STRATEGIC

NOTE

LATIN AMERICA AND THE CARIBBEAN
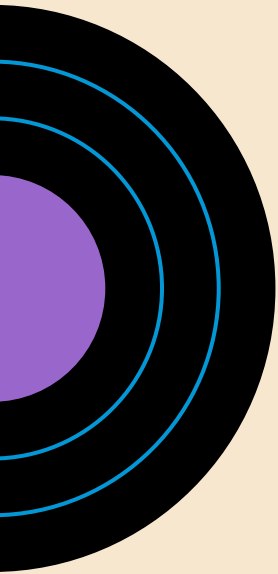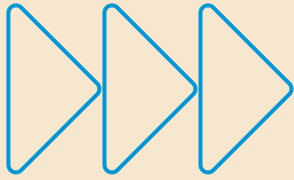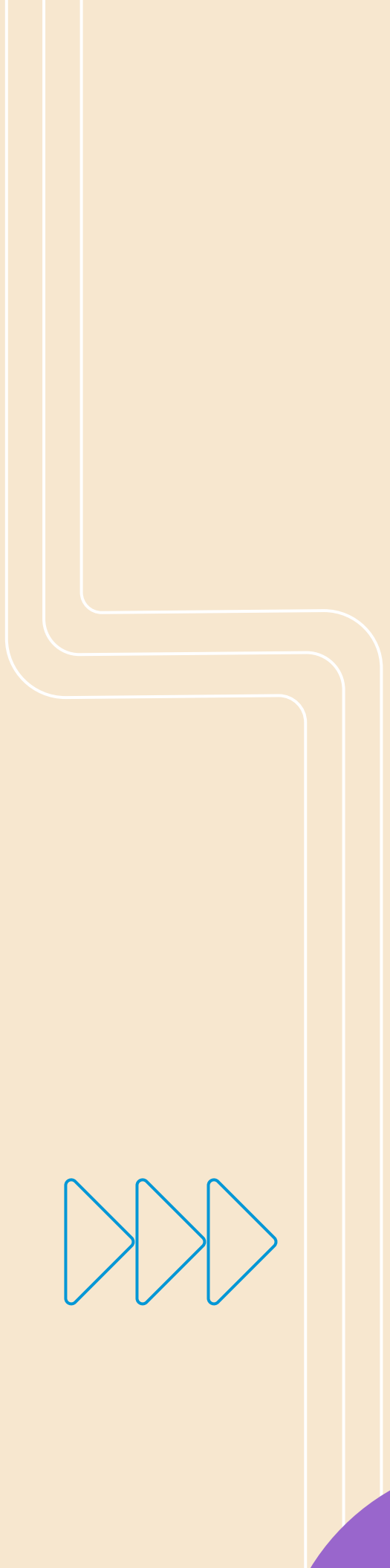
2023 — 2025

EQUAL

UN WOMEN

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1. Context and Situation Analysis

Over two years after the outbreak, the COVID-19 pandemic has triggered the most severe economic and social crisis in recent history, deepening structural gender inequalities and limiting women's autonomy and empowerment in all spheres in Latin America and the Caribbean (LAC).

The nexus between peace, security, humanitarian action, and development is more relevant than ever and must be faced by addressing the differentiated consequences on women and local communities. The global crisis that started in 2020 will be exacerbated in 2022 with the war in Ukraine and the related protracted crises on food, finance, and climate.

Several LAC countries have been increasingly affected by the deterioration of human rights, the reduction of democratic space, the increase in human mobility, a rise of violence against women as well as in conservative and anti-rights movements, including anti-feminist groups resulting in shrinking space for civil society, a backlash against women's rights organizations and a rise in attacks against women human rights defenders and activists. Prominent crime levels and the persistence of poverty, exclusion, inequality, and discrimination have generated social and political polarization. The COVID-19 pandemic exacerbated all these challenges, directly impacting peace and sustainable development.

SEVERAL LAC COUNTRIES HAVE BEEN INCREASINGLY AFFECTED BY THE DETERIORATION OF HUMAN RIGHTS.

In addition, LAC is a region of an increased vulnerability to the risk of disasters and the continuous effects of climate change. Climate change impacts, including mega-drought, extreme rainfall, land and marine heatwaves, and glacier melt, affect the region. This, combined with the effects of the COVID-19 pandemic, has not only impacted the region's biodiversity but has stalled decades of progress against poverty, food insecurity, and the reduction of inequality in the region. Women and girls experience disproportionate impacts from climate change. The United Nations estimates that women and girls are 14 times more likely than men to die during a climate disaster, representing 80% of displaced people[1]. Other factors, such as the likelihood of violence[2], the increased care burden, and the lack of adequate housing and basic services, disproportionately affect women's ability to anticipate, cope with, and recover from the impact of disasters.

The advance of anti-rights groups and the impact of the crisis on national accounts may negatively affect the Machineries for the Advancement of Women (MAMs) in two areas: on the one hand, it may affect the institutionality of the entity, promoting a more "family" centered approach, undermining its capacity to influence the State to promote laws, public policies, and budgets focused on achieving gender equality and women's empowerment; on the other hand, it may further reduce the budget to which the MAMs have access, making it even more challenging to finance specific programs aimed at closing gaps.

Between 2010 and 2022, fewer than 3 out of 10 Latin American and Caribbean constituents trusted their governments. Citizens often lack the means to hold their governments accountable and demand better public services, further eroding trust (Keefer & Scartascini, 2021). In some LAC countries, governance crises, social discontent, and protests have arisen, mostly against pre-existing low trust in institutions, elevated levels of inequality, political and social polarization, and political representation challenges. Women and youth led some of these social unrests, being among the most marginalized groups and the most affected by structural inequalities.

In several countries, there are expanding narratives against gender equality and significant resistance to human rights and women's rights, which poses risks for gender-responsive and human rights legislative and policy gains not being considered. Violence against women in politics (VAWP), women journalists, human rights, environmental defenders, and women in peacebuilding is a significant challenge for consolidating democracies and human rights fulfillment. VAWP presents specific manifestations locally and virtually (ATENEA, 2019).

LAC is one of the most affected by COVID-19 deaths in the world, according to the latest WHO data[3]. Before COVID-19, in 2019:

» More than half of LAC women (**56.7%**) had an informal job (ECLAC, 2022)
» In some countries, informality is extremely high, for instance:
(**Bolivia 86.7%**) (**Guatemala 79.0%**) (**Peru 73.0%** (2020)) (ECLAC, 2022)
» Even before the crisis, women spent (**three times**) as much time on unpaid domestic and care work as men, a situation that was exacerbated among lower-income women, who spent up to (**46 hours a week**) on average on this work. (ECLAC, 2020)[4]

Inequality and gender gaps continue to disproportionately affect women and girls who are traditionally marginalized and face different types of discrimination, which places them in a situation of greater vulnerability. Women and girls from marginalized groups, including Indigenous and Afro-descendant women and girls, women and girls with disabilities, women and girls in human mobility, and women of the LTBIQ+ community, face systematic violations of their rights.

In 2021, four out of ten jobs taken by women that disappeared during the pandemic were not recovered, whereas only two were taken by men (ECLAC, 2022)[5]. In 2022, LAC women were particularly suffering the effects of the crisis through an increased burden of unpaid domestic and care work, in combination with a massive exit from the labor market that resulted in a setback of 21 years in terms of women's labor participation (ECLAC, 2022). This situation is also causing an increase in informality, poverty, and income inequality.

However, only 29% of the COVID-19 pandemic crisis response groups are formed by women (UNDP and UN Women, 2021).

Gender gaps in access to financial resources, land, and other productive assets were also intensified. In terms of financial inclusion, the constraints caused by the COVID-19 pandemic accelerated the adoption of digital financial services, which has led to an improvement in most indicators related to the use of financial products and services by women in LAC. However, the region has significant disparities, with Central America registering significant advances and setbacks.

The Global Index Database 2021 (2022) mentions that women are 7% less likely than men to have an account:

» For instance, in LAC countries such as Brazil and Colombia, account ownership grew by about 15%, but the gender gap remained unchanged at around 7%.

» Only 14% of women in the region save, and 25% borrow from a formal financial institution.

