to achieve 50/50 gender balance in decision-making at all levels, including through temporary special measures, as well as changes in policies and procedures to increase women's influence in political institutions and processes.
- UN-Women will increase awareness, capacities, and political will to integrate gender equality into financing, including at all stages of budget planning and decision-making; and strengthen the capacity of institutions to design gender-responsive sectoral strategies, plans, monitoring frameworks and budgets and

to provide accessible, affordable, high-quality services free from discrimination.

- UN-Women will use its convening role to ensure that the perspective of women in all their diversity, and organizations led by them, are considered in decision making, and that women, and girls as appropriate, fully and equally participate in the design, implementation, follow-up and assessment of public policies and services.
- UN-Women will continue to support monitoring of accountability to global commitments to gender equality; as well as the collection and dissemination of data on the three SDG5 indicators for which UN-Women is co-custodian.

47. Key Partnerships:

- To advance equal power sharing, access to rights and gender-responsive governance, UN-Women will leverage its participation in interagency mechanisms, such as the UN Inter-Agency Coordination Mechanism on Electoral Assistance; the Global Focal Point for Police, Justice, Corrections; the Secretary-General's Call to Action for Human Rights Task Teams on Gender Equality; the SDG3 Global Action Plan on Healthy Lives and Well-being, and the Inter-Agency Task Force on Financing for Development.
- UN-Women will continue to cooperate with a range of UN partners to advance women's participation and gender-responsive laws and policies including with the Development Coordination Office, UNDP, the Department of Economic and Social Affairs, the Office of the United Nations High Commissioner for Human Rights (OHCHR), the Department of Political and Peacebuilding Affairs, the United Nations Office on Drugs and Crime (UNODC) and the United Nations High Commissioner for Refugees.
- As a cosponsor of UNAIDS, UN-Women will support the implementation of the Global AIDS Strategy 2021-2026 through integration of gender equality in the governance of the HIV response.

## **2. Economic empowerment and resilience**

48. UN-Women works to advance the economic empowerment and resilience of women so that they have income security, decent work, and economic autonomy.

49. Key Interventions:

- UN-Women will support partners in transforming the care economy by strengthening and implementing the 5Rs: recognize, reduce, redistribute unpaid care and domestic work, and reward and represent care workers;
- UN-Women will incentivize decent work, equal pay and entrepreneurship, including by promoting financial and digital inclusion to close the gender digital gap and gender-responsive procurement, among other strategies;
- UN-Women will support the development and implementation of gender-responsive macroeconomic policies and practices by influencing ministries and IFIs;

- UN-Women will champion women’s increased participation and leadership in climate action at all levels, including in gender-responsive green and blue economies and climate-resilient agriculture.
- To advance these interventions, UN-Women will effectively engage with women-led organizations, the private sector and trade unions to tackle discriminatory social norms, practices and legislation, and ensure women’s active participation and leadership in the economy. These interventions will cover public and private sectors, urban and rural areas, formal and informal economies and workers, including through an explicit intersectional approach in line with the principle of leaving no one behind.

50. Key Partnerships:

- The International Labour Organization (ILO), OHCHR, UNDP, UNFPA, UNICEF, key line ministries, regional economic commissions, and the IFIs on gender-responsive macroeconomic policies, social protection and care economy.
- ILO, the International Trade Centre, UNDP, the United Nations Global Compact, the United Nations Industrial Development Organization (UNIDO) and the United Nations Office for Project Services on entrepreneurship and gender-responsive procurement.
- ILO and OHCHR on business and human rights, with ILO, the International Organization for Migration, and OHCHR on gender-responsive migration policies and practices.
- The United Nations Environment Programme (UNEP) and UNIDO on green, circular and blue economies, and with UNEP, the Food and Agriculture Organization, the International Fund for Agricultural Development, and the World Food Programme on climate, environment and agriculture.
- The Broadband Commission, the International Telecommunication Union, the United Nations Educational, Scientific and Cultural Organization (UNESCO), UNDP and others on closing the gender digital divide.
- ILO to protect domestic workers and to eliminate sexual harassment and violence in the world of work by supporting ratification of C. 189 and C. 190.

