



UN-Women Strategic Plan 2022-2025

Workshop with the
Executive Board
28 April 2021



A woman with dark hair, wearing a pink cardigan and a patterned skirt, is smiling and painting a mural. She is holding a paint palette and a brush. The mural depicts several people in traditional clothing, including a man in a red and white patterned shirt and a woman in a blue shawl. The background is a soft-focus outdoor setting.

CONTENTS

1. Highlights from new **Strategic Plan**
2. Update on **development results**
3. Update on **Organizational Effectiveness and Efficiency**
4. **Examples from the field**

FIRST DECADE OF UN-WOMEN

What we achieved so far

SECOND DECADE OF UN-WOMEN

What's new/different

2010



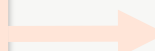
INCREASED ADVOCACY & AWARENESS OF GEWE (e.g. SDG 5.)



INCREASED FINANCING AND ACCOUNTABILITY FOR GEWE



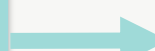
CREDIBILITY & EXPERTISE IN 4 KEY THEMATIC AREAS OF WORK



INTEGRATED APPROACHES FOR TRANSFORMATIVE RESULTS (DATA, CLIMATE, SOCIAL NORMS...)



STANDARDIZED TOOLS FOR GENDER MAINSTREAMING (SWAP) & UN COLLABORATION WITH COMMON CHAPTER



LEVERAGING COORDINATION MANDATE TO AFFECT UN SYSTEM WIDE RESULTS



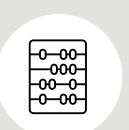
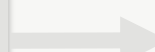
BUDGET GREW FOURFOLD TO DELIVER PROJECTS IN 80 COUNTRIES



PROGRAMME APPROACH TO ACHIEVE IMPACT AT SCALE (POOLED FUNDING, STD. APPROACHES)



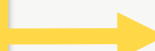
STRONG ENGAGEMENT OF CIVIL SOCIETY & GOVERNMENTS



BROADEN AND DEEPEN PARTNERSHIPS FOR GENDER EQUALITY (PRIVATE SECTOR, IFIs, MEN&BOYS)