» Also, gender differences in financial resilience are significant, where 39% of women say they can reliably access emergency money, compared with 56% of men the gender gap is 16%.

The digital gap continues to be high despite the digital priority that COVID-19 implies for households, employment, and services. One-third of the region's residents have no internet connection or limited access due to their economic and social conditions and location. In this sphere, too, there is still a considerable gender digital gap: four out of every ten women in the region are not connected to the internet (ECLAC, 2023)[6].

The pandemic evidenced a former concern
of UN Women, feminist economists, and experts:
the centrality of care economies and societies for life.

The growing demand for care exacerbates structural inequalities of the sexual division of labor and places a disproportionate burden on women and girls with implications for their health, well-being, and economic autonomy (UN Women and ECLAC, 2021)[7].

Care, as a fundamental element that enables the sustainability of life and the functioning of our societies, has gained visibility and importance during the last decade and has been progressively incorporated into the political agendas in LAC.

LAC governments have identified that the current organization of care is not sustainable in the short, medium, and long term, given that its provision is almost exclusively the responsibility of women in the family sphere and is mainly carried out in an unpaid manner or under highly precarious working conditions. There is a growing willingness to expand on this issue, and specific actions to advance in the gradual implementation of comprehensive care systems have been launched (UN Women, 2022).

On the other hand:

» LAC leads the world rankings of women parliamentarians with 33.0% (ECLAC, 2022).

» However, in the executive branch, women represent only 28.5% of ministerial cabinets in Latin America, with even lower participation in the Caribbean at 19.42% (ECLAC, 2021).

» Only five countries in the region are currently led by women: Honduras Barbados Grenada St Vincent and the Grenadines and Trinidad and Tobago (UN Women, 2022).

» At the local level, 25.5% of seats were held by women in local governments in LAC (UN-Women, 2022), and according to 2018 data, women mayors represent only 15.5% in Latin America (ECLAC, 2021).

1 In LAC, approximately 11.8 million women and girls aged 15-49 experienced physical or sexual violence by a current or former intimate partner in the last 12 months[8].

2 The proportion of women who reported this ranges from 14% to 17% in Brazil, Panama, and Uruguay to 58.5% in Bolivia (UN Women and CARE, 2020).

3 On the other hand, according to the World Bank (2022), during lockdown, calls to domestic violence helplines increased by:

| 91% Colombia | 48% Peru | 32% Argentina | 50% Panama | 25% Costa Rica and Ecuador |

4 The report "Measuring the Shadow Pandemic: Violence against Women during COVID-19" (UN Women, 2021) mentions that:

More than half of women in
Paraguay (51%) and Colombia (63%)
said that they or other women they know experienced a form of violence.

5 In Paraguay (54%) and Colombia (43%), women said that verbal or physical abuse at the hands of a partner has gotten worse because of the pandemic (UN Women, 2021).

6 Considering the 2021-2022 period:

In Haiti, 70% of women say that sexual violence has increased since the earthquake (Care & UN Women, 2021)

In Argentina, considering the Survey on the Prevalence of Violence against Women, 45% of those surveyed said they had suffered some form of gender-based violence in their lifetime, with their ex-partner being the primary aggressor (Ministerio de las Mujeres, Géneros y Diversidad, 2022).

7 In some Caribbean countries, the rate of violent gender-related killings per 100,000 women increased between 2019 and 2020.

| 1.9 to 5.5 in Grenada | Saint Vincent and the Grenadines from 0 to 5.5 (CEPAL, 2021) | Suriname from 1.1 to 2.8 |
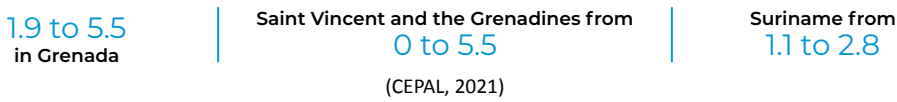
8 On a daily average, in 2020, about 11 women were victims of femicide in Latin America and the Caribbean[9] (CEPAL, 2022).

Specifically, 11.3 women and girls were murdered per day in Mexico. (OCNF, 2021)

One woman was murdered every two hours in Brazil. (Fórum Brasileiro de Segurança Pública, 2020)

By 2021, in Argentina, one woman was murdered every 35 hours. (Oficina de la Mujer (OM) - Corte Suprema de Justicia de la Nación, 2021)
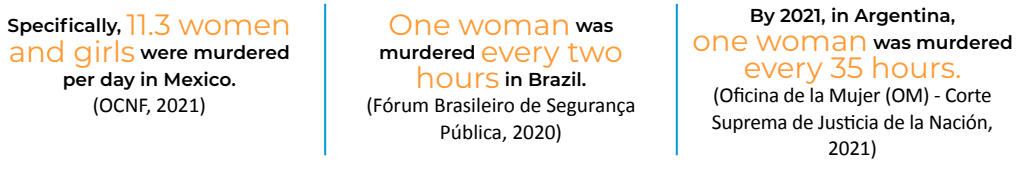
The increase in mixed flows of migrants and refugees across Central and South America and the Caribbean also puts women at increased risk for gender-based violence, other human rights violations, stigmatization, and limited socio-economic integration in the host countries. LAC is experiencing the second-largest global migration crisis. Almost 6 million[10] Venezuelans have left their homeland, and Colombia, Peru, Ecuador, and Chile are the primary receiving countries (R4V, 2022). This is occurring simultaneously as an intense regional migration from Central America to the United States. Additionally, 79% of trafficking victims in Central America and the Caribbean are women and girls (UNHCR, 2021), 81% of whom are trafficked for sexual exploitation. In Colombia, 40% of 2,216 Venezuelans arrived between 2019 and 2021 and are among the most vulnerable to sex trafficking and forced labor. In addition, over 5,000 refugee and migrant children have crossed the Darien Gap between Colombia and Panama between January and June 2022. In this ongoing migration crisis, women and children face an increased risk of drowning, human trafficking, and exploitation.

However, despite these challenges, LAC countries have made significant commitments to women's rights and the gender equality agenda, primarily related to international and regional normative frameworks. All have ratified the Convention on the Elimination of All Forms of Discrimination against Women, and 17 countries in the region have ratified the Optional Protocol to the Convention on the Elimination of All Forms of Discrimination against Women: Antigua and Barbuda, Argentina, Belize, Bolivia, Brazil, Colombia, Costa Rica, Dominican Republic, Ecuador, Guatemala, Mexico, Panama, Paraguay, Peru, Saint Kitts and Nevis, Uruguay and Venezuela. In addition, Chile, Cuba, and El Salvador have signed the Protocol. LAC also has a powerful regional instrument to combat violence against women, the Belém do Pará Convention, included in the Inter-American human rights system.

Furthermore, in line with international agreements and the Beijing Platform for Action, several countries have acted to advance gender equality by changing constitutions or creating women's affairs ministries (Ecuador and Panama). In this context, it is important to highlight the work of LAC feminist and women's organizations in all their diversity, including those facing multiple and intersecting forms of discrimination and youth organizations. LAC CSO recommendations are contributing to shaping gender plans at the country level and participate actively in providing substantive support in the implementation and improvement of normative frameworks (such as during the development of CEDAW and its General Recommendations) and the qualified participation at the leading global and regional intergovernmental processes (Regional Conference on Women, CSW, the Beijing Platform of Action, and the SDGs, among others.)

Lastly, given the current social, political, and economic scenario in many regions, it is urgent to advance peace initiatives, democratic governance, and conflict transformation. This is a critical moment to build trust, strengthen democracy, and rebuild the social fabric with initiatives that focus on dialogue and the renewal of the social contract led by women in their diversity, women's organizations, youth, and other traditionally underrepresented groups.

In recent years, combining the leadership of women and youth in peacebuilding, promoting democratic governance, gender response to human mobility, and humanitarian action can be models for accelerating the implementation of the Peace and Security and other development agendas in Latin America and the Caribbean.
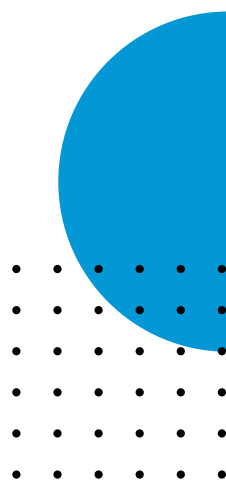
Including young women, in all their diversity, should be a key point. The Security Council has adopted a landmark resolution on Youth, Peace, and Security, highlighting the role of youth in preventing and resolving conflict and their vital role in building and maintaining peace.

