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Strategic plan

United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)

Strategic Plan 2022–2025

Summary

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). It articulates how UN-Women will leverage its unique triple mandate, encompassing normative support, UN system coordination and operational activities, to mobilize urgent and sustained action to achieve gender equality and the empowerment of all women and girls and support the achievement of the 2030 Agenda.

At a time when COVID-19 has compounded all aspects of gender inequality, bold actions and increased financing are needed to rebuild better and equal, to address the needs of all women and girls and leave no one behind.

The Strategic Plan is based on an extensive consultative process and draws from analysis of progress and persistent challenges, including recommendations from the 25-year review and appraisal of the Beijing Declaration and Platform for Action, as well as lessons learned from UN-Women's first decade.

Given the interconnected nature of global challenges, UN-Women will focus on integrated approaches to address the root causes of inequality and affect broader systems change, across its thematic focus areas: governance and participation in public life; economic empowerment; ending violence against women and girls; and women, peace and security, humanitarian action and disaster risk reduction.

In support of this vision, UN-Women will continue its business transformation to enhance organizational effectiveness and efficiency, by further refining its business model, implementation modalities and organizational structure to equip the Entity to deliver results at scale, as a key partner in a repositioned UN development system.



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 women’s empowerment, and spell out UN-Women’s ambitious strategy to bring about visible, transformational change.

2. At a time when global progress on gender equality was already off track, 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 mainstreaming gender equality across all efforts to rebuild societies and economies, to address the needs of all women and girls and leave no one behind. This 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 the Strategic Plan.

3. UN-Women’s triple mandate, along with its global network and deep policy and programming expertise, continues to endow the Entity with a unique capacity to: (i) support Member States to strengthen global norms and standards for gender equality and women’s empowerment, and mainstream gender perspectives in other thematic areas; (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, upon their request, in translating global norms and standards into legislation, policies and strategies at the regional and country levels. This allows UN-Women to link global, national and local actors to create an enabling environment for the achievement of gender equality and women’s empowerment worldwide.

4. As a framing vision, the Strategic Plan aims to **achieve gender equality, the empowerment of all women and girls, and the full enjoyment of their human rights**. 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 (WPS),¹ the Programme of Action of the International Conference on Population and Development, and other relevant intergovernmental outcomes, such as resolutions of the General Assembly and agreed conclusions of the Commission on the Status of Women. It contributes to 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.

5. 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 global challenges, UN-Women will focus on integrated approaches to address the root causes of inequality and affect broader systems change, including by supporting:

- the strengthening of global normative frameworks, and gender-responsive laws, policies and institutions;
- financing for gender equality;
- positive social norms, including through engaging men and boys;

¹ These include Security Council resolution [1325 \(2000\)](#); [1820 \(2009\)](#); [1888 \(2009\)](#); [1889 \(2010\)](#); [1960 \(2011\)](#); [2106 \(2013\)](#); [2122 \(2013\)](#); [2242 \(2015\)](#); [2467 \(2019\)](#); and [2493 \(2019\)](#).

- women's equitable access to services, goods and resources;
- women's voice, leadership and agency;
- the production, analysis and use of gender statistics, sex-disaggregated data, and knowledge; and
- UN system coordination for gender equality and women's empowerment.

6. UN-Women will advance these systemic outcomes across its four established thematic impact areas: (i) governance and participation in public life; (ii) women's economic empowerment; (iii) ending violence against women and girls; and (iv) women, peace and security, humanitarian action and disaster risk reduction.

7. The only way to achieve transformational results for gender equality and women's empowerment is with and through partners, and ensuring that commitments are backed by sustainable financing and accountability. In this context, deepening and expanding partnerships and influencing the actions and financing of other actors are cornerstones of the Strategic Plan.

8. 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. Major partners include the UN system, women's and youth organizations, the private sector, international financial institutions (IFIs), research organizations, the media, men and boys, and other stakeholders.

II. The global context for UN Women's work

9. Twenty-six years after its adoption, the Beijing Declaration and Platform for Action remains a transformative framework for achieving gender equality, the empowerment of all women and girls, and the full enjoyment of their human rights. While there have been important advances in some areas, persistent structural barriers prevent the full achievement of gender equality. Women and girls who experience multiple forms of discrimination, including based on age, class, disability, race, ethnicity, sexual orientation and gender identity or migration status have made the least progress.²

10. Notable areas of achievement include greater gender equality in education and health: Today, more countries have achieved gender parity in education and fewer women die in childbirth.³ Additionally, laws have been significantly strengthened: Over the past decade, UN-Women has supported more than 700 legal reforms in 89 countries and constitutional reforms in 25 countries. The reach of social protection has increased in many countries, even if today only 25.6 per cent of women globally (and 34.3 per cent of men) have comprehensive legal social protection coverage.⁴

11. In far too many areas, progress has been slow. Less than two-thirds of women aged 25–54 participate in the labour force, compared to more than 90 per cent 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.⁵ As a result, although rates of extreme poverty

² Review and appraisal of the implementation of the Beijing Declaration and Platform for Action and the outcomes of the twenty-third special session of the General Assembly Report of the Secretary-General (E/CN.6/2020/3).

³ *ibid.*

⁴ International Labour Organization (ILO), World Social Protection Report 2020–22: Social protection at the crossroads: Making a decisive turn for a better future (Geneva, 2021).

