

Theory of Change

in support of the development results of UN-Women's Strategic Plan, 2018-2021

I. Introduction

This theory of change underlies the development results in the Integrated Results and Resources Framework (IRRF) of UN-Women's Strategic Plan 2018-2021. It underpins and further describes the priorities established in the Strategic Plan to support Member States, upon their request, in their efforts to tackle the root causes of gender inequality and to drive the empowerment of women and girls.

It first articulates the global normative frameworks that define the necessary conditions and actions for the achievement of gender equality and women's empowerment. Secondly, it describes the integrated support provided by UN-Women in response to Member States' requests throughout the entire policy cycle from global norms to national policy formulation and implementation. Third, it expands on how each outcome of the Strategic Plan contributes to transformative change for women and girls and how each output represents a building block towards the achievement of these outcomes. The theory of change is summarized in Figure 3 at the end of the document.

II. Normative foundations for the theory of change

Internationally agreed development goals, norms and instruments provide a comprehensive framework that outlines the necessary conditions and key actions required for the achievement of gender equality and the empowerment of all women and girls. These frameworks include the Convention on the Elimination of All Forms of Discrimination against Women, the Beijing Declaration and Platform for Action and the outcome documents of its reviews, including the Political Declaration adopted by the Commission on the Status of Women (CSW) on the occasion of its 20-year review and appraisal, and the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs), including SDG 5 and gender-sensitive targets in the other SDGs.

The Beijing Platform for Action identifies twelve critical areas of concern as priorities for action. They represent the **key thematic components of a theory of change** for gender equality and women's empowerment. These areas are interrelated, interdependent and of high priority:

- The persistent and increasing burden of poverty on women
- Inequalities and inadequacies in and unequal access to education and training
- Inequalities and inadequacies in and unequal access to health care and related services
- Violence against women
- The effects of armed or other kinds of conflict on women, including those living under foreign occupation
- Inequality in economic structures and policies, in all forms of productive activities and in access to resources

- Inequality between men and women in the sharing of power and decision-making at all levels
- Insufficient mechanisms at all levels to promote the advancement of women
- Lack of respect for and inadequate promotion and protection of the human rights of women
- Stereotyping of women and inequality in women's access to and participation in all communication systems, especially in the media
- Gender inequalities in the management of natural resources and in the safeguarding of the environment
- Persistent discrimination against and violation of the rights of the girl child

The 20-year review and appraisal of the implementation of the Beijing Declaration and Platform for Action found that these areas remain valid today. The Political Declaration adopted at CSW 59 pledged to intensify concrete further action to ensure the full, effective and accelerated implementation of the Beijing Declaration and Platform for Action, including through:

- strengthened implementation of laws, policies, strategies and programme activities for all women and girls;
- strengthened and increased support for institutional mechanisms for gender equality and the empowerment of women and girls at all levels;
- the transformation of discriminatory norms and gender stereotypes and the promotion of social norms and practices that recognize the positive role and contribution of women and eliminate discrimination against women and girls;
- significantly increased investment to close resource gaps, including through the mobilization of financial resources from all sources, including domestic resource mobilization and allocation and increased priority on gender equality and the empowerment of women in official development assistance to build on progress achieved and ensure that official development assistance is used effectively to contribute to the implementation of the Platform for Action;
- strengthened accountability for the implementation of existing commitments; and
- enhanced capacity-building, data collection, monitoring and evaluation, and access to and use of information and communications technologies.

Furthermore, the 2030 Agenda for Sustainable Development articulated a universal and transformative roadmap to address the structural causes of discrimination and inequality, including by focusing on those most at risk of being left behind. It called for the removal of all legal, social and economic barriers to women's empowerment. It stressed the need for women and girls to enjoy equal access to quality education, economic resources and political participation as well as equal opportunities with men and boys for employment, leadership and decision-making at all levels. It called for:

- a significant increase in investments to close the gender gap;
- support for institutions in relation to gender equality and the empowerment of women at the global, regional and national levels;
- the elimination of all forms of discrimination and violence against all women and girls, including through the engagement of men and boys;
- the systematic mainstreaming of a gender perspective in the implementation of the Agenda;

- high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts.

