UN Women
Flagship Programming Initiatives

Fit and Funded for Purpose
February 9th, 2016
What are the Flagship Programming Initiatives?

The 2014-2017 Strategic Plan is the WHAT and the PFIs the HOW. They reflect an evolution in UN-Women’s programming strategy from a large number of small UN Women projects to a small number of large UN Joint Programmes.
### II. THEORY OF CHANGE: Women’s Political Empowerment and Leadership

<table>
<thead>
<tr>
<th>Output</th>
<th>Goal</th>
<th>TOC Statement</th>
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</thead>
<tbody>
<tr>
<td>1. Electoral frameworks and arrangements promote gender balance in elections.</td>
<td>Women Lead in Political Decision-Making</td>
<td>If (1) electoral frameworks and arrangements promote gender balance in elections; if (2) a cadre of interested, diverse and capable women political leaders is formed; if (3) women are perceived as equally legitimate political leaders as men in society; and if (4) women are promoted as leaders in gender sensitive political institutions, then (5) women will be politically empowered and realize their rights, because (6) women will have political agency and lead in decision-making.</td>
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<tr>
<td>2. A cadre of interested, diverse and capable women political leaders is formed.</td>
<td>Indicator: % of women who regularly undertake various forms political action</td>
<td></td>
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<tr>
<td>3. Women are perceived as equally legitimate and effective political leaders as men.</td>
<td>Indicator: % of population who believe women are credible political leaders</td>
<td></td>
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<tr>
<td>4. Women are promoted as leaders in gender sensitive political institutions.</td>
<td>Indicator: % of women Speakers of Parliament</td>
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#### Outputs

1.1. Strengthened legislative framework enables women’s participation and leadership (reform to constitutions, electoral frameworks; voter, candidates, party members; promotion of GE/parity; political finance & campaign expenditure caps; quotas with sanctions legislated and enforced; violence against women reduced).

1.2. Political party policies and procedures reform to include women (campaigns target gatekeepers to select women; voluntary reforms to party statutes; women nominated in winnable positions; codes of conduct, accountability of women leaders).

1.3. Violence against women in elections is mitigated (capacity building of security forces; data collection; CSS monitoring mechanisms and women’s situation rooms in place).

1.4. Electoral arrangements enhance women’s political participation and leadership (EMLs guarantee women candidates access to TV; women report to DCIM; measures put in place to encourage participation in elections; voter outreach; women lead in electoral management).

2.1. Increased technical capacity of women to engage in leadership contests (capacity development of women aspirants; public speaking; constituency engagement; transformative leadership training, including of young and marginalized women).

2.2. Enhance women’s capacity to conduct competitive, well-resourced and innovative campaigns (capacity development of women candidates on campaign messaging, outreach, using ICT and social media campaigns; access to women’s fundraising networks).

2.3. Diverse networks of support for women leaders created and sustained (e.g. working with professional networks, CSS networks, social media networks, political parties, youth groups).

2.4. Women apply leadership skills (mentoring; capacity building of newly elected leaders; forums for women leaders; women’s caucuses; legislative drafting; leadership training; peer-to-peer learning).

3.1. Increased community and civic understanding of gender equality and women’s right to political participation (provision of outreach; community dialogues; women & gender advocates articulated demands).

3.2. The media promotes positive portrayals of women leaders and gender equality as a social goal (gender awareness raised, targeted campaigns, media code of conduct, social media).

3.3. Political leaders publicly promote gender equality and women’s leadership (stakeholders like traditional leaders, political party leaders publicly support women; public statements; make political leaders support HeForShe campaign).

4.1. Institutions are historically gendered but open to change (newly elected leaders require gender analysis to address institutional barriers; capacity building/skills development). |

4.2. Institutions are responsive to women leaders (family-friendly policies; child care; hours of operation; unwritten rules of debate/decomposition; accountability for gender equality commitments).

4.3. Political institutions promote and monitor a violence-free culture (political parties adopt code of conduct; parliaments reform standing orders (e.g. to combat harassment).

4.4. Women serve as role models to inspire a new generation of leaders (role-model effect; showcase positive examples through INKOK Politics, retention of women leaders; outreach to young women and women from marginalized groups).

#### Key Assumptions

- There is political will to adopt reforms.
- Some technical knowledge already exists among key national stakeholders.
- Providing technical support will result in reform of legal frameworks.
- Political party nomination procedures discriminate against women.
- A select group of women are willing to enter politics and lead.
- Most women are outside mainstream networks.
- Political parties will nominate skilled and resourceful women candidates.
- National stakeholders and donors willing to support women’s networks and GE advocates.
- The capacity of women to run innovative and well-resourced campaigns can be strengthened.
- Media shapes public perceptions.
- Lack of understanding of gender equality leads to discriminatory behavior.
- Raising awareness about gender discrimination will lead to transformation in attitudes.
- Leading by example has positive effect in communities.

#### Risks & Barriers

- Political upheaval stunts parliamentary and legislative processes.
- Gender inequality is not considered a priority in electoral administration.
- Legislation not enforced.
- National partners have limited capacities to apply knowledge.
- Parties may nominate women but voters don’t elect them.
- Male incumbents are able to raise more money than women.
- Deeply ingrained mentalities impossible to change.
- Men benefit from, and perpetuate, status quo.
- Combating discriminatory attitudes is insufficient without additional structural changes.

- Institutions are historically gendered but open to change.
- Newly elected leaders require capacity building/skills development.
- Creating forums for women in creating a supportive environment.
- Women are interested in supporting other women.
- Limited capacity of partners to put in place systems for gender responsive planning and policy making.
- Institutions are slow to reform.
Addressing Multiple SDGs in a Synergistic Manner
<table>
<thead>
<tr>
<th>Portfolio of Country Projects</th>
<th>Global/Regional Programme</th>
<th>UN Multi-Donor Trust Funds</th>
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<tbody>
<tr>
<td>Most FPIs are expected to be implemented through this</td>
<td>One programme document at the global (or</td>
<td>Pools funding from multiple donors at the</td>
</tr>
<tr>
<td>modality</td>
<td>regional) level</td>
<td>global, regional or country level</td>
</tr>
<tr>
<td>The portfolio of country branded projects will usually</td>
<td>Implemented in multiple countries</td>
<td>Promotes joint programming across UN agencies</td>
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<tr>
<td>be supported by a global/regional policy support</td>
<td></td>
<td>based on a shared theory of change. Can be</td>
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<tr>
<td>project that focuses on technical assistance. The</td>
<td></td>
<td>single or joint projects</td>
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<tr>
<td>global project may provide seed money to countries.</td>
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<td></td>
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<tr>
<td>Can be a joint projects with other UN agencies</td>
<td></td>
<td>Used mainly when there is a need for a large</td>
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<tr>
<td>Generic TOC contextualized to meet the unique</td>
<td></td>
<td>number of complementary initiatives and can</td>
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<tr>
<td>development requirements of each country</td>
<td></td>
<td>reduce transaction costs in such cases</td>
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Complementary options to scale up UN Women’s Operations

- Strengthening UN Women’s operational capacity through business process mapping and streamlining
- Contracting some operational activities to another UN agency
- Joining a UN common operational facility
- Fast Tracking
Implications of the FPIs for the Structured Dialogue on Financing

Identification of the funding gaps

- Shows Funding gap for FPI 6 by country
- Shows Total Funding gap for FPI 6
- Allow to identify Funding Gap by Flagship Programmes

Map showing various countries and regions with data on outcomes, outputs, and development results.
Thank you