COMMITTED AND PASSIONATE PERSONNEL ACHIEVING CLEAN AUDITS



DIVERSE AND EMPOWERED WORKFORCE DELIVERING FEMINIST EXCELLENCE



2030

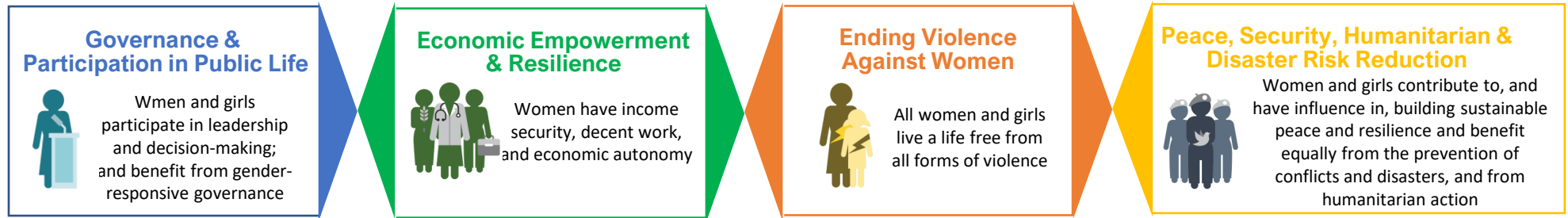
SUSTAINABLE DEVELOPMENT GOALS

ACHIEVE GENDER EQUALITY, THE EMPOWERMENT OF ALL WOMEN AND GIRLS AND THE FULFILLMENT OF THEIR HUMAN RIGHTS

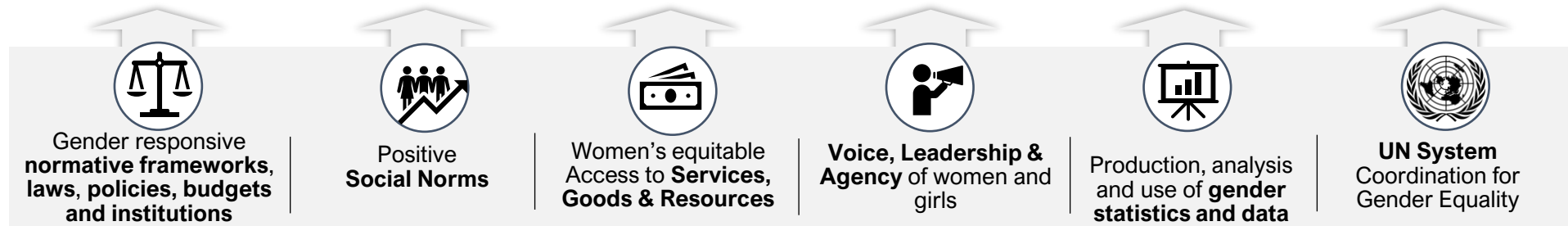
2030
Vision



Expected changes in the lives of women and girls
(long-term results = impact)



Transformative changes required for GEWE
(medium-term results = outcomes)



Cross Cutting Levers & Functional Approaches



Organizational Enablers
(OEE outputs)



**2030
Vision**

SUSTAINABLE DEVELOPMENT GOALS







ACHIEVE GENDER EQUALITY, THE EMPOWERMENT OF ALL WOMEN AND GIRLS AND THE FULFILLMENT OF THEIR HUMAN RIGHTS



Expected changes in the lives of women and girls
(long-term results = impact)







Transformative changes required for GEWE
(medium-term results = outcomes)

 <p>Gender responsive normative frameworks, laws, policies, budgets and institutions</p>	 <p>Positive Social Norms</p>	 <p>Women's equitable Access to Services, Goods & Resources</p>
<p>A comprehensive and dynamic set of global norms and standards on gender equality and the empowerment of women is strengthened; gender-responsive laws, policies, programmes, and budgets are developed and implemented; and institutions are gender-responsive</p>	<p>More women and girls, and men and boys, adopt attitudes , norms and practices that advance GEWE, including those that promote positive masculinities.</p>	<p>More women and girls have equitable access to high-quality public goods, services, and resources that are responsive to their needs</p>
 <p>Voice, Leadership & Agency of women and girls</p>	 <p>Production, analysis and use of gender statistics and data</p>	 <p>UN System Coordination for Gender Equality</p>
<p>More women and girls exercise their voice, agency and leadership, including through an enabling environment that supports women- and youth-led organizations</p>	<p>Gender statistics, data and knowledge are produced, analyzed and used to inform policy-making, advocacy and accountability for delivering gender equality and women's empowerment results.</p>	<p>The UN System coherently and systematically contributes to progress on gender equality and the empowerment and rights of women and girls across the 2030 Agenda and in accordance with international human rights standards</p>



Governance and Political Participation






KEY AREAS	COLLABORATION WITH UN PARTNERS	CONVENING ROLE & UN COORDINATION MANDATE ON GENDER EQUALITY
 Global Norms, Justice and Legal Reform	UNDP, DPO, OHCHR, UNHCR, UNODC SDG 5.1.1 with OECD, World Bank Group	<ul style="list-style-type: none"> • Interagency group on UNCT CEDAW reporting • SG’s Call to Action for HR Gender Equality Pillar • UNSDGs TT on LNOB, Human Rights and Normative Agenda • Inter Agency Support Group on Indigenous Issues
 Political Participation and Electoral Assistance	UNDP, OHCHR, DPPA, DCO SDG 5.5.1(b) UN Regional Commissions and UNSD	<ul style="list-style-type: none"> • Inter-Agency Coordination Mechanism on Electoral Assistance (ICMEA)
 Financing for Development and Gender Equality	UNDESA, UNDP SDG 5.c.1 with OECD, UNDP	<ul style="list-style-type: none"> • Inter-Agency Task Force on Financing for Development • Global Partnership for Effective Development
 Health and HIV	UNFPA, UNAIDS, UNICEF, UNDP, UNHCR, UNODC, ILO, WHO, WFP, UNESCO, World Bank	<ul style="list-style-type: none"> • Global Action Plan for Healthy Lives in Well-being (GAP) • UN AIDS co sponsor • H6 Partnership on RMCAH