UN Women supported Women and Youth Networks in LAC, who have been engaged, connected, and trained to participate in social dialogue efforts, constituting a regional example of how to articulate and support the local efforts of women on the ground to strengthen their capacities, build connections with each other, and with the government, civil society, and the international community. UN Women has focused on leveraging youth leadership strengthening prevention and protection mechanisms for children, adolescents, and young people in the face of the exponential increase in human mobility and the worsening of violence. In addition, UN Women supports COs in providing technical assistance for developing programs, projects or initiatives that include youth, for example (but not excluded), implementing a solid component of work on non-violent masculinities and their relationship with the structural causes of discrimination and exclusion.

UN Women has sustained and continues implementing a youth engagement strategy where National Gender Youth Activists (NGYA) act as an informal advisory group on topics related to the Generation Equality Forum outcomes. Also, including the NGYA, the participation of young people in intergovernmental spaces has been strengthened through preparation spaces and side events of the Forum of Countries and the ECOSOC Youth Forum with Children, Adolescents, and Youth Group of the LAC Civil Society Involvement Mechanism. UN Women participates in the Youth Working Group and the Governance and Institutions Coalition of the Regional Collaboration Platform for Latin America and the Caribbean (RCP LAC). This platform provides coordination within agencies to advance the implementation of the Youth, Peace, and Security agenda in LAC and youth engagement in peacebuilding processes.

UN Women's WPS area and Civil society work together to engage youth from the LAC region in global spaces and conversations such as the sixty-seventh session of the Commission on the Status of Women (CSW 67) in 2023 at United Nations Headquarters in New York. These spaces allow youth to share their expertise and experiences in platforms such as the Youth Interactive Dialogue on the priority theme "Innovation and technological change, and education in the digital age for achieving gender equality and empowering all women and girls."

UN WOMEN HAS FOCUSED ON LEVERAGING YOUTH LEADERSHIP STRENGTHENING PREVENTION AND PROTECTION MECHANISMS […] IN THE FACE OF THE EXPONENTIAL INCREASE IN HUMAN MOBILITY AND THE WORSENING OF VIOLENCE.

2. Regional Strategy

All the existing challenges to strengthen peaceful and democratic systems and gender equality in LAC co-exist because patriarchy has long been associated with traditional power structures currently being rejected by several constituencies and social movements.

This Strategic Note (SN), while being anchored in the international norms and standards on gender equality and women's empowerment[11], portrays the way that ACRO will play a catalytic role in a new reality where women have a pivotal role to play in regenerating such structures to be inclusive of gender equality and women empowerment and an intersectional/LNOB approach.

ACRO will *prioritize impact* with an overarching vision:

» Women in LAC live in more equal, peaceful, safe, and sustainable societies and have increased their physical, political, and economic autonomies and access to comprehensive care systems and decent work.

» This vision is based on (**eight regional priorities**) built on the seven Strategic Plan Systemic Outcomes (SP 2022-2025[12]) and its four thematic areas.

Thus, UN Women's regional strategy in LAC for 2023-2025 is structured around one overall vision, two general strategic goals, and three impact areas:

Overall regional Impact vision	Women in LAC live in more equal, peaceful, safe, and sustainable societies and have increased their physical, political, and economic autonomy and access to comprehensive care systems and decent work.
2 Strategic goals:	» Contribute to consolidating democratic institutions and national care systems as a pillar of social protection » Contribute to behavioral changes and reduce income and gender inequalities
Impact 1:	LAC Women live in more equal, peaceful, safe, and sustainable societies.
Impact 2:	LAC women have increased their economic autonomy and access to comprehensive care policies and systems.
Impact 3:	The UN System has contributed to transformative changes for gender equality, and governments have advanced the implementation of international and regional gender equality frameworks.

Regional priorities responding to global SP systemic outcomes and driving impact towards thematic areas

Contribute to behavioral changes and reduce inequalities

Care systems expanded and consolidated in the region

Strenghened democratic institutions, women's political participation and parity in all levels

Climate change, gender equality and women's economic empowerment through circular economy and green tech initiatives

Knowledge hub: Improved gender data and statistics, forecasting analyses, enabling environments for gender-responsive policies and programmes

Financing for Gender Equality - advance gender equality through public and private gender responsive financing policies, public budgeting, innovative strategies and instruments

Women human rights and environmental defenders, indigenous, Afro-descendant and migrant women

EVAW advanced and society free of gender stereotypes and discriminatory social norms is promoted with the engagement women, girls, LGBTIQ+ people, men and boys

Strengthening women's role in local mediation, social dialogues and peace

Empowered people and professionalization of teams, automatization and use of a network approach

Engender disaster risk reduction and humanitarian responses and policies

UNS accountable and driven to deliver a UN Women-led gender sensitive response to achieve 2030 Agenda

Central diagram

GENDER EQUALITY AND WOMEN'S EMPOWERMENT

Governance & Participation in Public Life

Women's Economic Empowerment

Ending Violence Against Women

Women, Peace & Security, Humanitarian Action, & Disaster Risk Reduction

- Global normative frameworks, and gender-responsive laws, policies and institutions
- UN System Coordination for gender Equality
- Financing for gender equality
- Production, analysis and use of gender statistics and sex-disaggregated data
- Positive social norms including by engaging men & boys
- Women's voice, leadership & agency
- Women's equitable access to services, goods & resources

ACRO will continue its core work on Women's Economic Empowerment (WEE), Women Peace and Security (WPS), Ending Violence Against Women (EVAW), and Governance and Participation in Public Life (GPP), while introducing cross-cutting development issues relevant to the region, such as work on financing for gender equality, innovative financing, climate change, gender-sensitive statistics and data, coordination, and intergovernmental and normative issues.

In addition to the restructured thematic focuses, ACRO will **build its expertise in three new areas** for the following period of the Strategic Note: **resilience** and **climate change**, **circular economy**, and **financial inclusion**.

UN Women received the Green Climate Fund (GCF) certification as a delivery partner for its Readiness Program. Additionally, in the region, there are some significant alliances with UN agencies to advance work related to the climate crisis, such as a partnership with UNDP to support countries that signed the Paris Agreement to achieve emissions reduction targets - the Nationally Determined Contribution (NDC). UN Women also partnered with UNEP to potentially contribute to climate action issues with a gender perspective, considering the work of women leaders in Latin America and the Caribbean. Even though in the LAC Region, there have been initiatives on knowledge production on gender, environment, and climate change – it is crucial to continue developing more knowledge products and data, as well as strengthening capacity at the regional and country levels.

The model used to expand the region's care system will catalyze a knowledge base and technical assistance in these three emerging areas.

The MELYT and WIN WIN programmes have contributed to implementing regional and subregional strategies to promote increased access to opportunities for income generation and sustainable livelihoods through financial and digital inclusion. For instance, the MELYT programme seeks to create new economic opportunities for women-owned businesses by promoting innovative actions with public development banks to increase women entrepreneurs' access to financial services and business assistance as well as ensure the positioning of the financial inclusion agenda in Central America through the development and promotion of several Financial Inclusion Forums.

Another important consideration for the general regional strategy is that ACRO has detected there are three relevant shifts that it needs to focus on to effectively respond to the challenges, trends, and opportunities described above:

1. ***Prioritize results*** to achieve a more significant impact by ***consolidating and integrating thematic areas***. This will allow ACRO to take advantage of synergies and institutional strengths across thematic areas and the regional office's growing work as a networked organization. An integrated approach to ACRO's work will also allow collaboration between the office's different programmatic areas on new emerging topics. UN Women's Strategic Plan provides a substantial framework for this cross-thematic focus to be translated into the systemic and thematic results required to achieve development with gender equality.