These commitments are further reflected in SDG 5 to achieve gender equality and empower all women and girls and its targets:

- End all forms of discrimination against all women and girls everywhere;
- Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation;
- Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation;
- Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate;
- Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life;
- Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences;
- Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws;
- Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women
- Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.

They are also embedded in specific targets in other goals covering a comprehensive set of issues, including the gender dimensions of poverty, hunger, health, education, water and sanitation, employment, cities and human settlements, climate change and peaceful and inclusive societies.

The women, peace and security agenda is guided by a set of Security Council resolutions that provide direction to efforts promoting gender equality and strengthening women's participation, protection, and rights in conflict prevention to post-conflict reconstruction contexts. These include the landmark resolution 1325 (2000) and subsequent resolutions 1820 (2009); 1888 (2009); 1889 (2010); 1960 (2011); 2106 (2013); 2122 (2013); and 2242 (2015). Collectively, these resolutions stress the importance of women's equal participation and full involvement in all efforts for the maintenance and promotion of peace and security, the prevention of conflicts, the incorporation of gender perspectives in all areas of peace-building, and adequate protection, notably from sexual violence in conflict.

In addition, a number of recent major intergovernmental outcomes emphasized the importance of gender equality and women's empowerment for sustainable change. The Addis Ababa Action Agenda strengthens the recognition that achieving gender equality and women's empowerment is essential for inclusive and equitable economic growth and sustainable development and underscores the need to prioritize investment in this area. Also, the Paris Agreement, the Quito Declaration on the New Urban Agenda, the Sendai Framework for Disaster Risk Reduction, the New York Declaration for Refugees

and Migrants, and the 10-year review of the World Summit on the Information Society, among others, include important priorities related to gender equality and women's empowerment.

This comprehensive normative framework constitutes the foundation outlining key conditions and actions needed for the Strategic Plan's theory of change towards supporting the achievement of gender equality and the empowerment of all women and girls.

III. Overarching approach of the strategic plan 2018-2021

Despite these strong normative frameworks and significant achievements in some areas, progress for women and girls remains slow, uneven and subject to regression. For example, the World Economic Forum estimated that the economic gender gap in 2016 reverted to where it stood in 2008 and that it would take 170 years to close it. Therefore, it is essential to break trends and accelerate results for women and girls.

The achievement of gender equality and women's empowerment fundamentally requires a transformation of unequal gender relations. For gender relations to be transformed, the structures that underpin them must change:

- discriminatory social and legal norms must be repealed;
- women and girls should see the expansion of the full range of human capabilities, such as education and knowledge, health, including sexual and reproductive health and reproductive rights, and have access to a wide range of assets and resources, including land, decent work and equal pay to build women's economic and social security, on the same basis as men and boys;
- women and girls should lead lives that are free from violence; and
- they should have a real presence and voice in the full range of institutional forums (from private to public, from local to global) where decisions are made that shape their lives.

Without attention to these issues the structural causes of gender-based discrimination remain unchanged.

Through the implementation of its Strategic Plan, UN-Women is committed to support Member States in addressing structural barriers to gender equality and women's empowerment in a comprehensive and integrated manner. UN-Women delivers on this commitment by leveraging its triple mandate of normative support, UN system coordination and operational activities.

Through its **normative support functions**, UN-Women assists Member States in strengthening global norms, policies and standards across the full spectrum of the gender equality and women's empowerment agenda.

Through its **UN system coordination functions**, as well as its global advocacy and partnerships, UN-Women supports the UN system and partners to deliver gender equality results in their areas of focus, including by strengthening accountability to gender equality commitments, gender mainstreaming and reporting on UN system-wide activities to intergovernmental bodies.

Through its **operational activities**, UN-Women provides targeted integrated policy advice to Governments, upon their request, and supports, as appropriate, social mobilization and capacity development to translate global norms into national policies, programmes, plans and practices. UN-Women's operational activities only take place in some countries and in response to requests by

Member States. These activities are geared towards addressing needs of and priorities determined by Member States.