⁵ E/CN.6/2020/3.

have declined in recent decades, women aged 25–34 are still significantly more likely to live in poverty than men in the same age group.⁶

12. Despite progress on education, especially at primary level, 30 per cent of young women (and 13 per cent of young men) were not in education, employment or training.⁷ While digital technologies have become an increasingly important way for people to access education, high-quality jobs and services, less than half (48 per cent) of the world’s female population uses the internet, compared to 55 per cent of men.⁸

13. Globally, the proportion of women in parliament has more than doubled since 1995, but women still only occupy one quarter of all seats.⁹ At the highest level, in 2021, just 24 countries have a woman head of state or government, and only one fifth of the world’s ministers are women.¹⁰

14. Women still do not have access to the full range of their sexual and reproductive health and rights. For example, although fertility rates have declined in most regions, in 2019, 190 million women of reproductive age (15–49) who wanted to avoid pregnancy were not using any contraceptive method.¹¹

15. Despite many countries passing laws to combat violence against women, weak enforcement and discriminatory social norms remain significant problems. Around 245 million women and girls aged 15 and older (10 per cent) have experienced sexual or physical violence by an intimate partner in the past year alone.¹² Other forms of violence include femicide, harmful practices, sexual harassment in public spaces, online violence such as cyberbullying and cyberstalking, and violence against women in politics and women’s human rights defenders, preventing women from enjoying their full human rights.

16. Since 1995, fundamental shifts in the global gender equality landscape have taken place, many of which have created additional barriers to progress. Rising inequalities and economic exclusion are a symptom of development models in which gains are not shared equitably. Conflict and humanitarian emergencies are increasingly protracted, with devastating outcomes for civilians. Environmental degradation, biodiversity loss, and climate change are gathering pace, fuelled by the over-exploitation of natural resources, with particularly harsh impacts for the Least Developed Countries (LDCs) and Small Island Developing States (SIDS).¹³

17. The COVID-19 pandemic pushed the world into the worst economic crisis since the Second World War and further reinforced the urgency of stronger action.¹⁴ While the global stimulus response by governments has been unprecedented, it has been overwhelmingly concentrated in high-income countries.¹⁵ The socioeconomic fallout of the pandemic has disproportionately affected women and girls. Around the world, women are leaving the labour force at a higher rate than men, and women and girls

⁶ UN Women, *Progress of the World’s Women: Families in a Changing World* (New York, 2019).

⁷ [E/CN.6/2020/3](#).

⁸ International Telecommunications Union, *Measuring digital development: Facts and Figures 2020* (Geneva, 2020).

⁹ [E/CN.6/2020/3](#).

¹⁰ Data for Heads of State and Government, as of 1 July 2021, compiled by UN Women. Only elected heads of state have been included; Data for ministers, as of 1 January 2021, Inter-Parliamentary Union and UN Women. 2021. “Map of Women in Politics 2021”. Geneva: IPU.

¹¹ [E/CN.6/2020/3](#).

¹² World Health Organization, on behalf of the United Nations Inter-Agency Working Group on Violence Against Women Estimation and Data (VAW-IAWGED), *Violence Against Women Prevalence Estimates, 2018* (Geneva, 2021).

¹³ [E/CN.6/2020/3](#).

¹⁴ World Bank. *Global Economic Prospects* (Washington D.C., 2020).

¹⁵ International Monetary Fund (IMF), *Fiscal Monitor April 2021* (Washington D.C., 2021).

are shouldering the increased burden of unpaid care and domestic work.¹⁶ As recognised in the Secretary-General’s call to action in April 2020, reported cases of violence against women have surged.¹⁷ It is estimated that 11 million girls may not return to school due to COVID-19, and that efforts to end child marriage may be disrupted.¹⁸ The economic fallout is expected to push 47 million more women and girls into extreme poverty in 2021, reversing decades of progress.¹⁹

18. Meanwhile, the majority of policy responses to COVID-19 have not taken gender equality perspectives into account. Just 13 per cent of the 2,280 fiscal, social-protection and labour-market measures taken so far target women’s economic security, and only 11 per cent address rising unpaid care demands. Women are also largely absent from decision-making, comprising only 24 per cent of members of COVID-19 policy task forces across 137 countries; and 24 countries have task forces with no women members at all.²⁰

19. In this Decade of Action, putting gender equality at the heart of the response to and recovery from the COVID-19 pandemic will be essential to accelerate progress on gender equality and women’s empowerment and achieve the 2030 Agenda for Sustainable Development.

III. Lessons learned from UN-Women’s first decade

20. 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 held with a range of partners at global, regional and country levels. Key lessons learned are included below.

21. **UN-Women’s triple mandate presents opportunities for further impact:** The Entity has played a key role in advancing global norms and standards for gender equality, notably through the adoption of SDG5, and is uniquely placed to support Member States to 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.

22. **UN-Women has established itself as a global thought and practice leader:** As the largest source of gender expertise in the UN, UN-Women has deep technical and substantive knowledge in its four established thematic areas of work. Over the last decade, the Entity has also been at the forefront in the production of research, data and knowledge on gender equality, including flagship publications such as *Progress of the World’s Women*. However, the disproportionate impacts of COVID-19

¹⁶ UN Women, *From Insights to Action: Gender equality in the wake of COVID-19* (New York, 2020).

¹⁷ United Nations News, “UN Chief calls for domestic violence ‘ceasefire’ amidst ‘horrifying global surge’”, 6 April 2020. In 2020, the UN Secretary General launched the Political Engagement Strategy on Gender-Based Violence and COVID-19 as a joint platform for the entire United Nations system.

¹⁸ United Nations Educational, Scientific and Cultural Organization. *Keeping Girls in the Picture* (2020); United Nations Population Fund (UNFPA), *Impact of the COVID-19 Pandemic on Family Planning and Ending Gender-based Violence, Female Genital Mutilation and Child Marriage: Pandemic threatens achievement of the Transformative Results committed to by UNFPA* (2020).