**3. Ending violence against women and girls**

51. UN-Women promotes integrated approaches to ensure that all women and girls live a life free from all forms of violence.

52. Key Interventions:

- UN-Women will support Member States to strengthen global normative standards on ending violence against women and girls (VAWG), and lead system-wide processes in response and prevention.
- UN-Women will build on its leading work on prevention through evidence-based guidance and programming, including the formulation of signature national action plans on VAWG prevention and social norms change programming engaging men and boys. UN-Women will further strengthen

the knowledge and evidence base on ending VAWG and share critical learning to influence policy and practice.

- UN-Women will strengthen multisectoral coordination of essential services, with a focus on institutional change, improving access to justice, and ensuring quality, integrated and survivor-centred multisectoral services for women and girls in all their diversity and in different contexts, including across the humanitarian-development-peace-security nexus.
- UN-Women will strengthen linkages with other thematic areas and build on existing work to drive synergies with other sectors to address VAWG and safety of women, such as climate change, infrastructure, transportation and agriculture sectors.
- UN-Women will expand key partnerships, including with women's organizations, research networks and the private sector, to ensure the continuation of essential support services and prevention programming in the context of COVID-19.

53. Key Partnerships:

- UN-Women will collaborate with UN agencies to ensure quality, accessible essential services for survivors, with a focus on strengthening women's access to justice and a gender-responsive police response to VAWG with UNDP, UNODC, and OHCHR.
- UN-Women will scale up evidence-based prevention strategies with UNFPA, the World Health Organization (WHO), UNDP, OHCHR, UNODC, UNICEF, UNESCO and ILO.
- UN-Women will engage in pioneering VAWG data work with key partners such as WHO, UNDP, UNFPA and Regional Economic Commissions.

**4. Peace and security, humanitarian action and disaster risk reduction**

54. Gender inequality is a root cause of conflicts and contributes to loss of lives in crises and disasters. UN-Women works to ensure that women and girls contribute to and have greater influence in building sustainable peace and resilience and benefit equally from conflict and disaster prevention and from humanitarian action.

55. Key Interventions:

- UN-Women will seek to ensure that: more commitments on women, peace and security are implemented by Member States and the UN system; more gender equality advocates influence peace and security processes; more women play a greater role and are better served by humanitarian response and recovery efforts; and more women play a greater role in, and are better served by, disaster risk reduction and recovery mechanisms and processes.
- UN-Women will support women's meaningful participation, leadership and protection in peace and security and strengthens gender-responsive institutional capacity in peacebuilding, peacemaking, peacekeeping, rule of law, transitional justice, security sector reform, and the prevention of conflict, violent extremism and counter-terrorism.

- UN-Women will support multi-stakeholder coordination, monitoring and accountability frameworks in women, peace and security, including National Action Plans, and provide upstream policy support and model programmes on gender mainstreaming and women’s human rights to Member States, the UN and advocates for women, peace and security (WPS).
- UN-Women will integrate gender perspectives in humanitarian coordination to strengthen women and girls’ access to humanitarian services, support programming on the prevention of gender-based violence, address social norms that limits women and girls’ rights and humanitarian access, offer technical expertise to the humanitarian system, and scale up partnerships with women’s organizations in humanitarian, conflict and disasters settings.
- UN-Women will support Member States, UN agencies and partners to increase women’s agency in disaster risk reduction and develop gender-responsive crisis prevention, preparedness and recovery legislation, strategies, systems, and tools. The Entity will provide targeted action for women’s resilience through gender-responsive early warning systems and women’s climate- and disaster-resilient livelihoods and businesses.