Figure 1 shows that, while UN-Women’s normative support functions cover the entire spectrum of the gender equality and women’s empowerment agenda, UN-Women plays a leading operational role in only a few targeted priority thematic areas, in which the organization is recognized for its longstanding leadership and policy and programming expertise. UN-Women’s impact reaches beyond these areas through its UN system coordination mandate by coalescing the UN system, strengthening knowledge networks, and building on the comparative advantage of other UN entities to ensure that they deliver results for women and girls in their areas of focus. This is also done through partnerships, notably with women’s organizations.

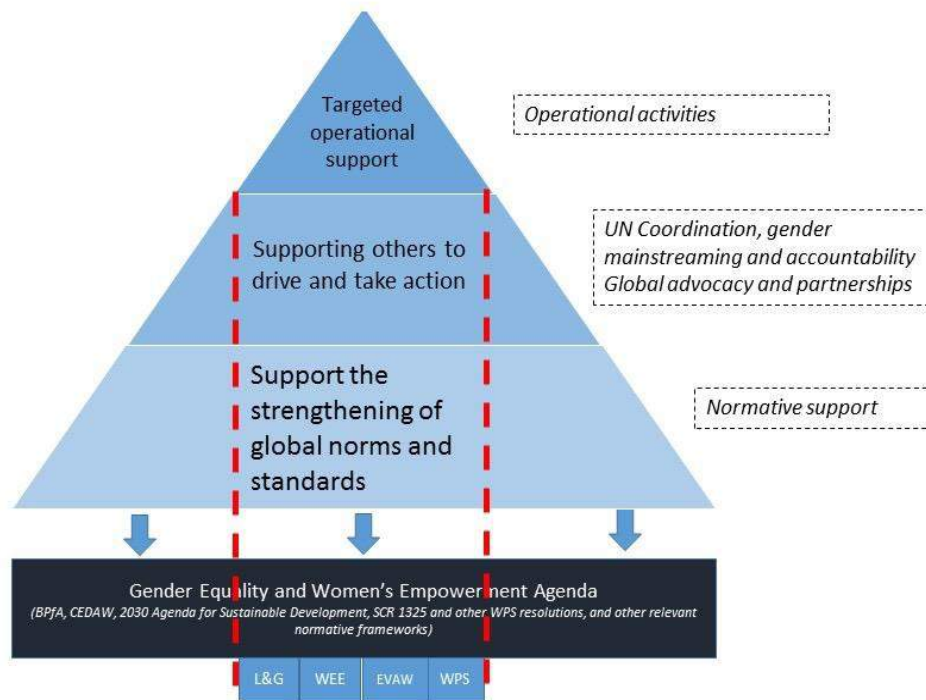


Figure 1

In doing so, UN-Women does not only support the realization of its mandate but also promotes achievement of system-wide results. This reflects the collaborative approach adopted by UN-Women in implementing its Strategic Plan, delivering results with partner agencies and stakeholders, leveraging comparative advantages and creating multi-stakeholder coalitions bringing together Governments, civil society - including women’s organizations - the media, academia and the private sector to address structural barriers to gender equality and women’s empowerment.

UN-Women leverages its triple mandate to support change across the policy cycle as described below and in Figure 2:

- (i) The setting of global norms and standards on gender equality and women’s empowerment is strengthened and informed by UN-Women’s substantive inputs, based on research and data, policy and programming at all levels;
- (ii) The translation of global norms and standards on gender equality and women’s empowerment into national legislation, development plans and policies is supported by UN-Women through technical and policy advice, advocacy and social mobilization;
- (iii) Implementation of gender-responsive laws, plans and policies by Member States is supported through UN-Women’s targeted interventions to achieve tangible results for women and girls;
- (iv) UN-Women ensures that country-level realities, experiences and lessons learned feed into the strengthening of global norms and standards on gender equality and women’s empowerment, thus completing the cycle.

At all stages, UN-Women strives to ensure that the voices of women and girls are heard, so that they can influence the process of shaping norms, formulating policies, and delivering public services, and to support women to hold duty bearers to account.