2. ***Consolidate and scale up funding sources.*** ACRO will prioritize moving away from receiving multiple small grants and donations that result in fragmentation and lack of targeted results strategies towards large financial mobilizations that provide sustainability to programmatic portfolios while developing a fee-for-service structure for knowledge products and technical assistance. However, the funding landscape globally and regionally is complex, and LAC is not a priority for ODA. Thus, results will depend on active support from joint RM efforts across the region and with HQ.

3. Invest in effectiveness through ***BPR***, ***process simplification***, ***and automatization*** and complement these efficiency gains with **enough personnel in an adequate organizational structure** that is fit for facing the current challenges and field demands from the region.

3. Lessons Learned

Based on lessons learned from implementing the previous Strategic Plan and significant programmes, ACRO will continue to work with a wide range of partners to consolidate advanced results across thematic areas, expand some regional initiatives, and integrate emerging issues.

ACRO gathered a large set of lessons based on the implementation of previous strategic notes across the region, including insights from over 20 evaluations and reviews in LAC since 2015 and consultations with team members and other stakeholders at regional and country levels, such as CSOs, the UN System, governments, private sector representatives, international organizations and academia.[13]

Some of the most important lessons include:

» ACRO needs to enhance an integrated approach to its thematic work and prioritize emerging topics identified in the new Strategic Plan.

» Evaluation reports from different COs point to the need to incorporate a systematic intersectionality approach integrated transversally in all impact areas, focusing on the principle of leaving no one behind (LNOB).

» Emerging topics include the climate crisis, disaster risk reduction, circular economy, and financial inclusion, where UN Women's experience in places like Ecuador and the Caribbean MCO can be leveraged.

» ACRO will also build on the use of technologies and innovation to reduce the digital gap, as it has been tested in Mexico, Colombia, Chile, Ecuador, and Brazil.

The ongoing challenge of UN Women's coordination work in the region will be to ensure that a gender-transforming development vision is appropriated within the UN System and interagency spaces and planning frameworks such as the RCP/IBCs and UNSDCF/CCA frameworks. Given the high transaction costs for programme and operations staff, especially those coordinating from ACRO at the local level, this coordination mandate needs to be strengthened. During this SN period, ACRO needs to ensure the visibility of coordination work done at the regional level, mainly in those countries where UN Women lacks an office presence to evidence the amount of time and resources needed for the optimal functioning of the UN System towards GEWE.

Given the diversity across LAC in terms of UN Women's country presence, size, and composition, ACRO will focus on delivering impact through a differentiated business model that enables various teams to focus on where they can catalyze change. ACRO must be at the service of the COs. Assuming a double role of supporting COs while also focusing on direct programme delivery, significantly restricts human resources that could otherwise be dedicated to supporting CO operations.

ACRO has invested in functioning more as a networked organization sharing resources and support. Working as a networked organization was accelerated during the pandemic, and sharing expertise in this area across COs has emerged as a strong practice. However, existing networks must be resourced and managed to promote effectiveness and internal efficiency. Most importantly, the organization must better recognize the multiple responsibilities of UN Women staff and mitigate the risk of burnout by setting clear expectations.

Based on the above, a core priority will continue to center on regional efforts for an accountable UN system led by UN Women to deliver on gender equality response to support countries in achieving the 2030 Agenda. UN Women will continue to work closely with DCO, Resident Coordinators, and UN agencies to ensure system-wide integration of gender equality and women's empowerment in programming and cooperation frameworks. When possible, in NRAs and COs, ACRO will promote joining UN Houses, building on the lessons learned from the hybrid COVID-19 working modalities.

Regional implementation of the SP will focus on expanding care policies and systems in LAC and influencing recovery strategies contributing to behavioral changes and reducing inequalities across all thematic areas with special attention on women human rights and environmental defenders, indigenous, Afro-descendant, and migrant women.

In Women, Peace and Security, humanitarian action and disaster risk reduction, a solid continued focus will be on strengthening women's role in local mediation, social dialogues, peace-promoting initiatives, and engendering disaster risk reduction and humanitarian responses and policies and migration.

Under the Latin America Regional Programme of the Spotlight Initiative, UN Women generated evidence using innovative tools, such as behavioral science and big data, on effective ways to prevent men and boys from committing violence against women and girls in the online space and what the trends on social media channels in different countries in the region are concerning VAWG issues. Building on the generated evidence, UN Women will continue to work with the Behavioral Insights Team (BIT), IPSOS, ProMundo, Raising Voices, and Men Engage to continue to use these tools to change harmful masculinities and negative social norms. Further efforts will also be made to support the consolidation of national mechanisms for prevention and response for VAW victims/survivors, increasing their access to justice and reparation.

UN Women will continue to work closely with ECLAC and national partners to advance the SDGs in LAC, improving gender data and statistics, forecasting analyses, and creating enabling environments for gender-responsive policies and programmes. As a key contribution, a regional analysis of the leading gender-specific SDG indicators and a dashboard that consolidates gender and intersectionality statistics for LAC will be launched on UN Women's website.

Climate change and women's economic empowerment through circular economy and green tech initiatives are emerging priorities. Financing for gender equality and advancing gender equality through public and private gender-responsive financing policies, public budgeting, and innovative strategies and instruments will also be key drivers in UN Women's strategies and initiatives.

4. Management & Operations

4.1 Principled Performance

This regional management and operations strategy builds on the SP[14], the need to continue to consolidate an enabling environment for innovation and existing internal processes that resulted from COVID-19 adaptation and business transformation led by RD-DRD in ACRO:

1. Existing regional networks approach in LAC that can facilitate coordination and collaboration across the region, ensuring necessary capacities exist in case of their absence.

2. Existing hybrid work model (UN Women Strategic Plan, Paragraph 109).

3. Operational and programmatic work organized through automated processes (more than 80), corporate tools, and innovative solutions through Microsoft 365 and Quantum starting in 2023.

4.1.1 Operational and Financial Management

ACRO will continue to strengthen its implementation by drawing from experience, including COVID–19 response, best practices, audits, and evaluations, to inform implementation of the SN 2023-2025. ACRO will continue to position itself as a knowledge and policy advisory hub through the strengthened role of quality assurance, capacity building, and strategic operational policy advice.

Key priorities will be ensuring timely analysis and provision of management of resources, effective risk management and compliance, strengthened linkages between programme and procurement planning, effective use of IT tools towards business effectiveness, reliability in the maintenance of assets, compliance with audit requirements, and upholding security and safety standards.

ACRO will prioritize timely and quality delivery of results and resources through continued oversight of several performance indicators, ensuring timely preparation and dissemination of reports and follow-up on identified issues.

ACRO will actively engage in rolling out and streamlining regional Quarterly Business Review (QBR). ACRO is an active member of the various inter-agency mechanisms, including BOS, OMT, SMT, among multiple groups. ACRO will continue to implement the capacity development plan in finance, budget, procurement planning, risk management, cost recovery practices, and other areas, focusing on the effective and efficient delivery of results. ACRO will ensure

effective risk, security, and IT management administration, emphasizing compliance and mainstreaming into daily activities.

Given the importance of risk management in effective programme implementation, ACRO will conduct diligent monitoring of how ERM is streamlined into daily work processes and support all offices in this regard. Security compliance will be a priority for all programmes, aimin to reach 100% compliance. ACRO will mainstream the implementation of the UN Women Security and Safety Compliance Business Process and relevant policies, ensuring that the required functions of Security, Business Continuity and Crisis Management, and Occupational Health and Safety are considered, aligned, and resourced following corporate compliance requirements.

ACRO will ensure that all activities will be measured against applicable compliance requirements, such as: communications; workplace requirements for workshops, conferences, and events; security and safety equipment and supplies; disability and inclusivity considerations; security clearances prior to mission travel; and available security and safety training.

ACRO will continue to liaise with the UN Women Regional Security Specialist on all security and safety considerations.

Under this strategy, ACRO will continue to actively support all offices on UNBOA and Partner audit exercises to ensure 100% compliance with the timeliness implementation of all audit findings/recommendations. Continuous efforts are made to streamline business processes, to improve efficiency and accountability. Operational support will be provided to NRAs and newly opened offices; therefore, it is imperative to institute cost recovery practices fully. Given the projections of core and IB for the region, ACRO will focus on training and implementation of cost recovery.