¹⁹ UN Women, *From Insights to Action: Gender equality in the wake of COVID-19* (New York, 2020).

²⁰ UN Women and UNDP, *COVID-19 Global Gender Response Tracker: Global Factsheet* (2021).

on women and girls have also highlighted the importance of adapting to shifts in the global operating context and leveraging the opportunities these offer for advancing gender equality and women's empowerment.

23. **Sharpened focus can help scale impact:** In its first decade, UN-Women delivered significant results in its impact areas. To translate these results into systemic and sustainable changes, in its second decade, the Entity will advance high-impact and standardized approaches to address underlying structural barriers and drive transformative change, while more effectively integrating the principle of leaving no one behind.

24. **Partnerships provide a key comparative advantage:** UN-Women must continue to leverage its role as a leading global champion for women and girls, and its strong and trusted relationships with a range of partners. This includes its ability to convene and support multi-partner advocacy strategies, platforms and dialogues between governments, civil society and other stakeholders, and to use its global voice and reach to build broad-based support for the gender equality agenda. There is scope for UN-Women to both deepen its relationships with existing partners, building on its historic relationship with feminist and women's movements, and expand new partnerships, including with men and boys, the private sector, the media and IFIs, as well as think tanks and research institutions.

25. **Flexible and predictable funding ensure optimal delivery:** A diversified funding strategy and intensified efforts to mobilize regular resources, including through partnerships with the private sector and through UN-Women National Committees, are essential. This will be complemented by thematic and pooled financing windows and innovative financing approaches.

26. **UN system-wide results for gender equality and women's empowerment are essential:** UN development system reforms have bolstered UN-Women's ability to advance gender equality and women's empowerment across the UN system, by applying standardized accountability tools and gender markers. In line with the Quadrennial Comprehensive Policy Review (QCPR),²¹ UN-Women will further leverage its UN system coordination role to support gender mainstreaming within the UN system, including at regional, multi-country and country levels. The Entity will support gender mainstreaming in key thematic areas, and will advance joint relevant 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.

27. **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 organizational structure, and streamlined processes. This transformation into a globally networked and matrixed development organization will equip UN-Women to deliver results as part of a repositioned UN development system where they are most needed – in the field.

28. **Business transformation is key to success:** Understanding that the above-mentioned improvements will not take place in a static context, UN-Women is pursuing an agile and responsive approach to its own business transformation. This approach combines the pursuit of organizational excellence with inclusive, ethical and shared leadership principles, to maximize impact in a manner that is consistent

²¹ [A/RES/75/233](#)

with the norms and standards underpinning UN-Women's mandate and that benefits from an empowered and diverse workforce.

IV. Guiding principles

29. The following principles provide a foundation for all of UN-Women's work:

A. Leaving no one behind

30. In line with international norms and standards, UN-Women applies a human rights-based approach and is guided by the principle of leaving no one behind. The Entity responds to discrimination and inequalities by identifying and addressing structural barriers and unequal power relations that reproduce inequalities over generations, as well as discriminatory laws, policies, and practices. This approach is based on full respect for all human rights, including the right to development, and the recognition that all human rights are universal, indivisible, interdependent and interrelated.

31. Leaving no one behind means moving beyond considering results at the aggregate level towards ensuring progress for all population groups at a disaggregated level. 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 age, sex, race, ethnicity, location, disability, migration and displacement, and indigenous, socioeconomic, and other status.

B. Advancing UN system-wide coherence, results and accountability for gender equality, in line with the UN development system reforms

32. Through its UN system coordination mandate, UN-Women champions and supports more coherent and enhanced performance and accountability for gender equality, women's empowerment and gender mainstreaming in the UN system, including through standardized tools that are uniformly applied. The UN System-Wide Action Plan on gender equality and women's empowerment (UN-SWAP) and the UN country team (UNCT) SWAP Gender Equality Scorecard represent best practices in this regard.²²

33. The Strategic Plan is guided by the QCPR, which reaffirms the importance of realizing gender equality and the empowerment of women and girls for progress across all the Goals and targets of the 2030 Agenda, and the leadership role of UN-Women in enhancing and accelerating gender mainstreaming.

34. In alignment with the QCPR and the Management and Accountability Framework UN-Women will fully support the reinvigorated Resident Coordinator (RC) system and work under the leadership of RCs at country level to support Member States, in line with the United Nations Sustainable Development Cooperation Frameworks (UNSDCFs) and national development plans. In this regard, the Entity will maximize its role within UNCTs, both where it is present and where it supports as a Non-Resident Agency, to ensure that UNSDCFs and other common country documents enhance financing and strengthen accountability and results for gender equality and women's empowerment.

35. UN-Women will continue to engage with UN partners to promote integrated support and coordinated action for catalysing system-wide investments and results

²² In congruence with General Assembly resolution [75/233](#), Chap. I, para. 12.

for women and girls in line with its mandate and its comprehensive and integrated contributions across the three pillars of the UN – peace and security, human rights, and development.

C. Ensuring national ownership and alignment with national priorities

36. 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 ensure national ownership as a key principle for sustainable development.

37. Over the past decade, UN-Women has provided Member States, upon their request, with policy advocacy, technical advisory services and programming to translate global norms and standards into operational results to achieve gender equality and empower all women and girls, in line with national priorities. In this Strategic Plan, UN-Women will continue to more closely link intergovernmental advances to their implementation, through the provision of integrated support for demand-driven, people-centred and nationally owned development.