Economic Empowerment and Resilience






KEY AREAS	COLLABORATION WITH UN PARTNERS	CONVENING ROLE & UN COORDINATION MANDATE ON GENDER EQUALITY
 Economic Institutions	Entrepreneurship (ILO, ITC, UNDP, UNGC) Gender-responsive procurement (ITC, UNGC) Business and Human Rights (OHCHR, ILO)	<ul style="list-style-type: none"> • Women’s Entrepreneurship Accelerator • Equal Pay International Coalition • GEF Action Coalition on Economic
 Macroeconomics	Care economy (ILO, UNICEF) Social protection (ILO, UNICEF) Employment / inclusive growth (OHCHR, ILO) Poverty eradication (UNDP, UNECA)	<ul style="list-style-type: none"> • Social Protection Inter-agency Cooperation Board • UN Economist Network
 Sustainable Development	Climate-resilient agriculture (FAO, IFAD, WFP) Sustainable energy (UNEP, UNIDO) Green (blue) economy (UNEP, UNIDO) Women’s land rights and tenure security (OHCHR, FAO, IFAD, WFP) Gender-responsive migration governance (IOM, ILO, OHCHR)	<ul style="list-style-type: none"> • Technical Task Team on Gender of the Committee of the Committee on World Food Security (CFS) • UN Water • UN Energy • Environmental Management Group • UN Network on Migration • Global Environment Facility Gender Partnership • GEF Action Coalition on Climate



Ending Violence Against Women






KEY AREAS	COLLABORATION WITH UN PARTNERS	CONVENING ROLE & UN COORDINATION MANDATE ON GENDER EQUALITY
 <p>Essential Services</p> <p>Access to Justice</p>	<p>UNFPA, UNDP, UNODC, WHO</p> <p>UNDP, UNODC, OHCHR</p>	<p>Normative, advocacy and knowledge-sharing</p> <ul style="list-style-type: none"> • SG COVID-19 Political Engagement Strategy • UNGA, CSW, SG reports on VAWG • UNiTE campaign & 16 Days of activism • Global EVAW Knowledge Platform • GEF Action Coalition on GBV
 <p>Prevention of VAWG</p>	<p>WHO, UNESCO, ILO, UN Habitat, UNODC, UNHCR, UNFPA, UNICEF</p>	<p>Policy and programmatic support</p> <ul style="list-style-type: none"> • Safe Cities and Safe Public Spaces • Technical coherence lead for Spotlight Initiative • Essential Services Programme • RESPECT prevention framework • Grant-making mechanisms (e.g. UNTF and WPHF) • Inter-agency coordination group against trafficking • Interagency group on VAW data and SDGs
 <p>Data</p>	<p>WHO, UNDP, UNFPA, Regional Economic Commissions</p>	



Women, Peace and Security, Humanitarian Assistance and Disaster Risk Reduction



KEY AREAS	COLLABORATION WITH UN PARTNERS	CONVENING ROLE & UN COORDINATION MANDATE ON GENDER EQUALITY
 <ul style="list-style-type: none"> • Women, Peace and Security • Rule of Law and Justice • Youth, Peace & Security • Preventing Violent Extremism and Counter Terrorism 	<p>DPPA/PBSO, DPO</p> <p>UNDP, OHCHR UNFPA</p> <p>UNOCT, CTED, UNICEF</p>	<ul style="list-style-type: none"> • UN Standing Committee on WPS • Informal Experts Group of the Security Council on Women, Peace and Security, • Network of National Focal Points on Women, Peace and Security, • Gender Working Group of the UN Counter-Terrorism COMPACT
 <p>Humanitarian Action</p>	<p>OCHA, UNHCR, UNFPA</p>	<ul style="list-style-type: none"> • Friends of Gender of the Grand Bargain • Stewardship of IASC GRG Gender Desk for Gender Accountability Framework Mechanism
 <p>Disaster Risk Reduction</p>	<p>UNDRR, UNDP, UNFPA, UNICEF</p>	<ul style="list-style-type: none"> ❖ DRR Interagency Team - UN Plan of Action on DRR for Resilience 2015-2030 ❖ UN Resilience Guidance Core Team