56. Key Partnerships:

- Secretariat of the WPS Informal Expert Group of the Security Council and through the WPS Focal Points Network, and the Women’s Peace and Humanitarian Fund and the Elsie Initiative
- Chair of the UN Standing Committee on WPS, chair of the gender working group of the UN Counter-Terrorism Office, and key contributor on gender mainstreaming in the UN Plan of Action on Disaster Risk Reduction for Resilience.
- Gender Desk Secretariat of the UN Humanitarian Interagency Steering Committee (IASC)

## B. Systemic outcomes

57. To address the root causes that underpin all gender inequalities, UN-Women, in collaboration with other actors, will contribute to the following systemic outcomes:

1. Gender-responsive normative frameworks, laws, policies, and institutions;
2. Financing for gender equality;
3. Positive social norms
4. Women’s equitable access to services, goods and resources;
5. Voice, leadership and agency of women and girls;
6. Production, analysis and use of gender statistics and data; and
7. UN system coordination for gender equality.

### 1. Gender-responsive normative frameworks, laws, policies and institutions

58. UN-Women provides substantive support to Member States to strengthen the development of global norms and standards on gender equality and the empowerment of women and girls in inter-governmental processes, including at the Commission on the Status of Women, the General Assembly, the Economic and Social Council, the Security Council, the Human Rights Council, the High-Level Political Forum on Sustainable Development, and the UN Security Council.

59. UN-Women provides evidence and knowledge to support the implementation of the CEDAW Convention, the Beijing Declaration and Platform for Action, the gender-responsive implementation of the 2030 Agenda, implementation of the 10 Security Council resolutions on women, peace and security, and other global normative and policy outcomes; and facilitates dialogue among governments, civil society organizations, including women- and youth-led organizations, and other relevant stakeholders in the context of intergovernmental processes. UN-Women also supports Member States in ensuring gender-responsive implementation of other intergovernmental agreements and outcomes, and translate these into laws and policies, such as the Addis Ababa Action Agenda, the Paris Agreement as well as the Rio Conventions, the SAMOA (Small Island Developing States Accelerated Modalities of Action) Pathway and Istanbul Programme of Action for Least Developed Countries, the Sendai Framework for Disaster Risk Reduction, and the New Urban Agenda.

60. UN-Women provides technical knowledge and capacity-building support to Member States to develop, adopt and implement gender-responsive laws and policies, including on ending VAWG, women's political participation, economic rights, peace and security, and the elimination of discriminatory laws. In consultation with women-led organizations. UN-Women also supports the collection and monitoring of globally representative data on legal frameworks that promote non-discrimination, the amendment and repeal of discriminatory laws, and the introduction of gender-responsive legal frameworks. UN-Women also contributes to mainstreaming gender perspectives into national and local sectoral strategies, policies and plans in development and humanitarian contexts.

61. In cooperation with national gender equality mechanisms and key sectoral ministries, UN-Women works with public institutions at all levels to support them being more gender-responsive. UN-Women engages in multi-stakeholder dialogues, evidence-based advocacy, and supports women in all their diversity to participate in all stages of the formulation and implementation of laws and policies.

**62. Desired systemic outcome: A comprehensive and dynamic set of global norms and standards on gender equality and the empowerment of all women and girls is strengthened, translated into the development of gender-responsive national laws and policies, and implemented by gender-responsive institutions.**

## **2. Financing for gender equality**

63. UN-Women provides context-specific policy guidance, technical support and capacity strengthening on the mobilization, allocation and spending of high-impact financing aligned with gender equality objectives. The Entity will position financing for gender equality in global forums, in partnership and coordination with the UN system, as a critical means of implementation for SDG5 and the overall sustainable development agenda, as well as in the peace and security agenda and the World Humanitarian Summit and the Grand Bargain.



64. UN-Women delivers on-demand technical support to Member States to conduct gender analysis of public and private financing flows and integrate gender data and targets into national financing policies and strategies. Work focuses on increasing knowledge of gender financing gaps, through rapid gender diagnostics and assessments; strengthening prioritization of gender equality in all financing decisions across sectors, including in climate financing and in COVID-19 response and recovery; catalysing new sources of finance and financial innovations such as gender bonds; and assessing policy impacts.