D. Influencing others and ensuring sustainable financing for gender equality

38. UN-Women is the nodal point in the multilateral system through its strong partnerships with governments, the UN system, civil society and women's and youth organizations, the private sector, and a broad range of other relevant actors. 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. To reinforce these efforts, UN-Women will adopt partnership modalities that foster more effective and meaningful partnerships at all levels.

39. Funding for gender equality as a primary objective has stalled at around 5 per cent of bilateral allocable official development assistance (ODA).²³ 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.

40. The private sector is playing an increasing role in supporting the achievement of the SDGs and is also broadening its investment focus to include new and innovative financial instruments to achieve social as well as financial goals. Therefore, in collaboration with IFIs, the private sector and development finance institutions, UN-Women will advance public-private partnerships and complement efforts to increase national-level financing, upon the request of Member States, with new and innovative financing approaches such as gender bonds. The Entity will also deepen partnerships to drive IFI resources to gender equality, influence policies, and shape the flow of funding towards this agenda, including through a stronger link to the financing for development agenda.

²³ OECD-DAC Network on Gender Equality (Gendernet), *Development finance for gender equality and women's empowerment: A 2021 snapshot* (Paris, 2021). The proportion of bilateral allocable ODA with gender equality as a significant (secondary) objective was 40 per cent in 2018–19.

V. Driving development results

41. Since its inception, UN-Women has grounded its work across four distinct thematic impact areas: 1) governance and participation in public life; 2) women's economic empowerment; 3) ending violence against women and girls; and 4) women, peace and security, humanitarian action, and disaster risk reduction. Cross-thematic systemic outcomes have been added to capture the interconnected nature of the Entity's mandate and the change it seeks to drive.

42. To achieve these results, UN-Women will continue to respond to Member States' requests for support through the delivery of global, regional, and country programmes for gender equality and women's empowerment, including a growing share of UN joint programming. Key approaches include the provision of thought leadership and policy advice, capacity development and technical assistance, multi-stakeholder partnerships, and advocacy and communications. At the country level, UN-Women will ensure that interventions fully reflect and support national priorities, through its Strategic Notes, which are closely aligned to UNSCDFs. The Entity will also support civil society and grassroots organizations, through capacity development alongside direct grant-making mechanisms, while adapting grant-making modalities in line with lessons learned from evaluations.

43. As the world continues to address the COVID-19 pandemic, including its disproportionate impacts on women and girls, seen in increasing job losses, rising poverty rates, and levels of violence against women, it will be even more important to redouble efforts to assure long-term development results, alleviate poverty of women and girls, and increase women's access to decent work and social protection, to support women's socioeconomic wellbeing and reduce their vulnerability to future shocks.

44. Recognizing the significant and disproportionate impact of climate change on women and girls, as well as the importance of gender equality and women's empowerment for advancing climate change outcomes, climate change will be mainstreamed across thematic areas. Focus will be on supporting the integration of a gender perspective in climate policies and programming to involve and benefit women and girls, in line with UN-Women's mandate.

45. As the world becomes increasingly digitized, UN-Women will incorporate digital technologies and innovations as tools to accelerate results across thematic areas. UN-Women's innovation and technology efforts focus on: supporting industry-wide actions and awareness; promoting women as innovators and entrepreneurs; developing tools and methodologies; preventing online violence against women and girls; and investing in innovations and technologies that advance gender equality and the empowerment of women and girls.

46. In implementing the Strategic Plan, UN-Women will continue to promote the voice and leadership of young people, including adolescent girls and young women, and support youth participation in decision-making, as well as in the Entity's own programming at global, regional and country levels.

STRATEGIC PLAN VISION

Achieve gender equality, the empowerment of all women and girls and the full enjoyment of their human rights



A. Four thematic areas

47. The following sections describe how UN-Women will work in each of its four thematic areas.

1. Governance and participation in public life

48. UN-Women works with key partners so that all women are able to fully and equally participate in decision-making, and women and girls can benefit from gender-responsive laws, policies, budgets, services, and accountable institutions.

49. Key interventions include the following:

- Supporting the achievement of 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.
- Increasing the awareness, capacities, and political will necessary to integrate gender equality into financing, including at all stages of budget planning and decision-making; and strengthening the capacity of institutions to design sectoral strategies, plans, monitoring frameworks and budgets and to provide accessible, affordable, high-quality services free from discrimination.
- Leveraging UN-Women's convening role to ensure that the perspective of all women, 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.
- Continuing to support monitoring to ensure accountability of 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.

- Contributing, as part of the H6 partnership, to efforts to repeal discriminatory legislation and norms that impede women's access to sexual and reproductive health-care services.

50. Key partnerships include the following:

- Advancing equal power sharing, gender-responsive governance and access to justice, by leveraging UN-Women's participation in inter-agency mechanisms such as: the UN Inter-Agency Coordination Mechanism on Electoral Assistance; the Global Focal Point for the Rule of Law; 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.
- Continuing to cooperate with a range of UN partners to advance women's participation and gender-responsive policies and legislation, including with the Development Coordination Office, the UN Development Programme (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.
- Supporting, as a co-sponsor of UNAIDS, the integration of gender equality and women's empowerment throughout the Global AIDS Strategy 2021–2026²⁴ and its implementation.