A systematic approach to investing in personnel across the region will be at the center of ACRO operational activities. ACRO will foster innovation and creativity in systems and processes to deliver quality services while strengthening oversight and accountability. Implementation of the Quantum project will require ACRO technical leadership and support to facilitate a streamlined implementation across the region.

ACRO will continue improving the automation of internal processes, transitioning actively into Quantum, using GST and Microsoft Planner to appropriately respond to the operational workload, leading to improved timeliness and better support COs and NRAs. ACRO will continue to invest and further develop the Regional Networking approach to promote cross-fertilization and knowledge sharing. ACRO will ensure that key corporate tools are used for efficiency and effectiveness, ensuring accountability through principled performance.

Since corporate investments for field accompaniment in Quantum transition are low, and there is no Spanish training planned in corporate training plans (only for Procurement with a half-time consultant supporting LAC), ACRO will prioritize investment in at least two additional trainers, and IT support in Spanish for LAC personnel to reduce the burden and impact of Quantum transition and adapt to personnel needs in their language. The first year

of this SN period will focus on transition, system damage control, and ensuring accuracy and IT resilience among all the personnel. The second and third years of this strategy will focus on permanent learning and improvement.

4.1.2 Monitoring and Evaluation

ACRO will continue providing technical support to strengthen results-based management (RBM) and reporting across the project cycle to build capacity at the regional and country levels (see proposed monitoring activities in MERP).

In this sense, to enhance evidence-based monitoring and reporting, in addition to the corporate RBM systems for reporting results, ACRO will systematize and implement further tools, approaches, and methods for improving the measurement of UN Women's impact through big data analyses and data. Joint work with UN Global Pulse will seek to contribute to developing capacity across the region to move beyond activity-focused monitoring towards impact analysis and baselines, including innovative approaches such as those informed by big data analyses where feasible and relevant.

ACRO will continue strengthening internal capacities at the regional and national levels for quality monitoring, data collection, and reporting. Communications and knowledge/ experience sharing across the region will be facilitated through the regional Community of Practice in Strategic Planning and Monitoring, established in 2020 and firmly consolidated.

The evaluation function will inform learning and decision-making for more effective programming while demonstrating UN Women's strong accountability for results. In alignment with the corporate evaluation plan and based on regional needs, regional evaluations will be conducted regarding UN Women's engagement with civil society (2022-2023) and social norms change (2023), in addition to an evaluation of the Strategic Note (2025). Other key regional programmes will be evaluated in line with their respective requirements, including the Spotlight Initiative. Finally, the regional Community of Practice for Evaluation will continue to provide a space for internal knowledge exchange and capacity building for evaluation activities.

4.1.3 Key Risks and Risk Mitigation

For the period of the SN, several Contextual Risks were identified, arising from political instability, social unrest, natural disasters, and economic challenges exacerbated by constraints in the international economy, and new waves of the pandemic were identified as high risk. Other corporate risks have been identified, such as the implementation of a new corporate ERP system and the transition to new contractual modalities that can generate disruption (see Risk Register for details).

In this context, ACRO's Regional Risk Focal points will continue to oversee corporate risk management in the region by performing a quality assurance and validation role for CO risk registers, in coordination with the global Enterprise Risk Manager to work on areas of improvement.

The mitigating actions to this regional context include close monitoring and follow-up with COs and NRAs in situations of higher risk, regular political and risk analysis, creation of task forces, improvements in the planning process, developing innovative RM strategy, ensuring security compliance, revision of implementation processes, strengthening regional networks, and risks escalation, among others.

4.2 Business Transformation

4.2.1 Regional Networks' Model

The ACRO team is already working across the region through regional networks adopting the following forms:

1. **Regional co-creation and operational coordination:** This approach is based on existing global networks in programmatic areas (e.g., WPS) and regional experts' communities of practice that took a new form by early 2020 with COVID-19 through the LAC COP PROGRAMME in Microsoft Teams. This online team has 400 members, and 390 are active members, where all thematic areas have their respective channels, which allow for regular exchange, cross-fertilization, and communication across the region.

2. **Cost-sharing and Virtual Deployments:** Where part-time new capacities were needed in ACRO in COVID-19 adaptation, instead of opening new positions, part-time Virtual Deployments have been used with particularly satisfactory results. This implied cost-sharing between CO-RO, reducing costs for COs when needed, better use of existing capacities through experienced team members, a lower learning curve, and a sense of joint teamwork between the COs and the RO. This model is used in Operations (e.g., finance and procurement), and in programmes where ACRO personnel were deployed in Detailed Assignments – Virtual Deployments, and personnel from the COs applied for positions with the Regional Office (e.g., EVAW and WPS).

3. **Regional team, including members from ACRO and COs:** Where new personnel were starting in COs in areas where RO had reduced staff (e.g., Procurement and communications), they were invited to be part of the regional procurement network, delivering services as a team in ACRO and integrated into the Secretariat of RPRC to ensure a joint learning process led by senior peers and RPRC Co-chairs.

4. **Depending on ACRO's needs and COs' capacities and cost-sharing needs:** When a CO has reduced revenue and existing capacities were needed across the region, after a cost-structure reduction review, some of these functions (personnel) can deliver virtually and through a defined timeframe (e.g., two months or part-time during a determined period) to regional outcomes (e.g., communications team from Mexico, Uruguay, and Argentina supporting the Regional Conference on Women's communications strategy in 2022).

These efforts towards a network-based approach are also being delivered in substantive thematic areas and existing global networks such as the Global Service approach in Finance across the organization. It is expected that these networks will be strengthened during 2023-2025 and consolidated across LAC and across UN Women. Further inter-regional exchanges and co-creation would undoubtedly benefit the implementation of the SN and UN Women coherence.

4.2.2 Regional Office Typology

ACRO's Change Management (CM) Strategy is aligned with the SP OEE Output area 3 about *advancing business transformation*. ACRO will continue employing its current functional and organizational structure to advise on policy, guarantee oversight and quality assurance of programming and operations, focus on results reporting, actively manage risks, and learn from experience in nine COs (Argentina, Bolivia, Brazil, Chile, Colombia, Guatemala, Ecuador, El Salvador, and México) 1 MCO located in Barbados and servicing nine countries that encompass six UN Country Teams, and other nine countries where UN Women is non-resident (Costa Rica, Cuba, Dominican Republic, Honduras, Panama, Paraguay, Peru, Uruguay and Venezuela).

ACRO will continue supporting COs and NRAs in implementing the corporate office typology, by providing targeted support in key areas such as resource mobilization (RM, LEADS, and DAMS), resources management, and risk management. The increased responsibilities in ACRO posed under the ongoing Country Office typology implies additional efforts from the ACRO team in terms of representation, coordination, and implementation in NRAs and offices that are still in transition from the former PPO format to NRAs or new COs.

ACRO will strengthen the cost recovery strategy by closely monitoring resource mobilization, negotiation of agreements, and resource management for programmes i.e., "revenue centers" in the region to make the overall operation more sustainable. Additionally, ACRO will support that "cost centers" engage in direct project-costing functions (oversight, quality assurance, planning, RM, and UN coordination) and guarantee that indirect costs are informed and charged accordingly.

Regarding innovation, ACRO will continue to reinforce the hybrid networking model based on digital transformation that has been in place in the region since 2020 through Microsoft 365 solutions. In April 2020, business processes were mapped and automated for ACRO. In 2021, they were mapped and adapted to COs with the objective of automation and simplification. All these solutions have been regularly reviewed and improved. By 2022, they were implemented in 12 out of 14 countries in LAC, after extended use and testing in ACRO. During this SN period, the remaining COs that are lagged in automation (Colombia and Haiti) will be accompanied by ACRO to support their transition into a more agile and automated CO management.

Targeted efforts will be made to further invest and expand the regional networks and automation, especially during rollout and post-Quantum implementation, to manage all programmatic and operational processes better. As part of this automation, knowledge management has been strengthened in ACRO, and this strategy will be extended to COs

and NRAs to contribute to the standardization of the production of Knowledge Products. This managerial and cultural change is set to improve results and will adapt to the new reality of the post-COVID-19 hybrid work environment.