65. UN-Women supports Member States in the collection and monitoring of globally representative data on gender-responsive budgeting, which supports national efforts to strengthen public finance management systems to track resources for gender equality and deliver gender-responsive budgets. This work is grounded in strategic coordination and partnerships to drive system-level and institutional change; and knowledge-sharing, cross-country exchange and dissemination of lessons at global, regional and national levels.

66. UN-Women also works with a variety of stakeholders engaged in financing so that women's rights, women- and youth-led organizations, especially those representing the most marginalized and those facing multiple and intersecting forms of discrimination, are adequately resourced to exercise their leadership role at grassroots, local, national and international level. In this regard, UN-Women convenes policy makers and donor partners to advocate for flexible, core and sustainable funding for these organizations, including through multi-stakeholder partnership efforts such as Generation Equality.

**67. Desired systemic outcome: Public and private financing advance gender equality through gender-responsive financing policies, strategies and instruments, allocated and spent through national, sub-national and institutional budgets.**

### **3. Positive social norms**

68. Some social norms contribute to gender equality and well-being, while others fuel discrimination and inequality. Tackling gender-based discriminatory norms is recognized as a critical accelerator for fulfilling the commitments to the Beijing Platform for Action and the SDGs.

69. UN-Women adopts an integrated approach to transform the unequal power relations and discriminatory social norms, behaviours and practices that are at the heart of gender inequalities and promote those that advance gender equality. In this regard, the Entity leverages its diverse partnerships to mobilize for positive social change, and to build stronger ownership on gender equality among partners.

70. Building on its strengths in evidence-based prevention of VAWG to work with educational institutions, the private sector, faith-based organizations, sports and other community actors to reduce acceptance of family violence and promote respectful, equitable and non-violent relationships, UN-Women builds critical skills of young people to adopt gender equitable attitudes and practices, and scale investments to engage men and boys as allies and champions for gender equality, including through high-profile campaigns such as HeForShe. This also entails work to encourage men's responsible health-seeking behaviours including accessing to HIV counselling and testing services, to change perceptions on child marriage and female genital

mutilation, and to promote men's and boys' engagement in care work. The Entity also engages the media, advertising and influencers to challenge negative stereotypes and promote positive masculinities, for instance through the Unstereotype Alliance.

71. UN-Women contributes to transforming negative stereotypes constraining women's participation in public and private life, so that women are perceived as equally legitimate and effective leaders, including in legislatures, executive positions and the judiciary, as well as in the corporate sector. The Entity also helps increase the visibility, presence and acceptance of women in the security sector, especially in the police, military and border forces, and as mediators and peace negotiators. UN-Women also integrates gender equality in humanitarian coordination and response to address social norms which prevent women and girls' access to humanitarian action and will scale up partnerships with women-led and women's rights organizations in humanitarian, conflict and disasters settings, including to increase the acceptance of women as leaders and agents of change in these sectors.

**72. Desired systemic outcome: More men and boys, and women and girls, adopt attitudes, norms and practices that advance gender equality and women's empowerment, including those that promote positive masculinities.**

#### **4. Equitable access to services, goods and resources**

73. All women and girls should have equitable access to public goods, services, and resources that are responsive to their needs, accessible, affordable and high quality, across all sectors to achieve gender equality, resilience and sustainable development.

74. UN-Women works to ensure the provision of public goods and services that respond to women and girls' diverse needs and priorities, especially those related to high levels of violence against women and girls, global pandemics and health challenges, climate change and environmental degradation, humanitarian emergencies and crisis, and technological evolutions. This is supported by the collection, analysis and dissemination of sex- and age-disaggregated data to further shape and monitor the design and delivery of public goods, services and resources, and increase awareness of existing gaps and inequalities.