2. Women's economic empowerment

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

52. Key interventions include the following:

- Supporting key 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.
- Incentivizing decent work, equal pay for work of equal value, and entrepreneurship, including by promoting financial and digital inclusion to close the gender digital divide and leveraging public and private procurement processes to expand opportunities for women-owned enterprises.
- Supporting the development and implementation of macroeconomic policies and practices that advance gender equality and women's empowerment by working with ministries of finance and IFIs.
- Reducing women's and girls' poverty by strengthening women's economic rights, labour force participation and employment rates, and access to social protection systems, as part of COVID-19 economic recovery.
- Championing women's increased participation and leadership in green and blue economies and climate-resilient agriculture.
- Engaging with women's organizations, the private sector and trade unions to tackle discriminatory social norms, practices and legislation, and support women's active participation and leadership in the economy. These interventions will cover public and private sectors, urban and rural areas, and formal and informal economies and workers.

²⁴ Joint United Nations Programme on HIV/AIDS (UNAIDS). Document PCB(EM)/3.3.

53. Key partnerships include the following:

- Working with the International Labour Organization (ILO), OHCHR, UNDP, UNFPA, UNICEF, key line ministries, regional bodies, regional economic commissions, and the IFIs on macroeconomic policies, social protection and the care economy.
- Advancing women's entrepreneurship and procurement opportunities for women-owned enterprises with the 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 (UNOPS).
- Mainstreaming a gender perspective in policies and practices on migration with the ILO, the International Organization for Migration and OHCHR, and on business and human rights, with the ILO and OHCHR.
- Mainstreaming a gender perspective in climate, environment, agriculture and green, circular and blue economies, with the United Nations Environment Programme (UNEP), UNIDO, the Food and Agriculture Organization, the International Fund for Agricultural Development, and the World Food Programme.
- Closing the gender digital divide with the Broadband Commission, the International Telecommunication Union, the United Nations Educational, Scientific and Cultural Organization (UNESCO), UNDP and others.
- Supporting the ILO to protect domestic workers and to eliminate sexual harassment and violence in the world of work

3. Ending violence against women and girls

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

55. Key interventions include the following:

- Supporting Member States to strengthen the development, monitoring and reporting of global norms and standards on ending violence against women and girls (VAWG).
- Supporting the formulation of national action plans on VAWG prevention that promote positive social norms, including by engaging men and boys, and strengthening the knowledge and evidence base on policy and practice to prevent VAWG.
- Strengthening multisectoral coordination of essential services, with a focus on institutional change, improving access to justice, and ensuring quality, integrated and victim/survivor-centred multisectoral services for all women and girls. This includes services that address the needs of women and girls in different contexts, to promote a whole-of-system response that enhances coordination across the areas of development, disaster risk reduction, humanitarian action, and sustaining peace.
- Forging linkages with other thematic areas and driving synergies with other sectors to address VAWG and safety of women, such as the agriculture, environment, infrastructure and transportation sectors.
- Expanding 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.

- Manage the inter-agency, grant-making mechanism the UN Trust Fund to End Violence Against Women on behalf of the UN system.

56. Key partnerships include the following:

- Collaborating with UN agencies to ensure quality, accessible essential services for victims/survivors, with a focus on strengthening women's access to justice and police response to VAWG to end impunity, in coordination with UNDP, UNODC, and OHCHR.
- Scaling up evidence-based prevention strategies to address the root causes of VAWG, including through engaging men and boys, with UNFPA, the World Health Organization (WHO), UNDP, OHCHR, UNODC, UNICEF, UNESCO and ILO.
- Engaging in VAWG data work with key partners such as WHO, UNDP, UNFPA and Regional Economic Commissions.
- Ensuring that VAWG is prioritized in COVID-19 response and recovery plans, through coordination of UN system partners.

4. Women, peace and security, humanitarian action and disaster risk reduction

57. 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.

58. Key interventions include the following:

- Supporting Member States and the UN system to implement commitments on WPS, ensuring that gender equality and women's empowerment are mainstreamed into peace and security processes, and that women play a greater role in, and are better served by, humanitarian response, disaster risk reduction and recovery mechanisms and processes.
- UN-Women will support women's meaningful participation, leadership and protection in peace and security, including in peace processes, conflict prevention, peacebuilding, peacekeeping, justice and the rule of law. UN-Women will continue to contribute to the work of the Office on Counter-Terrorism and the Security Council Counter-Terrorism Committee Executive Directorate on preventing and countering violent extremism.
- Improving multi-stakeholder coordination, monitoring and accountability frameworks in WPS, including by supporting the development and implementation of National Action Plans, and providing policy support and model programmes on gender equality and women's empowerment to Member States upon their request, as well as to the rest of the UN system, and to other advocates for WPS.
- Integrating a gender perspective in humanitarian coordination to strengthen women and girls' access to humanitarian services, supporting programming on the prevention of gender-based violence, providing technical expertise to the humanitarian system, and scaling up partnerships with women's organizations in humanitarian, conflict and disaster settings.
- Supporting efforts to increase women's agency in disaster risk reduction and response, and mainstreaming a gender perspective in prevention, preparedness and recovery strategies, systems, and other tools. The Entity will continue to enhance its own capacity to provide cutting-edge expertise and guidance to partners in this area.

- Working as the Secretariat of the WPS Informal Expert Group of the Security Council, the WPS Focal Points Network, and the Women's Peace and Humanitarian Fund and the Elsie Initiative.
59. Key partnerships include the following:
- Serving as the chair of the UN Standing Committee on WPS, and as chair of the Working Group on Gender-Sensitive Approach to Preventing and Countering Terrorism;
 - Acting as a key contributor to gender mainstreaming in the UN Plan of Action on Disaster Risk Reduction for Resilience, through its participation in the inter-agency focal points group on disaster risk reduction;
 - Serving as the Gender Desk Secretariat for the Inter-Agency Standing Committee (IASC) Reference Group on Gender and Humanitarian Action, in partnership with OCHA.
 - Working with a wide range of partners including DPO, DPPA, OHCHR, UNOCT, CTED, UNDP OCHA, UNFPA, UNHCR and UN DRR, among other UN entities both at HQ, regional and country level.