The Regional Office plans to continue operating a hybrid work-place model which will leverage an on-site presence together with an expanded work-from-home modality. This way of working places greater stress on information security and effective management of the Region's ICT resources is imperative to ensure business continuity. In offices where a substantial change to the physical presence has taken place, affecting ICT infrastructure, will involve the consultation of ICT Infrastructure and ICT Information Security to ensure the continued safety and integrity of UN Women's ICT infrastructure and data.

The region will ensure through the use of its regional and field ICT focal points that personnel are up to date with the latest Information Security best practices, that all offices are in compliance with the minimum ICT standards, and that the any projects and programmes involving an ICT component are operated in line with the ICT Governance Policy. These activities will be adequately resourced, with dedicated regional ICT focal points (as appropriate).

4.2.3 Knowledge Management

Knowledge production and its strategic dissemination are transversal components that are incorporated into all the programmatic areas of ACRO and COs. Leveraging data, evidence, and knowledge has a dual effect on ACRO and COs. On the one hand, it measures the capacity and quality of UN Women to fulfill its triple mandate, and on the other, it impacts the improvement of the exercise of women's rights in the region. UN Women has positioned itself in Latin America and the Caribbean as the center of knowledge and thought leader on gender equality and women's empowerment. In addition, ACRO has successfully committed to strengthening women's voice, agency, knowledge, and capabilities in their diversity, achieving significant results, and setting future challenges in producing high-quality research-based knowledge products.

ACRO will focus on the strengthening of key partnerships in joint knowledge production with ongoing partners within the UN system and regional academia: Global Pulse for big data further development for ACRO's programmes and policies, ECLAC for economic analysis, statistics and care, ATENEA (UNDP and IDEA) for political participation reporting and analysis, CLACSO for innovative research and care capacity development, ISOQuito Mechanism, FLACSO for local women's leaders and political women training and online capacity development, and the UNTF in the field of eliminating violence against women. In addition, the signing of partnership agreements with organizations representing traditionally marginalized groups of women and girls, such as indigenous and Afro-descendant women, will be expanded.

ACRO supports knowledge production and facilitates knowledge sharing at the regional level. For this purpose, ACRO has designed a KM virtual platform under Microsoft whose functions facilitate co-creation, mapping, and the identification of topics, documents, and data available to all personnel in the region.

The tool is based on a five-step process: i. planning, ii. development, iii. production, iv. dissemination and advocacy, and v. follow-up and assessment. In the planning phase, the dissemination and advocacy campaign is designed to be jointly be implemented by the Programme Area and communications team. ACRO will provide support to COs in the design of the dissemination and advocacy strategy campaign, as well as in its implementation.

The strategy considers partners, government institutions, NGOs, feminist organizations, and other actors' participation. Among the main activities are launching Knowledge Products, their dissemination on Social Media platforms, and training for key actors.

On the other hand, ACRO maintains active learning communities that strengthen the knowledge of UN Women staff in the region, and the solid and creative design of programmes.

4.2.4 Strategic Planning

ACRO will continue coordinating and providing technical support for national and regional strategic planning.

Regarding Strategic Notes, ACRO will continue providing technical advice and support throughout its planning and implementation process, ensuring full alignment with UNSDCFs and the UN Women Strategic Plan 2022 – 2025. In this sense, by 2023, all offices in the region will be fully aligned with the new Cooperation Framework (UNSDCFs) modality and UN Women's Strategic Plan 2022-2025. To this end, ACRO plans to closely follow up with the COs and keep strengthening and boosting the Strategic Planning Community of Practice, in which focal points on the subject participate, to share the latest information available on these processes, as well as lessons learned and recommendations.

In addition, ACRO will provide quality assurance in all phases of the different strategic planning cycles through strategic advice and technical support, including RBM trainings and results-based reporting on RMS. Considering the diverse and multilingual context of the region, ACRO will facilitate trainings in Spanish and English and will ensure adequate adaptation to the region's specific needs.

For UN System Strategic Planning processes, ACRO will maintain its work and collaboration with RCOs and UNCTs in the region by providing demand-driven technical support and training regarding RBM, TOC, and gender mainstreaming in CCAs and UNSDCFs. This will be carried out through the active participation of ACRO in the LAC Peer Support Group.

4.3 Empowered People

4.3.1 Human Resources Planning

With the post-pandemic Strategic Note, the RO that values its personnel as its greatest asset, concentrating on new ways of working, the changing nature of its workforce, with an increased focus on duty of care, especially with regards to mental health and well-being of colleagues. Sessions with stress counsellor, Office of the Ombudsman, and others will continue supporting personnel.

The results of periodic surveys and retreats will continue to be used to measure organizational climate and staff well-being, define alternative working arrangements, articulate regional networking opportunities, voice concerns regarding work-life balance, and provide insights to concrete management actions.

Reference is made to the Field-specific Enabling Environment Guidelines that provide guidance on sufficient financial and human resources for organizational change and overcoming identified impediments to progress on gender balance, including setbacks from the pandemic.

The RO will continue to reinforce key functions through diverse contractual modalities (PSA, UNV, JPO, Fellowships, Internships, NRLA) to ensure diversity and career progression. ACRO will continue to review current positions and recruit key functions to align with the RO typology. With the introduction of Quantum and other new tools and platforms, the average recruitment time will be reduced, giving the RO more autonomy over its recruitment.

In the continued effort to attract and retain talent in the Organization, ACRO will invest in skills and competencies required to respond to ongoing challenges in the region, by investing in targeted learning and development, making it a priority to attract the right talent and retain qualified staff. The proposed alignment of affiliate contracts to the newly launched UNDP's N/P PSAs (that provide better benefits and entitlements) will help attract talent to the RO and Region as a whole.

The RO will continue its advisory and oversight role in the region to ensure compliance in all HR matters as well as build the capacity of the HR Community of Practice to ensure quality of service.

4.3.2 Nurturing an Empowered and Inclusive Workforce

Nurturing an empowered and inclusive workforce will remain a key priority for ACRO, since COVID- 19 the regular feeling of workers across the globe is that it has been exceedingly difficult to ensure a balance of work and personal life. This concern and the need for secure spaces for mutual support and personnel well-being has been at the core of the COVID-19 crisis management in ACRO and continues to be a priority towards 2025.

ACRO will continue to promote inclusive, collaborative teamwork, strengthening feminist leadership and team capacity, stimulating an environment of continuous learning, a culture of accountability, effectively implementing recruitments and considering diversity, being respectful and applying safeguarding measures, and following standards of conduct. This will be ensured through participation in Leadership Dialogues, Value Conversations, team and leadership development programmes, feedback exercises, completion of mandatory training and performance management processes, PSEA and SH training, among others.

ACRO will strengthen its current HR structure with the recruitment of an HR Business Partner fully dedicated to supporting the region, ensuring progressive application of diverse contractual modalities with an aim to foster diversity and career progression in offices in the region. All vacancy announcements will carry the diversity and inclusion statement, and the RO will continue to advocate for DI as a key element to its daily work - diverse

workforce, inclusive environment, healthy workplace and demonstrate zero tolerance to any discrimination or biases, all to strengthen team spirit and to promote an enabling and respectful work environment.

Staff will be encouraged to take advantage of various learning opportunities within the region and with other regions to increase their exposure and promote mobility through virtual deployments, detail assignments, and job SWAP opportunities,

ACRO will continue to promote managers' participation in corporate leadership development initiatives and 360-degree assessment performance evaluation and continue providing coaching sessions for new and current managers.

Finally, the ACRO induction programme and retreats will ensure the integration of new colleagues and continuous engagement of existing personnel in new policies or processes.

4.4 Advancing Partnerships and Resourcing

4.4.1 UN System Coordination

ACRO will continue leveraging its coordination mandate for Gender Equality and Women's Empowerment (GEWE) within the UN System (UNS) and delivering for women and girls in Latin America and the Caribbean.

ACRO will maintain its active engagement UN coordination mechanisms through its participation in the Regional Collaborative Platform (RCP). ACRO will continue working with the UNS in the region to jointly integrate gender into the main interagency spaces and discussions on key priorities for the region.