Figure 2

IV. Outcome and output areas

In order to support this overarching approach, the Strategic Plan contributes to the achievement of five mutually reinforcing outcomes, identified in global normative frameworks as critical to address root causes of gender inequality. Thus, the global normative framework on gender equality and women's empowerment represents the policy compass that guides UN-Women's subsequent UN coordination and operational activities. While UN-Women's intergovernmental normative support functions are captured by Outcome 1, Outcomes 2-5 focus on supporting the translation of these norms and standards at regional and national levels and their implementation, including through UN coordination and strategic partnerships.

Each outcome includes a set of outputs which represent building blocks towards the outcome result. In line with the policy cycle described above in Figure 2, each output is designed to translate norms into results for women and girls, in collaboration with the UN system and its partners, based on a common theory of change, which supports a division of responsibilities and is adjusted to country contexts and capacities, in line with Member States' requests.

UN-Women's support can be provided either through UN-Women only projects or through Flagship Programming Initiatives (FPIs). FPIs are partnership vehicles that fully leverage UN-Women's UN coordination mandate and collaborative advantage to build partnerships for transformative change and support the implementation of specific Strategic Plan outputs. Furthermore, FPIs comprehensively bring together all aspects of the policy cycle described in Figure 2.

The priorities reflected in the Strategic Plan outcome areas are not only critical to accelerate progress towards gender equality and women's empowerment, but also areas in which UN-Women has developed a comparative advantage, including its unique gender equality expertise, networks, and strong partnerships. These are:

- Women lead, participate in and benefit equally from governance systems
- Women have income security, decent work and economic autonomy
- All women and girls live a life free from any form of violence
- Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and from humanitarian action

These outcome areas are interdependent and mutually reinforcing. For instance, income security, access to decent work and economic autonomy can all contribute to supporting women to exit violent relationships. Freedom from all forms of violence contributes to enabling women to participate fully in decision-making and, in this way, making governance systems more gender-responsive. In turn, gender-responsive governance systems can foster women's economic empowerment and help prevent and address violence against women and girls. Investing in women's contribution to peace and security and building their resilience sustains peace and contributes to results on other outcomes during periods of transition and recovery.

These outcomes respond to the transformative nature called for by the 2030 Agenda and at the center of this theory of change, which requires tackling the structural foundations of gender-based inequality across the three dimensions of sustainable development –economic, social and environmental.

A guiding principle across all outcomes is to leave no one behind and reach the furthest behind first, in line with the 2030 Agenda. Evidence from several countries demonstrates that those left behind are often women and girls from poor and marginalized groups due to multiple and intersecting forms of discrimination. This requires a special focus on these most vulnerable women and girls and challenging structural and power dynamics that push particular groups further behind and deepen inequalities.

The Strategic Plan's outcomes also reflect a focus on prevention – whether it is to prevent violence against women and girls, address the disproportionate vulnerability of women and girls to the impact of natural disasters and leverage their capacity to reduce natural disaster risks in a changing climate, or contribute to preventing conflicts and sustaining peace.

This section describes the building blocks for the achievement of each outcome area.

Outcome 1: A comprehensive and dynamic set of global norms, policies and standards on gender equality and the empowerment of all women and girls is strengthened and implemented

A comprehensive set of global norms and standards constitutes an essential foundation for the promotion of gender equality and women's empowerment, as it represents an accountability framework for States with regard to their commitments to gender equality and women's empowerment. This foundation needs to be dynamic to respond to new and emerging issues, challenges and opportunities. This requires not only the strengthening of the global normative and policy framework specific to gender equality and women's empowerment, but also that norms, standards and implementation in other thematic areas reflect gender perspectives.

This framework needs to be applied/implemented through action by Governments and other stakeholders at all levels. This includes the need for continuous recommitment to and development of global normative frameworks, as well as mechanisms to drive accountability to bridge the gap between global normative commitments and their implementation.

UN-Women will contribute towards the achievement of this outcome by supporting Member States on the following outputs:

First, governments and key stakeholders should have enhanced capacity to assess progress in implementing the Beijing Declaration and Platform for Action, the Convention on the Elimination of all Forms of Discrimination against Women, the gender-responsive implementation of the 2030 Agenda and other global normative and policy frameworks for gender equality and women's empowerment.

Second, an evidence-based dialogue should be facilitated in the context of intergovernmental processes amongst governments and with major stakeholders, including women's organizations, youth, faith-based actors, the private sector, academia, the media, and others.