75. UN-Women also supports women and girls in all their diversity in accessing public goods, resources and services that are woman- and survivor-centred, including by removing gender-related barriers to access, increasing gender expertise among service providers, supporting women's participation in design and decision making, and promoting national and community-led mechanisms to hold governments and service providers accountable for the provision of quality public goods, resources and services, including access to justice and sustainable investments at all levels, through partnerships with civil society organizations working on gender equality and women's empowerment.

76. UN-Women advocates to ensure that more women's rights organizations are provided long-term, flexible and core funding to meet demand- driven needs, including to prevent and end VAWG; and provides technical support to Member States to implement laws and policies that ensure that gender-responsive public goods and services are available, accessible, affordable and of high quality.

**77. Desired systemic outcome: More women and girls have equitable access to high-quality public goods, services, and resources that are responsive to their needs.**

#### **5. Voice, agency and leadership of women and girls**

78. A safe and enabling environment for all women and girls in all spheres of society is essential to strengthen their voice and agency, ensure equal power sharing between men and women, and for civil society organizations, especially women's rights organizations, to promote gender equality and human rights. The Commission on the Status of Women re-affirmed the need for an enabling environment to strengthen the voice, agency and leadership of women and girls at its 65th session.

79. UN-Women facilitates the expression of women's voice and agency in decision making at all levels, sectors and decision-making contexts. It supports the protection of the right to freedom of opinion and expression and women's equal rights to engage in public life. The Entity supports inclusive and violence-free political processes and institutions; monitors women's representation in public life, including online; and helps to strengthen cadres of diverse women political leaders, candidates, elected and appointed officials.

80. UN-Women also helps ensure that women's contribution towards peaceful and inclusive societies is heard and taken into account and that more women are at the table when decisions on key issues are being made, including on peace and security, humanitarian action, COVID-19 response and recovery, climate change and disaster risk reduction, recovery and resilience.

81. It assists with convening and coordinating to ensure that women and women-led organizations contribute to designing, drafting, decision making, implementation and monitoring of national development plans, humanitarian response strategies, sectoral policies and action plans, laws, and funding decisions. This includes facilitating dialogues, consultations, and the establishment of local accountability frameworks and national and local level forums for women to share their expertise, needs and priorities.

82. UN-Women supports civil society, feminist movement-building and women's rights organizations through the provision of dedicated, flexible funding; capacity development and technical assistance; and meaningful engagement in a range of policy and partnerships platforms to which the Entity has access, to enable them to directly support and empower women and girls in all their diversity to exercise their voice, agency and leadership. UN-Women will continue to ensure that their practitioner-led knowledge and expertise are fully integrated in the implementation of UN-Women's Strategic Plan, as well as advocating for civil society voices in intergovernmental spaces at national, regional and global levels including for the annual CSW session.

**83. Desired systemic outcome: More women and girls exercise their voice, agency and leadership, including through an enabling environment that supports women- and youth-led organizations.**

#### **6. Production, analysis and use of gender statistics and data**

84. Quality gender statistics, data and knowledge are essential for the achievement of the gender equality commitments in the 2030 Agenda and the Beijing Platform for Action as well as the women, peace and security commitments of the Security Council. Enhancing the production, analysis and use of gender statistics and data will enable UN-Women to deliver on its triple mandate and advance gender equality and women's empowerment.

85. UN-Women creates an enabling environment for the increased production of, and improved access to, gender statistics and data. UN-Women aims to fill key data gaps across the SDGs framework and increase the use of data and knowledge in evidence-based and gender-responsive policymaking and planning. These data inform policy implementation, programmes on governance and participation, economic empowerment, ending violence against women, and peace, security, humanitarian and disaster risk reduction.

86. UN-Women supports countries to collect comparable data to fill gender data gaps on women's unpaid care work and access to decent work, prevalence of VAWG, and the impact of environmental degradation and climate change; strengthens the capacities of data users and producers through training, including on the use of non-traditional data sources (i.e. artificial intelligence (AI), geographic information systems, and big data); increases the availability of disaggregated statistics and analysis on intersecting inequalities; and produces cutting-edge research and evidence on gender-responsive policies, to fill critical knowledge gaps and deliver on the principle of 'leave no one behind'. UN-Women will explore and develop the use of Big Data to advance impact measurement.