In this sense, ACRO will continue to lead the Regional Gender Theme Group (GTG), encouraging and providing a coordinated, effective, and aligned approach with global objectives within the framework of the Sustainable Development Goals, specifically SDG 5. Also, in the framework of the GTG, the regional office will focus on strengthening the national Gender Interagency Groups or GIGs[15], promoting networking, and taking advantage of the synergies between these groups to strengthen their work and their services to the RCOs and to counteract gender equality pushbacks across the region.

Additionally, ACRO will continue to co-lead the IBC on Crime and Violence and the Interagency Working Group on Data and Statistics, as well as maintain its participation as members of other IBCs and Regional Working Groups within the framework of the RCP, helping strengthen effective UN action at the regional level and ensuring that GEWE is a cross-cutting theme in each of these spaces.

ACRO will continue advancing the UN System's accountability mechanisms and results on GEWE through the promotion of the UNCT SWAP Scorecard across the region, as well as the UNCT Gender Equality Marker (UNCT-GEM), by analyzing the regional situation and developing targeted training, especially to move forward on those areas that are lagging.

Furthermore, through its continued and active participation in the Regional Peer Support Group, UN Women will continue to promote the inclusion of a transformative gender perspective throughout the whole UNSDCF elaboration process. In this regard, ACRO will provide RCOs and UNCTs with technical expertise and quality assurance through comprehensive reviews and training requested within the framework of the PSG. Furthermore, collaborations with other agencies, such as OHCHR, will be promoted to strengthen the principles of GEWE, HRBA, and LNOB across all the UNSDCFs of the region.

Finally, in countries where UN Women is a NRA, ACRO will continue providing technical assistance and support, as well as participate in the UNCTs and other interagency mechanisms, such as the GIGs, and ensure GEWE is firmly incorporated through the whole cycle of the UNSDCF including Joint Work Plans. In addition, ACRO will work on strengthening and building relationships with other agencies of the UN System in these countries, seeking opportunities for collaboration and programming.

ACRO will continue to work together with the UNTF in the thematic area of EVAW, providing technical support to ensure alignment with regional priorities and will work towards identifying potential synergies and entry points for future collaboration, including the development of joint knowledge products and strengthening civil society regional coalitions. In a global consultation with civil society organizations in October 2022, organizations from Latin America and the Caribbean recognized the solid alliance that UN Women preserves with civil society in the region.

4.4.2 Strategic Partnerships

UN Women ACRO will focus on strategic partnerships and its participation within funds available for UN System Agencies whilst strengthening its participation on joint initiatives, enhancing coordination with other UN agencies through UNCTs and Gender Theme Groups for the development of joint initiatives and pooling of traditional donor funds.

UN Women ACRO will stabilize - including through multi-year agreements- and where possible, expand contributions from regional partners to programme budgets and direct contributions to ACRO and COs SN.

ACRO will focus on creating new alliances within the UNS to strengthen its coordination role through UN-to-UN agreements and increase GEWE impact of the rest of the UNS in LAC, primarily through the co-organization of the Regional Conferences on Women with ECLAC, as well as the Meeting of the Presiding Officers. Also, with the UNS, ACRO will work on implementing other agencies' resources and UN trust fund initiatives.

ACRO will continue to engage with diverse regional stakeholders and expand the current number of financial and non-financial agreements. ACRO will also promote Multi-Country Initiatives, Joint Country Initiatives with other UN Agencies, and Donor Visibility Activities and exhaust all available financing opportunities from traditional donors.

ACRO will also continue its support to Member States, other development partners, and feminist and women's organizations in all their diversity, including youth organizations, to facilitate their active engagement in global and regional intergovernmental processes, such as the CSW and their Agreed Conclusions or the Regional Conference on Women and their commitments, among others. In addition, ACRO will continue providing substantive and technical support to Member States and CSOs to strengthen the effective implementation of international and regional normative frameworks, such as the Belém do Pará Convention and the CEDAW, as well as the development and adoption of upcoming CEDAW's General Recommendations. Moreover, considering the 30th Anniversary of the Beijing Declaration and Platform for Action, ACRO will support Member States and CSOs where we are NRA in developing their national and alternative reports. Also, ACRO will lead, in coordination with ECLAC, the elaboration of the regional report on the advances and challenges 30 years after Beijing's adoption.

UN Women's comprehensive, multi-sectoral approach places civil society organizations (CSOs) and women's rights organizations (WROs) at the center of our efforts to prevent, respond to, and eliminate violence against women and girls (VAWG) across our triple mandate of normative, coordination and programmatic functions.

The cumulative experience, achieved results, good practices, and lessons learned that have emerged from ACRO's extensive experience of working with CSOs and WROs, and UN Women's broader normative, programmatic, coordination and convening functions on ending VAWG, will be harnessed to strengthen feminist movements and coalitions at global and regional levels to achieve long-term, sustainable impacts that will contribute significantly to preventing and eliminating VAWG.

Through a decolonized funding approach, it is essential for ACRO to resource women's rights and feminist organizations with direct and flexible funding to sustain movements, build resilience, and drive locally rooted solutions and policy change in eliminating VAWG.

Supporting and investing in strong and autonomous feminist organizations and movements is a key strategy for achieving transformational change in global, regional, and national policy to catalyze and contribute to broader multi-sectoral efforts to end VAWG. It is also critical to hold governments and other actors accountable for their due diligence to end VAWG.

4.4.3 Resource Mobilization

UN Women ACRO will explore new opportunities with international financial institutions, multilateral funds, and similar donors. It will also further invest in growing its income from individuals and forging strong partnerships with UN Agencies, foundations as well as international and local NGOs.

As the European Union is a key partner for UN Women, ACRO is considering all the options for applying to the regional Multi-Annual Indicative Programme (MIP) available for LAC, including mobilizing resources to continue strengthening a regional response on VAWG considering the gaps and opportunities identified by the Spotlight Initiative's Regional Programme for Latin America. In addition, ACRO will continue to support COs in their current negotiations with the European Union and their dialogues with country delegations of the EU with a target to have at least one meeting per country between UN Women CO team and EU delegations to explore new opportunities and address existing funding gaps.

The team at ACRO will seek to continue expanding the number of partnerships and improving engagements from the public and private sectors in quantity and quality.

Building capacities in the region, specifically to mobilize resources, is a core aspect of this strategy. Providing training and enhancing existent capacities among teams, establishing functional partnerships with the public and private sectors, is a priority for the area. The goal is to ensure that ACRO and all COs have an appropriate and trained resource mobilization team that can offer partners clarity on UN Women's added value.

4.4.4 Communications and Advocacy

Communication and advocacy play a strategic role in the planning and implementation of UN Women's Strategic Note and contribute to positioning UN Women as the leading organization and specialist in gender equality and women's empowerment at the national, regional, and global levels.

The timely and consistent presence of UN Women in the different channels aims to communicate effectively the work of its programmes, recommendation of public policy, the impact they have on people through human interest stories, strengthen the institutional image, influence the public agenda by positioning key issues to a broad audience, including decision-makers, academia, media, the general public and potential public and private donors, encourage and promote socio-cultural changes to rebuild stereotypes and strengthen regional inter-agency cooperation.

Main activities include:

Lead the conceptualization, design, planning, execution, and evaluation of editorial content and campaigns regarding UN Women's regional advocacy priorities in coordination with HQ and COs.

Support and coordinate the planning, production, and dissemination of knowledge products.

Liaison, planning, and execution of communication strategies and campaigns, including those targeting donors.

Continue to increase the growth of social media supporters and the quality of their engagement.