Third, the development of global norms and standards should be informed by substantive inputs, knowledge, as well as country-level experience and realities, including women's voices and civil society perspectives.

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

Enabling governance systems are indispensable for the achievement of gender equality and women's empowerment because they create the necessary conducive environment to ensure that national policies and public institutions respond equally to the rights and needs of women and men. In line with actions outlined in the Beijing+20 review, Outcome 2 focuses on accelerating the development and

implementation of gender-responsive laws, policies and programmes through strengthening institutional mechanisms for gender equality and increasing investments, data collection, and monitoring and evaluation.

UN-Women will contribute towards the achievement of this outcome by supporting Member States on the following outputs:

First, women's full participation and leadership in political decision-making should be ensured and the acceleration of policies benefiting the leadership of women and girls supported.

Second, national plans, strategies and policies, including national development strategies and national HIV strategies, should be gender-responsive, and adequate investments and financing should be available to implement them and respond to needs and demands for women's empowerment.

Third, more and better quality of data and statistics should inform the development of effective policies that benefit women and men equally and track progress. Data and statistics play a crucial role in helping Governments set priorities, plan interventions, assess impact, and in highlighting inequalities.

Fourth, women's access to justice should provide accountability mechanisms for the enforcement of these laws and policies, while legislation that is discriminatory against women and girls should be repealed.

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

In line with the Beijing+20 review, the 2030 Agenda for Sustainable Development and agreed conclusions of CSW 61, Outcome 3 aims to support women to have income security, decent work and economic autonomy to achieve their economic potential, realize their rights and increase their independence. This is a necessary condition to accelerate efforts towards gender equality and women's empowerment, as poverty curtails the realization of women's right to live a life of dignity and severely limits the range of choices they can make about themselves and family members, particularly in regards to health and education, as well as their voice in decision-making.

UN-Women will contribute towards the achievement of this outcome by supporting Member States on the following outputs:

First, gender-responsive economic policies should promote decent work and strengthen social protection for all women, particularly those who are disproportionately represented in the informal economy; value unpaid care and domestic work to foster investments in the care economy; and reduce as well as redistribute unpaid care and domestic work.

Second, more women should be enabled to own, launch and/or manage small, medium and large enterprises, which will result in job creation and income generation, particularly in work-poor environments. Notably, policies such as procurement set-asides can increase demand for products from women-owned enterprises, while capacity building and skills development enable women entrepreneurs to better respond to demand, grow their businesses and increase productivity.

Third, more rural women should secure access to, control over and use of productive resources and engage in sustainable agriculture. Women comprise some 43 percent of the agricultural labor workforce in developing countries and addressing the gender gap in access to economic assets in agriculture is a precondition to leaving no one behind.

These outputs also reflect recommendations of the Secretary-General's High Level Panel on Women's Economic Empowerment.

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

Violence against women and girls inhibits their abilities to enjoy their rights and freedoms and is a severe manifestation of gender-based discrimination. As emphasized in the Agreed Conclusions of CSW 57, violence against women must be prevented. Experience shows that the prevalence of violence against women and girls can be reduced by a third in a matter of years through integrated prevention efforts. This preventive action must be accompanied by the provision of high quality essential services to all victims and survivors to ensure support and protection. Thus, Outcome 4 focuses on both prevention and access to essential services to free all women and girls from all forms of violence in private and public spaces.

UN-Women will contribute towards the achievement of this outcome by supporting Member States on the following outputs:

First, more countries and stakeholders should be able to prevent violence against women and girls by fostering education, respectful relationships and raising awareness; mobilizing communities and institutions to change negative gender stereotypes that perpetuate and condone violence against women and girls; and promote zero tolerance for such violence. Governments, supported by key stakeholders, should also be able to deliver quality essential services to protect and assist victims and survivors and prevent violence from re-occurring.

Second, cities and other public settings should be safe and empowering spaces for all women and girls, so they can fully exercise their rights and freedom of movement and their ability to study, work, access essential services, participate in public life and enjoy recreation opportunities on an equal footing to men.