SUSTAINABLE DEVELOPMENT GOALS

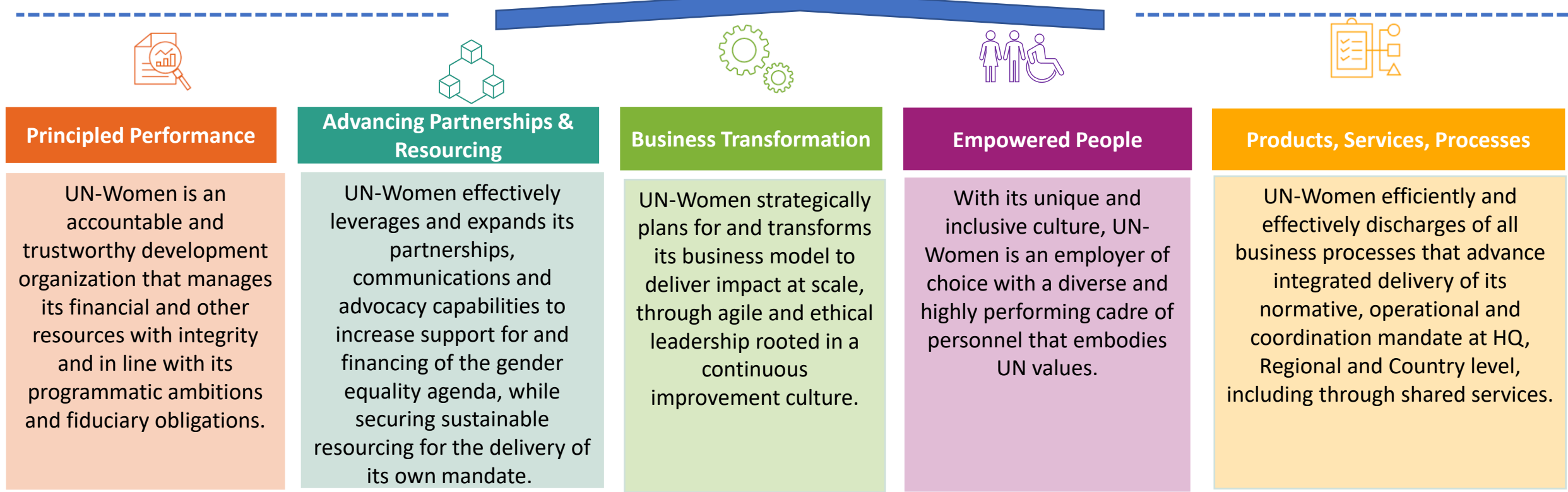
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Transformative changes required for GEWE
(medium-term results = outcomes)

DEVELOPMENT RESULTS



ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY (OEE) OUTPUTS

3.1 Strategic partnerships and financing for GEWE



Improve **results reporting** and **overall support to the partnership value chain**.



Grow partnerships with the **private sector**.



Influence others: leverage **UN system coordination** and pursue **innovative financing** approaches including with IFIs.



Direct funding of **multi-year strategic notes** at country and regional levels.

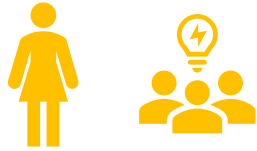


Deepen **public sector support** and expand UN-Women's partnership base.



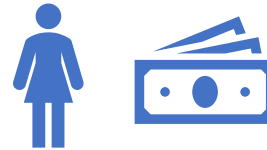
Establish **thematic funds** aligned with Strategic Plan outcomes.

3.2 UN-Women's Role in Gender Financing Partnerships



Influencing Discourse & Capital Direction

- Roundtables of IFIs, Ministries of Finance and Gender, and Donors to influence financing for gender equality
- Contributing to collaborative dialogue on Financing for Development and the Financing in Common agenda to ensure Gender Equality targets are set and funded



Innovative Financing Instruments

- Sovereign Gender Bonds linked to Gender National Plans and COVID Recovery
- Structuring Support and Expertise
- Technical Assistance and Capacity building



Standard Setting

- Gender specific Bond Guidelines, Principles Standards, and Metrics
- Incorporated Gender throughout relevant Frameworks
- Validation, Second Party Opinion

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European Bank
for Reconstruction and Development

J.P.Morgan



ICMA
International Capital Market Association



THE WORLD BANK
IBRD • IDA



3.3 The UN-Women approach to Feminist Excellence

Feminist Excellence is rooted in two key components: **Feminist Leadership** and **Organizational Excellence**