B. Systemic outcomes

60. To address the root causes that are at the heart of gender inequality, UN-Women, in collaboration with other relevant actors, will contribute to the following systemic outcomes:

1. Strengthening of global normative frameworks, and gender-responsive laws, policies, and institutions

61. UN-Women will continue to leverage its global normative intergovernmental role and provide technical support to Member States to strengthen the development of global norms and standards on gender equality and the empowerment of women and girls in intergovernmental 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, and the High-Level Political Forum on Sustainable Development. The Entity will also continue to provide technical and policy advisory support to inform standard-setting and gender mainstreaming in other sectoral norms and standards.²⁵

62. This support includes producing evidence and knowledge to support the implementation of CEDAW, the Beijing Declaration and Platform for Action, the gender-responsive implementation of the 2030 Agenda, relevant Security Council resolutions on WPS, and other global intergovernmental normative and policy outcomes. It also includes facilitating dialogue among governments, civil society organizations, including women's and youth organizations, and other relevant stakeholders in the context of intergovernmental processes.

63. On the request of Member States, UN-Women will also support the implementation of gender equality commitments in other intergovernmental outcomes, such as the Addis Ababa Action Agenda, the Paris Agreement as well as the Rio Conventions, the Convention on the Rights of Persons with Disabilities, 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.

²⁵ [A/RES/64/289](#).

64. The Entity will provide technical knowledge and capacity-building support to Member States, upon their request, to develop, adopt and implement gender-responsive laws and policies, including on ending VAWG, women's political participation, economic empowerment, peace and security, and for the elimination of discriminatory laws. UN-Women will also contribute to mainstreaming gender perspectives into national and local sectoral strategies, policies and plans in development and humanitarian contexts, and support the collection and monitoring of globally representative data on legal frameworks that promote non-discrimination (SDG 5.1.1).

65. At the request of national gender equality mechanisms and key sectoral ministries, UN-Women will support public institutions at all levels to respond to the needs of women and girls, engage in advocacy and multi-stakeholder dialogues, and support all women to participate in all stages of the formulation and implementation of laws and policies.

66. 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 and translated into gender-responsive laws, policies, and institutions.

2. Financing for gender equality

67. UN-Women will provide context-specific policy guidance, technical support and capacity strengthening on the mobilization, allocation and spending of high-impact financing aligned with gender equality objectives. In this regard, the Entity will broaden and deepen its relationships with key government counterparts, including finance and key line ministries, national gender equality mechanisms, parliaments and local governments. It will position financing for gender equality in global forums, in partnership and coordination with the UN system, as a critical means of implementing the gender equality and women's empowerment agenda.

68. This includes delivering technical support to Member States, upon their request, to conduct gender analysis of public and private financing flows and integrate relevant data and targets on gender equality into national financing policies and strategies. Work will focus on: increasing knowledge of financing gaps, through rapid diagnostics and assessments; strengthening prioritization of gender equality in 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.

69. UN-Women will support 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.

70. UN-Women will also work with a variety of stakeholders to ensure that women's and youth organizations, especially those representing the most marginalized, are adequately resourced at grassroots, local, national and international levels. This includes convening policy makers and donor partners to advocate for flexible, core and sustainable funding for these organizations, including through voluntary multi-stakeholder partnership efforts, such as the Generation Equality Forum.

71. Desired systemic outcome: Public and private financing advance gender equality through gender-responsive financing policies, strategies and instruments.

3. Positive social norms, including by engaging men and boys

72. Some social norms contribute to gender equality and well-being, while others fuel discrimination and inequality. UN-Women will adopt an integrated approach to transform the unequal power relations and discriminatory social norms, behaviours and practices that are at the heart of gender inequality and promote those that advance gender equality and women's empowerment. In this regard, the Entity will leverage its diverse partnerships to mobilize for positive social change, and to build stronger ownership on gender equality among partners.

73. Building on its strengths in working with educational institutions, the private sector, faith-based organizations, sports and other community actors, UN-Women will build critical skills of young people, supporting volunteerism, including at the community level, and engage men and boys as allies for gender equality and women's empowerment, both through programming as well as high-profile campaigns such as HeForShe. This entails work to promote respectful, equitable and non-violent relationships, reduce acceptance of all forms of VAWG, and promote men's involvement in responsible parenthood and shared responsibility in care work.

74. UN-Women will continue to engage the media, advertising and public influencers to challenge negative stereotypes and promote positive social norms, for instance through the Unstereotype Alliance. It will also contribute 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.

75. The Entity will help to 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. It will also address social norms which prevent women and girls' access to humanitarian assistance, and partner with women's organizations to increase the acceptance of women as leaders and agents of change in these sectors.

76. 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 social norms.

4. Women's equitable access to services, goods and resources

77. UN-Women will work to ensure that all women and girls 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 and sustainable development. This will be 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.

78. In particular, UN-Women will support the removal of barriers to access, increase relevant expertise among service providers, support women's participation in design and decision-making, and promote sustainable investments at all levels. The Entity will also advocate to ensure that more women's organizations are provided long-term, flexible and core funding to meet demand-driven needs, including to prevent and end VAWG; and provide technical support to Member States, upon their request, to implement laws and policies that ensure that public goods and services are available, accessible, affordable and of high quality.