87. UN-Women leads efforts to mainstream gender perspectives in data production, use and availability across the UN System through its leadership in inter-agency mechanisms on data and through implementation of the UN Data Strategy, alongside partnerships with national statistics offices, national gender equality mechanisms, research organizations, civil society organizations and the private sector.

**88. Desired systemic outcome: Gender statistics, data and knowledge are produced, analysed and used to inform policymaking, advocacy and accountability for delivering gender equality and women's empowerment results.**

## **7. UN System coordination for gender equality**

89. UN-Women leads, coordinates and promotes the accountability of the UN system for gender equality and women's empowerment across sectors. COVID-19 illustrated the value of UN-Women's thought leadership in driving system-wide coordination and coherence, through the Entity's expeditious mobilization of evidence, technical expertise, and cohesive advocacy for placing gender equality at the centre of the response.

90. The Entity will achieve this by leveraging its leadership role in inter-agency coordination bodies and mechanisms at global, regional and national levels; supporting gender mainstreaming in all policies and programmes in the UN system, through sectoral guidance to strengthen the capacities of the UN system; and the development of accountability frameworks of harmonized and commonly agreed standards in this regard. Examples include support for the application of gender

equality markers and the establishment of related financial targets, including to monitor and track gender equality-related allocations and expenditures.

91. UN-Women will also leverage its UN system coordination mandate to support the achievement and monitoring of results in key thematic areas, including by: leading and participating in joint programming to advance gender equality standards and results; catalyzing integrated policy support in line with UN-Women’s thematic priorities; and advancing joint, inter-agency production of sex-disaggregated data, gender analysis and results measurement. Key solution levers in this regard include:

- UN-Women advocates for gender equality and women’s empowerment to be mainstreamed and prioritized in interagency mechanisms, products, processes and decisions on issues related to human rights, governance, elections, financing for development, HIV/health, macroeconomic policies, the care economy, employment and entrepreneurship, climate action and green/blue economies, and other related areas.
- UN-Women supports Member States through its UN system-wide coordination role to strengthen global normative standards on ending VAWG and lead UN system-wide processes in response and prevention.
- UN-Women coordinates the UN System on WPS, including as a chair of the UN Standing Committee on WPS and as the gender desk of the IASC Gender Reference Group, and supports gender mainstreaming to the UN Plan of Action on Disaster Risk Reduction for Resilience. Through these mechanisms, UN-Women supports the development and adoption of gender-responsive standards and enhanced accountability for gender equality in these sectors at global, regional and country level.
- Dedicated institutional arrangements, budgets and associated workplans on UN-Women’s coordination role across thematic areas will ensure that results are systematically advanced, captured and communicated.

92. At the country level, UN-Women supports UNCTs, under the leadership of the RCs, to mainstream gender considerations into the design and implementation of UN Sustainable Development Cooperation Frameworks. This includes the production of Country Gender Equality Profiles and the roll-out of the UNCT-SWAP Gender Equality Scorecard, alongside UN-Women’s leadership in convening issue-based coalitions on gender equality that are demand-driven and aligned with the priorities of UN Country Teams.

**93. Desired systemic outcome: The UN System coherently and systematically contributes to progress on gender equality and the empowerment and rights of women and girls, in accordance with international Human Rights standards.**

## **VI. A high-impact business model for UN-Women 2.0**

94. UN-Women has revisited its business model and reconceived its organizational effectiveness and efficiency (OEE) framework to underpin the achievement of gender equality and align internal and external goals, incentives, management approaches and reporting. UN-Women recognizes that its internal ways of working must adapt to changing outside contexts as well as evolving needs and expectations. UN-Women

commits to drive organizational effectiveness and efficiency and while doing so with accountability to continue and accelerate its own business transformation, to assure its financial sustainability and evolve its operating model in pursuit of “Feminist Excellence”.