3.4 Empowered People and Inclusive Workplace



How We Work Together

Zero-tolerance for discrimination and racism

Transformative Leadership

Upscaled Leadership Training

Participatory Decision Making



The Power Behind Our Progress

Diverse and Talented Personnel

Improved Recruitment and Talent Management

Feminist Excellence

Leadership Principles



The Change We will Create

Empowered Work Force

Inclusive Culture

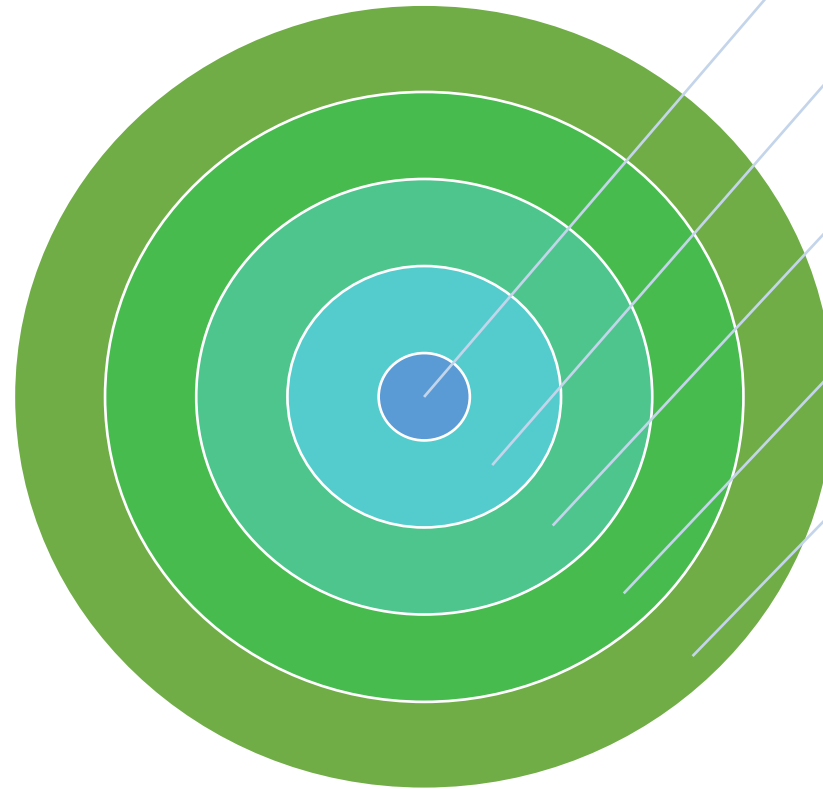
Accountability

Employer of Choice



4. Examples from the field

4.1 Positive Social Norms



Individual

Knowledge, attitudes, behaviors, skills, beliefs

Interpersonal

Relationship, interactions, social networks

Community

Collective values, relationships among organizations

Social and Institutional

Institutional structures and cultures

Policy and Enabling Environment

Laws and policies

Examples from the field

HIV and GBV prevention through community dialogues on social norms and harmful practices in **South Africa**

Promote gender-equitable social norms across **the Pacific**, including in partnership with faith-based organizations and through sports

Unstereotype Alliance addressing gender stereotypes in workplace and advertisements

4.1 Positive Social Norms

Spotlight:
Americas and
the Caribbean

In **Uruguay**, UN-Women is driving a behaviorally informed intervention to encourage fathers to take more parental leave to facilitate women's insertion in the labor market.

Spotlight Initiative:
Awareness-raising on VAW through art and engaging artistic groups enabled reaching new and wider audiences in **El Salvador**.



In **Mexico**, men of the Second Chance Education communities have been engaged to transform traditional views of women's access to education and labor market, leading to substantive changes in the political discourse of local authorities.

4.2 Women's leadership, voice and agency



Examples from the field

Between 2016-20, **UN Trust Fund** grantees reached **54.6m people**, including 1.6m women & girls direct beneficiaries

Increased integration of WPS in **Security Council's Informal Expert Group (IEG) on Women, Peace and Security** resolutions from **15%** in 2000-2005 to **70%** in 2019

Created a platform in **Zimbabwe** through which women living with HIV successfully influenced the new HIV/AIDS Strategic Plan and secured **\$20 million**

4.2 Women's leadership, voice and agency

▶ INDIGENOUS WOMEN

In **Guatemala**, UN-Women led the process of creating the **Indigenous Women's Platform** as an advisory body to the Executive, a historical event for indigenous women's political participation and influence at the highest level

Indigenous women candidates participated in 15 political dialogues in **Bolivia** promoting their agendas relating to GEWE

▶ WOMEN HUMAN RIGHTS DEFENDERS (WHRD's)

ProDefensoras benefits over 3000 women leaders and their communities in **Colombia** through:

- 5 emergency funds to support WHRD's voice and work; situation and risk assessments and monitoring
- Awareness-raising campaigns and capacity development.





THANK YOU!