79. 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. Women's voice, leadership, and agency

80. 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 organizations, to promote gender equality and human rights.²⁶

81. UN-Women will facilitate the expression of women's voice and agency in decision-making at all levels, sectors and contexts, including by protecting the right to freedom of opinion and expression and women's equal rights to engage in public life. In this regard, the Entity will support inclusive and violence-free political processes and institutions; monitor women's representation in public life, including online; and help to strengthen cadres of diverse women political leaders, candidates, elected and appointed officials.

82. The Entity will also help to 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, and disaster risk reduction, recovery and resilience.

83. UN-Women will assist with convening and coordinating relevant partners to ensure that women's 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 in accordance with national laws. This includes facilitating dialogues, consultations, and the establishment of nationally- and locally-relevant accountability frameworks and forums for women to share their expertise, needs and priorities.

84. The Entity will also continue to support civil society and women's 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 all women and girls 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 the 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.

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

6. Production, analysis and use of gender statistics, sex-disaggregated data, and knowledge

86. Quality gender statistics, sex-disaggregated data, and knowledge on gender equality and women's empowerment are essential for the achievement of the gender equality agenda. Enhancing the production, analysis and use of gender statistics and sex-disaggregated data will enable UN-Women to deliver on its triple mandate and advance gender equality and women's empowerment.

87. This work will include creating an enabling environment for the increased production of, and improved access to, gender statistics and sex-disaggregated data. UN-Women works with relevant UN partners to support Member States in filling key data gaps across the SDGs framework and increasing the use of data and knowledge

²⁶ As re-affirmed by the Commission on the Status of Women at its 65th session (E/CN.6/2021/L.3).

to inform the development and implementation of policies and programmes on gender equality and women's empowerment.

88. The Entity will further support the collection of comparable data to fill data gaps on women's unpaid care work and access to decent work, and on the prevalence of VAWG. This will include strengthening the capacities of data users and producers through training, including on the use of non-traditional data sources, (artificial intelligence (AI), geographic information systems, and big data). It will also include increasing the availability of disaggregated statistics and analysis on intersecting inequalities, and producing cutting-edge research and evidence on policies in support of gender equality and women's empowerment, to fill critical knowledge gaps and deliver on the principle of 'leaving no one behind.' UN-Women will explore and develop the use of Big Data to advance impact measurement.

89. UN-Women will lead efforts to mainstream a gender perspective 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.

90. Desired systemic outcome: Gender statistics, sex-disaggregated 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 and women's empowerment

91. UN-Women leads, coordinates and promotes the accountability of the UN system for gender equality and women's empowerment across sectors. UN-Women illustrated its thought leadership and coordination capacity as it effectively drove a coordinated system-wide response to the COVID-19 pandemic through the Entity's mobilization of evidence, technical expertise, and advocacy for placing gender equality at the centre of the response.

92. UN-Women will significantly step up its UN coordination work. This work will include: leveraging UN-Women's leadership role in promoting accountability of the UN system for work on gender equality, through 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 guidance and services to strengthen the relevant capacities of the UN system; and developing accountability frameworks of harmonized and commonly agreed standards in this regard. Examples include support for the uniform application of gender equality markers and the establishment of related financial targets, including to monitor and track gender equality-related allocations and expenditures.

93. In line with its mandate, UN-Women will continue to support the implementation of the Secretary-General's System-wide Strategy on Gender Parity, which aims to reach gender parity in the UN system by 2028. This includes providing strategic guidance, technical support, monitoring and reporting on the status of gender balance within the UN System and supporting the implementation of the Enabling Environment Guidelines and the Field-specific Guidelines system-wide. The Entity will also continue to lead and coordinate the UN system-wide Gender Focal Points Network, and support the UN System Chief Executives Board for Coordination (CEB) Task Force on Addressing Sexual Harassment within the Organizations of the United Nations System.

94. UN-Women will further leverage its UN system coordination mandate to support the achievement and systemic monitoring and reporting of results in key thematic areas, including by: leading and participating in joint programming to

advance gender equality standards and results; catalysing 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. UN-Women will also continue to lead UN system-wide processes on response and on VAWG prevention and response.

95. The Entity will advocate for gender equality and women's empowerment to be mainstreamed and prioritized in inter-agency mechanisms, products, processes and decisions on issues related to human rights, governance, elections, financing for development, health including HIV, macroeconomic policies, the care economy, employment and entrepreneurship, and other related areas.

96. It will coordinate the UN System on WPS, including as a chair of the UN Standing Committee on WPS and as the Gender Desk Secretariat for the IASC Reference Group on Gender and Humanitarian Action and will support 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 norms and standards and enhanced accountability for gender equality and women's empowerment in these sectors at global, regional and country level.

97. UN-Women will create dedicated institutional arrangements, budgets and associated workplans on its coordination role including across thematic areas, to ensure that results are systematically advanced, captured and communicated.

98. At the country level, it will support UNCTs, under the leadership of the RCs, to promote gender equality and the empowerment of all women and girls by enhancing and accelerating gender mainstreaming, including through the roll-out of the UNCT-SWAP Gender Equality Scorecard. The Entity will also continue to exercise leadership in convening issue-based coalitions on gender equality that are demand-driven and aligned with the priorities of UN Country Teams.

99. Desired systemic outcome: The UN System coherently and systematically contributes to progress on gender equality and the empowerment of women and girls.

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

100. UN-Women has revisited its business model and reconceived its organizational effectiveness and efficiency (OEE) framework to underpin the achievement of gender equality and to 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 – this applies especially to being able to respond in an agile way to emerging and urgent situations. UN-Women commits to driving organizational effectiveness and efficiency and, while doing so with accountability, to accelerate its own business transformation to assure the Entity's financial sustainability and evolve its operating model to better deliver on its mandate.