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

Security Council resolutions on women, peace and security and the Sendai Framework for Disaster Risk Reduction have emphasized that women's participation and inclusion makes peace more sustainable and enhance community resilience to natural disasters; increase the effectiveness of humanitarian assistance; and accelerate recovery. Therefore, Outcome 5 focuses on ensuring that women and girls can meaningfully contribute to peace and security and humanitarian efforts.

UN-Women will contribute towards the achievement of this outcome by supporting Member States on the following outputs:

First, more commitments on women, peace and security should be implemented and women and gender equality advocates should participate in conflict prevention, resolution and recovery and be protected from all forms of human rights violations in conflict, including sexual and gender-based violence.

Second, women should play a greater role and be better served by humanitarian response and recovery efforts, so that their resilience is enhanced through increased access to productive and financial assets, protection mechanisms and effective support services.

Third, women should be engaged in disaster risk management processes, so that their vulnerability is reduced through gender-responsive risk analyses, gender-responsive disaster risk management plans, and sex-disaggregated disaster-related data.

V. Assumptions and risks

The overarching assumption of this theory of change is that other partners, and particularly the UN system, will deliver on their commitments related to gender equality and women's empowerment. This will allow coverage of the entire gender equality and women's empowerment agenda, beyond the areas of specific focus by UN-Women. This condition entails effective gender mainstreaming and gender-

responsive planning and budgeting by other UN entities and development partners. UN-Women leverages its UN system coordination function to realize this assumption.

In regards to risks, as described in the Strategic Plan, UN-Women undertakes ongoing risk analysis and assessment as part of its planning processes to identify and mitigate risks. This includes a mapping of the likelihood of a risk to impact.

As part of its full risk analysis, UN-Women identified two issues in the Strategic Plan narrative as examples of potential risks that can affect the effective implementation of the Strategic Plan: (i) resource mobilization and stakeholders' management; and (ii) information technology risks. In addition, a number of external risks can directly impact the achievement of development results as described in this theory of change. Several risks cut across all outcomes:

- Lack of political will and support;
- Lack of accurate data;
- Conflicting priorities of development partners;
- Limited investments in gender equality and women's empowerment work;
- Violence against women, including electoral violence;
- Conflict-related violence;
- Pushback on normative gains;
- Ongoing implementation gap due to lack of capacity and budgetary resources;
- Limited leadership and skills;
- Lack of access to resources;
- Poor monitoring and evaluation;

In addition, specific risks have been identified against each outcome in Figure 3 below.

At the output level, assumptions and risks have been identified in a separate background document outlining specific theories of change for each output.

UN-Women monitors these assumptions and risks and puts in place mitigation measures to ensure the effective implementation of the Strategic Plan.

VI. Conclusion

This theory of change is summarized in Figure 3 below. A detailed theory of change for each output under each outcome is available in a separate background document.

This theory of change underscores the deeply interlinked nature of UN-Women's outcome areas and how action is catalyzed through UN-Women's collaborative advantage. The Strategic Plan's results framework has been designed to enable an integrated approach by cross-referencing strategies and focuses across outcome areas.

Figure 3 - Theory of Change underlying the development results of UN-Women's Strategic Plan, 2018-2021