95. Feminist Excellence, the combination of feminist leadership principles with organizational excellence, drives the business transformation to achieve a second-generation version of the organization, or UN-Women 2.0, to propel the Entity through its second decade. UN-Women's leadership applied a balanced scorecard methodology to design the OEE framework ensuring full alignment and cascading of external reporting within organizational performance management covering five areas: Principled Performance; Advancing Partnerships and Resourcing; Business Transformation; Empowered People; and Products, Services and Processes.

### **1. Ensuring an accountable organization through Principled Performance**

96. Recognizing the importance of value-for-money principles in delivering results efficiently and effectively, UN-Women is committed to continuous improvements, and to creating an accountable and trustworthy organization that manages its financial and other resources prudently and in line with its programmatic ambitions and fiduciary obligations. Building on findings from evaluations and audits that there is room to strengthen quality assurance, accountability and reporting structures, these are key areas of focus under Principled Performance. This includes a commitment to propelling the organization to a higher level of risk-management maturity and by strengthening its accountability and governance framework, revised processes as a result of ongoing business transformation efforts such as the #NextGenERP (enterprise resource planning) project, which have results-based management at its core and where planning, budgeting and expenditures are inherently tightly coupled to results on both a process and systems level. Thus, effective and robust results-based management, financial management controls, transparency of financial data internally and externally, timely and accurate donor reporting, responsive and secure information systems, and physical security together comprise a cornerstone of UN-Women's approach to governance, risk and compliance, i.e. Principled Performance in the Strategic Plan.

### **2. Advancing partnerships and resourcing**

97. In addition to realizing its mandate, through influencing more and different partners in support of gender equality and women's empowerment, UN-Women needs to advance partnerships for its own purposes and resourcing. The Entity is focused on forging new alliances with non-traditional partners, engaging them for collective action as well as influencing their use of resources. This includes leveraging UN-Women's global communications and advocacy platforms and increasing engagement with the media, academia, the sports world and celebrity influencers to ensure that UN-Women drives the global conversation on gender equality and women's empowerment. Furthermore, the Entity is focused on achieving the financing of gender equality and women's empowerment globally, in the UN System and for UN-Women itself. UN-Women will also seek to expand the pool of available resources for gender equality by exploring innovations, including with IFIs and influencing national budgets.

### **3. Advancing business transformation in pursuit of feminist excellence**

98. The approach to building UN-Women 2.0 emphasizes linkages between strategic planning, budgeting, and resource mobilization, as well as aligning the same for increased coordination and collaboration. This aims to support the creation of a globally matrixed and networked knowledge organization, which better connects global and local policy capacity and where high-quality policy advice is available close to beneficiaries, that is equipped to deliver results where it matters most – in the field.

99. UN-Women will focus on updated resource allocation approaches, treating available funding as catalytic investment funds to drive the growth of the organization and gradually move away from static, traditional funding models. This is in line with a revamped UN-Women business model that will incentivize planned, strategic growth, be more rigorous around the recovery of costs, and making full use of the opportunities for inter-agency collaboration and streamlined operating practices through shared services and mutual recognition that UN reform offers. Going forward, leadership will place an even stronger emphasis on organizational performance management and rebalance resources towards the field – as referenced in the corresponding Integrated Budget documents.

100. UN-Women will also continue its work to standardize country, regional and HQ office typologies, while ensuring the organization is present in crisis and fragile contexts, where its contributions are most acutely needed. To improve knowledge management and innovation in support of a move towards standardized knowledge products linked to more efficient and effective delivery of programmatic results.

101. UN-Women will systematize lessons learned of its new forms of work, to build on the hybrid modality imposed by COVID-19 to evolve towards a more contemporary and agile organization embracing future ways of working. UN-Women will continue to promote networked approaches and modalities to deliver on corporate projects, incorporating automation and AI tools, strengthening a global matrix i.e. ensuring that substantive and managerial accountability reach across countries, within regions and across the organization.