101. A combination of shared leadership principles and organizational excellence aspirations will drive 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 will apply a balanced scorecard methodology to implement the OEE framework, ensuring full alignment and cascading of external reporting across five areas of organizational performance management: Principled Performance; Advancing Partnerships and Resourcing; Business Transformation; Empowered People; and Products, Services and Processes.

1. Ensuring an accountable organization through Principled Performance

102. 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.

103. Principled performance includes a commitment to strengthening the accountability and governance framework of the organization, and revising key processes as a result of ongoing business transformation efforts including processes and systems that strengthen the links between planning, budgeting and expenditures, and results. Thus, effective and robust results-based management, financial management controls, internal and external transparency of financial data, timely and accurate donor reporting, responsive and secure information systems, environmental sustainability and a reduced carbon footprint, 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.

104. UN Women will continue to build upon its efforts to advance its organizational road map to advance its risk management framework and related processes to a higher level of maturity. Planned actions for the medium to long term include, among others, the embedding of a risk management assurance framework with tangible indicators to measure progress, enhancements to the governance of risk management through strengthened systems and processes, defining and communicating the organizational risk appetite and tolerance, as well as building stronger capacities in support of a stronger risk awareness culture.

2. Advancing partnerships and resourcing

105. 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 seeking to influence 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, philanthropists 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 increasing financing for gender equality and women's empowerment globally, within 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, expanding partnerships with IFIs, and influencing national budgets.

3. Advancing business transformation

106. 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 results. This aims to support the Entity to transform into a globally matrixed and networked knowledge organization, which better connects global and local policy capacity, where high-quality policy advice is available close to beneficiaries, and which is equipped to deliver results where it matters most – in the field.

107. UN-Women will focus on best practice resource-allocation approaches, treating available funding as catalytic investments 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 make full use of opportunities for inter-agency collaboration and streamlined operating practices, including 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.

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

109. UN-Women will systematize lessons learned from its new forms of work, building on the hybrid modality imposed by COVID-19 to evolve towards a more contemporary, climate conscious and agile organization that embraces future ways of working. UN-Women will continue to promote networked approaches and modalities to deliver on corporate projects, incorporating automation and AI tools, and strengthening a global matrix, to ensure that substantive and managerial accountability reaches across countries, within regions, and across the organization.

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

110. UN-Women strives to be an organization that delivers results through an inclusive culture and leadership that exemplifies ethical, transformational and shared leadership 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.

111. In support of these ambitions, UN-Women will continue to internally provide proactive, client-oriented, and efficient services to its offices to enable a productive and collaborative global work environment. Internally, UN-Women will further enhance the skills of its leaders and personnel to increase performance awareness and promote a culture of accountability to 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.

112. UN-Women remains committed to increasing diversity and tackling discrimination 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. UN-Women is fully committed to mainstreaming disability inclusion throughout its work, in line with the Entity's corporate strategy on disability inclusion, the UN Disability Inclusion strategy, and the Convention on the Rights of Persons with Disabilities.

113. With the inclusion of the prevention of sexual exploitation and abuse (SEA) and sexual harassment in the 2020 QCPR, tackling sexual misconduct will continue to be a priority for the UN system and UN-Women. UN-Women will monitor the implementation of the SEA and sexual harassment framework through corporate,

regional, and country-level action plans and certifications of required prevention and response actions.

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

114. UN-Women will invest in standardized programme approaches, knowledge products, and service offerings for the achievement of impact at scale, while adapting its service offering, in collaboration with UN Country Teams, to respond to national realities and priorities. 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 the possibility of offering advisory services for a fee to help partners beyond traditional programme contexts and upon their request to apply technical, policy and programming expertise to their local contexts.

115. UN-Women's 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 disaster response and recovery, and enable the organization to pivot towards field-focused service delivery. The Entity will emphasize the differentiated roles and accountabilities in providing technical quality assurance at country, regional and headquarter levels.

VII. Monitoring, reporting and evaluation

116. UN-Women monitors development results and OEE results by tracking progress against indicators in the Integrated Results and Resources Framework (IRRF). Impact-level indicators will be global indicators based, to the greatest extent possible, on comparable and standardized national official statistics. UN-Women will use a globally accessible online platform to monitor and report on results and indicators in the IRRF, and the data gathered on the implementation of its programmes 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 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.

117. 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 the 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.

118. 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.

VIII. Elements of a decision

119. The Executive Board may wish to,

(a) *Take note with appreciation the various informal briefings and workshops with the Executive Board and other relevant stakeholders, and the transparent and consultative process undertaken in the development of UN-Women’s Strategic Plan 2022–2025; and endorse the UN-Women Strategic Plan 2022–2025;*

(b) *Request the Under-Secretary-General/Executive Director to submit to the Executive Board at its annual session in 2022, the final progress report on the implementation of the Strategic Plan, 2018–2021;*

(c) *Request the Under-Secretary-General/Executive Director to submit to the Executive Board, beginning at its annual session in 2023, an annual progress report on the implementation of the Strategic Plan 2022–2025, and to provide updates at its regular sessions in 2024, 2025 and 2026;*

(d) *Request the Under-Secretary-General/Executive Director to undertake a midterm review of the UN-Women Strategic Plan 2022–2025 that includes an assessment of results achieved, cost effectiveness, evaluations, and progress made in achieving the vision of the Strategic Plan, and to present the findings in her annual report to the Executive Board in 2024.*