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|-----------------------------|--|---|---|--|--|---|---|--|--|--|---|--|--|--|---|
| GOAL | Achieve gender equality and empower all women and girls, including full enjoyment of their human rights | | | | | | | | | | | | | | |
| GOAL TOC STATEMENT | <p>IF a comprehensive and dynamic set of global norms, policies and standards on gender equality and the empowerment of all women and girls is strengthened and implemented, IF women lead, participate in and benefit equally from governance systems, IF women have income security, decent work and economic autonomy, IF all women and girls live a life free from all forms of violence, IF women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from crisis prevention and humanitarian action, and IF the entire UN system delivers on its commitments to gender equality and women's empowerment; THEN women and girls will be able to exercise their rights on an equal footing with men and boys and equally contribute to and benefit from development, BECAUSE</p> <p>I) <i>Governments and key stakeholders have strengthened capacity to assess progress in the implementation of global normative and policy frameworks for gender equality and women's empowerment; evidence-based dialogue takes place amongst government and with civil society and other relevant actors; and the development of global norms and standards is informed by substantive inputs and knowledge;</i></p> <p>II) <i>Women's full participation and leadership in political decision-making is ensured; national plans, policies and budgets are gender-responsive; better quality of gender data and statistics inform the development of effective and evidence-based policies; and women's access to justice provides accountability mechanisms for the enforcement of laws and policies;</i></p> <p>III) <i>Macroeconomic policies promote decent work and social protection for women; policies recognize, reduce and redistribute unpaid care work; more women own, launch and/or better manage small, medium and large enterprises; more rural women access productive resources and engage in sustainable agriculture to improve their income security, work conditions and resilience to climate change;</i></p> <p>IV) <i>More countries and stakeholders are better able to prevent violence against women and girls and deliver quality essential services to protect and assist victims and survivors; more cities have safe and empowering public spaces ensuring women and girls the full exercise of their rights and freedom of movement to participate in public life;</i></p> <p>V) <i>More commitments on women, peace and security are implemented; 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 their resilience is enhanced; women's vulnerability to natural disasters is reduced.</i></p> | | | | | | | | | | | | | | |
| OUTCOMES | 1. A comprehensive and dynamic set of global norms, policies and standards on gender equality and the empowerment of women and girls is strengthened and implemented | | | 2. Women lead, participate in and benefit equally from governance systems | | | 3. Women have income security, decent work and economic autonomy | | | 4. All women and girls live a life free from all forms of violence | | | 5. Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and from humanitarian action | | |
| OUTPUTS | 1. The capacity of governments and stakeholders is strengthened to assess progress in implementation of the Beijing Platform for Action, and other global normative and policy frameworks for gender equality and the empowerment of women | 2. Evidence-based dialogue is facilitated amongst government and with civil society and other relevant actors in the context of intergovernmental processes | 3. Knowledge on gender perspectives is expanded through provision of substantive inputs and dialogues to global intergovernmental processes | 4. More women of all ages fully participate, lead and engage in political institutions and processes | 5. More national and local plans and budgets are gender responsive | 6. More and better quality data and statistics are available to promote and track progress of gender equality and women's empowerment | 7. More justice institutions are accessible to and deliver for women and girls | 8. More policies promote decent work and social protection for women | 9. More women own, launch and/or better manage small, medium and large enterprises | 10. More rural women secure access to, control over and use of productive resources and engage in sustainable agriculture | 11. More countries and stakeholders are better able to prevent violence against women and girls and deliver quality essential services to victims and survivors | 12. More cities have safe and empowering public spaces for women and girls | 13. More commitments on women, peace and security are implemented by Member States and the UN system, and more gender equality advocates influence peace and security processes | 14. More women play a greater role and are better served by humanitarian response and recovery efforts | 15. More women play a great role in and are better served by disaster risk management processes |
| RISKS & BARRIERS | <ul style="list-style-type: none"> Lack of political will Pushback on normative gains Poor implementation, monitoring and evaluation Conflicting priorities | | | <ul style="list-style-type: none"> Lack of political will Gender-blind policies and laws Adverse socio-cultural norms and practices Weak institutions Electoral violence Limited leadership and negotiation skills | | | <ul style="list-style-type: none"> Lack of political will Discriminatory norms and practices Limited skills and access to resources Limited investments | | | <ul style="list-style-type: none"> Lack of political will Implementation gap in relevant legislation due to lack of capacity and budgetary resources Harmful social norms, attitudes and stereotypes Limited availability of services Lack of accurate data | | | <ul style="list-style-type: none"> Lack of political will Gender-blind frameworks and response mechanisms Negative social norms and practices Conflict-related violence Limited skills in leadership and conflict prevention, management and resolution | | |
| ASSUMPTIONS | Through leveraging its normative work, UN system coordination mandate and its partnerships with civil society and other relevant stakeholders, UN-Women acts as a smart catalyst, is able to build coalitions for transformative changes and mainstream gender equality and women's empowerment into the efforts of its partners to substantially leverage and complement its operational activities and ensure that the gender equality and women's agenda is covered in a comprehensive and integrated manner and key policies and infrastructure are in place. | | | | | | | | | | | | | | |