### **4. Nurturing a diverse and empowered workforce and advancing an inclusive UN-Women culture**

102. UN-Women strives to be an organization that delivers results through an inclusive culture and leadership that exemplifies transformational and feminist principles. UN-Women aspires to be an employer of choice that values and cultivates a diverse, highly performing cadre of personnel who embody UN values.

103. In support of these ambitions UN-Women will continue to provide proactive, client-oriented, and efficient services to enable a productive and collaborative global work environment. UN-Women will further enhance the skills of leaders and personnel to increase performance awareness and a culture of accountability, and meet the needs of a complex, changing and demanding work environment. UN-Women will strengthen leadership and team capacity for individual, collective and system change to enable and promote an environment of continuous learning, adaptation and reflection, shared leadership and decision making. This will promote inclusive and participatory decision-making processes and an explicit recognition of power dynamics and unconscious bias to create an even more effective organization

with a diverse and empowered workforce. UN-Women remains committed to increasing diversity, tackling discrimination, and preventing and addressing sexual harassment, abuse of authority, as well as sexual exploitation and abuse. UN-Women will continue to build its diversity, equity and inclusion in the workplace through regular workforce engagement, supporting global talent management and further strengthening recruitment approaches while ensuring policies and support mechanisms are in place.

#### **5. Effective normative, operational and coordination products, services and processes**

104. UN-Women will invest in standardized programme approaches, knowledge products, and service offerings for the achievement of impact at scale. In recognition that its mandate is universal and that no country has fully achieved gender equality, UN-Women will leverage its role as a global thought leader to explore offering advisory services against a fee to help partners apply technical, policy and programming expertise to their local contexts. Its programming will focus on larger, more impactful, and joint programmes aimed at achieving systemic and transformative change and move away from small standalone projects. UN-Women will also strengthen its grant-making and partner-selection modalities to support co-created, transformative change. A business-improvement agenda to use scarce resources efficiently, linked to UN-Women's global footprint will accelerate this work. To improve its agility, responsiveness, and scalability, UN-Women is exploring shared service modalities, that aim to improve services provided by the organization, add surge capacity for fast-tracked crisis response, and enables the organisation to pivot towards to field-focused service delivery. The Entity will emphasise the differentiated roles and accountabilities in providing technical quality assurance at country, regional and headquarter levels.

## **VII. Monitoring, reporting and evaluation**

105. UN-Women monitors development results and OEE results by tracking progress against indicators in the Integrated Results and Resources Framework (IRRF). UN-Women will use a globally accessible online platform to monitor and report on results and indicators in the IRRF, and the data gathered and aggregated through this platform will be used for the Executive Director's Annual Report to the Executive Board. Specific values for baselines, targets and milestones per IRRF indicator will be provided in early 2022, after data validation is conducted with field offices. In line with lessons learned from the implementation of the previous Strategic Plan, UN-Women will continue to strengthen internal monitoring and oversight mechanisms, placing particular attention on measuring and reporting on impact- and outcome-level results.

106. In support of the UNDS reform and in response to calls from Member States in the QCPR, UN-Women will work closely together with key UN partners to monitor and report on key results jointly based on the common indicators set in the QCPR monitoring framework and IRRF. A mid-term review of the Strategic Plan will be conducted no later than 2023, incorporating lessons learned from the first two years of implementation, as well as Member States' guidance related to QCPR follow-ups.



107. The Independent Evaluation Service will establish and implement a Corporate Evaluation Plan 2022-2025 to evaluate UN-Women's development results and organizational effectiveness and efficiency. It will provide a framework within which evaluation evidence will be systematically generated, including on the relevance, coherence, effectiveness, efficiency, impact, and sustainability of work under the Strategic Plan. The Internal Audit Service will establish and implement an Internal Audit and Advisory Strategy 2022-2025 to provide independent assurance on UN-Women's governance, risk management and controls and recommendations to improve UN-Women's performance and accountability. Evaluation, internal audit and advisory service findings and recommendations will be used to inform programming and decision-making.