Provide oversight and guidance on the monitoring and moderation of social media networks and lead on capacity-building strategies for colleagues in the region who are managing UN Women branded social media.
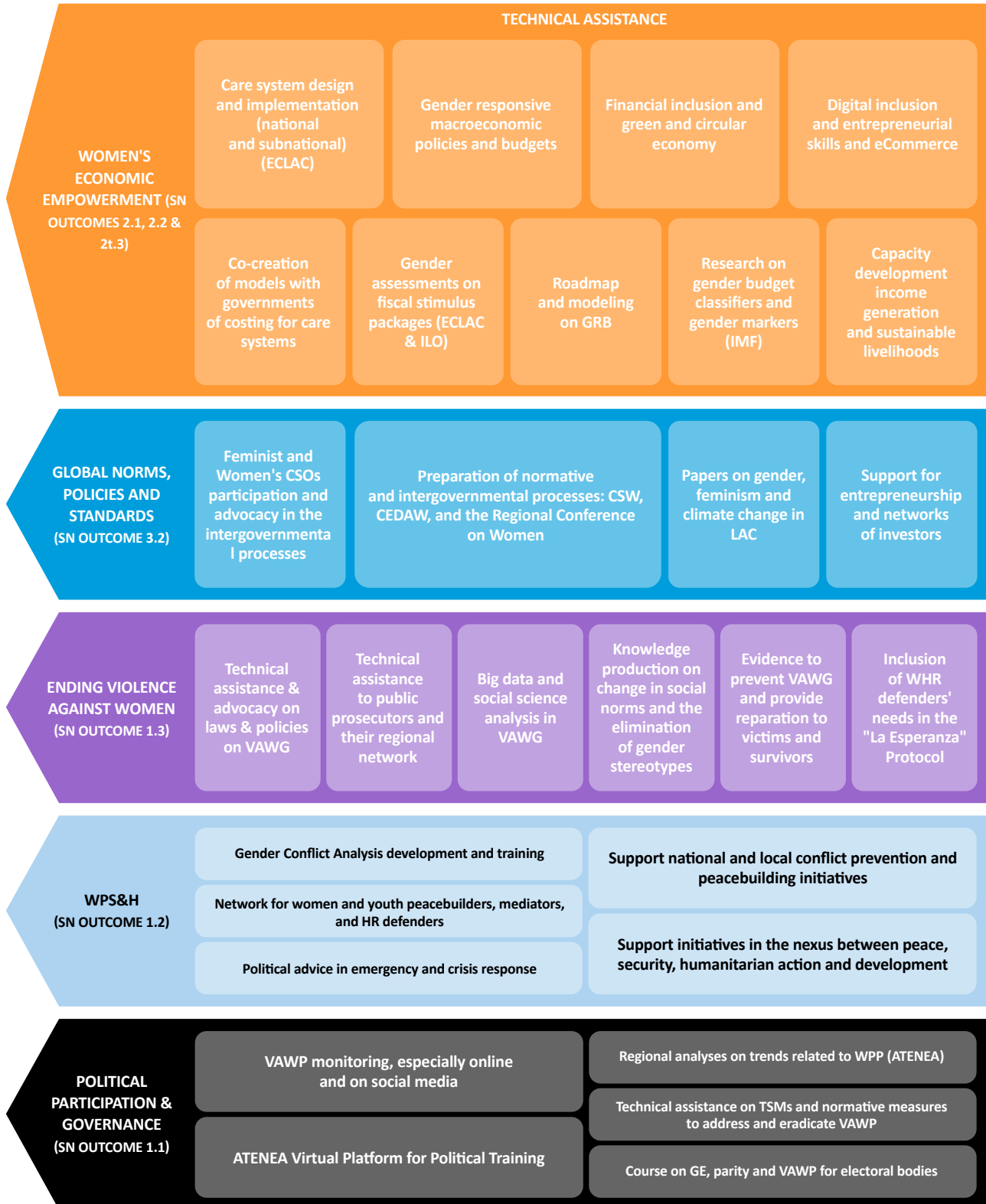
Support and maintain regular contact and close collaboration with the media to increase the visibility of UN Women's cooperation to a broader audience and enhance the organization's credibility and brand.

4.5 Products, Services and Processes

Having key standardized programme approaches, knowledge products, and services development is a priority for ACRO for the full achievement of this strategy. In the thematic areas, these are the main products and services:

TECHNICAL ASSISTANCE

WOMEN'S ECONOMIC EMPOWERMENT (SN OUTCOMES 2.1, 2.2 & 2t.3)

Care system design and implementation (national and subnational) (ECLAC)	Gender responsive macroeconomic policies and budgets	Financial inclusion and green and circular economy	Digital inclusion and entrepreneurial skills and eCommerce
Co-creation of models with governments of costing for care systems	Gender assessments on fiscal stimulus packages (ECLAC & ILO)	Roadmap and modeling on GRB	Research on gender budget classifiers and gender markers (IMF)	Capacity development income generation and sustainable livelihoods

GLOBAL NORMS, POLICIES AND STANDARDS (SN OUTCOME 3.2)

Feminist and Women's CSOs participation and advocacy in the intergovernmental processes	Preparation of normative and intergovernmental processes: CSW, CEDAW, and the Regional Conference on Women	Papers on gender, feminism and climate change in LAC	Support for entrepreneurship and networks of investors

ENDING VIOLENCE AGAINST WOMEN (SN OUTCOME 1.3)

Technical assistance & advocacy on laws & policies on VAWG	Technical assistance to public prosecutors and their regional network	Big data and social science analysis in VAWG	Knowledge production on change in social norms and the elimination of gender stereotypes	Evidence to prevent VAWG and provide reparation to victims and survivors	Inclusion of WHR defenders' needs in the "La Esperanza" Protocol

WPS&H (SN OUTCOME 1.2)

Gender Conflict Analysis development and training	Support national and local conflict prevention and peacebuilding initiatives
Network for women and youth peacebuilders, mediators, and HR defenders	
Political advice in emergency and crisis response	Support initiatives in the nexus between peace, security, humanitarian action and development

POLITICAL PARTICIPATION & GOVERNANCE (SN OUTCOME 1.1)

VAWP monitoring, especially online and on social media	Regional analyses on trends related to WPP (ATENEA)
	Technical assistance on TSMs and normative measures to address and eradicate VAWP
ATENEA Virtual Platform for Political Training	Course on GE, parity and VAWP for electoral bodies

This set of products and services, divided into five thematic areas, will be structured around three areas of impact that will be developed in detail in the following section: Proposed Programme.

Additionally, UN Women will strengthen its endeavors to develop a regional business model by implementing new advisory services for governments, civil society, international organizations, academia, and the private sector. Taking into consideration the growing demand from many stakeholders for training, toolkits, guides, and gender mainstreaming tools at an institutional, programmatic, and operational level (including sports and environmental areas), this will also be developed to offer the financial system (banks and others), advisory services on innovative financing for gender equality.

For supporting the COs of the region, ACRO will focus on a networking approach, offering mutual support arrangements across the region, identifying current trends and innovations to scale up results, and offer programmatic and operational advice and support. To achieve this, ACRO will take advantage of the already consolidated programmatic Task Teams and CoPs through Teams and other channels.

ACRO WILL PRIORITIZE TIMELY AND QUALITY DELIVERY OF RESULTS AND RESOURCES THROUGH CONTINUED OVERSIGHT OF SEVERAL PERFORMANCE INDICATORS.

5. Proposed Programme

ACRO's proposed regional programme focuses on the vision that women in LAC live in a more equal, peaceful, safe, and sustainable society, that they have increased their physical, political, and economic autonomy, and their access to comprehensive care systems and decent work.

This overarching vision consists of two regional priorities that respond to global systemic outcomes of the Strategic Plan: (i) contribute to behavioral changes by eliminating harmful social norms and associated behaviors and reduce inequalities, and (ii) the expansion and consolidation of care systems in the region; and three impact areas that seek to align the expected outcomes and outputs of the various thematic and cross-cutting areas towards the achievement of systemic priorities and results, facilitating joint work between multiple thematic areas.

ACRO's regional strategy and programming reflected in its results framework will focus on **three areas of impact** that are closely aligned to regional and country-level priorities as well as global systemic outcomes and thematic areas:

» (Ensuring) that women live in a more equal, democratic, peaceful, and safe society.

» (Increasing) women's economic autonomy and their access to comprehensive care policies and systems.

» (Enabling) the UN System to contribute to transformative changes for gender equality and the governments to advance the implementation of international and regional gender equality frameworks.

These three impacts are composed of three outcomes each, therefore configuring a 9-outcome results framework:

1. Women in LAC live in a more equal, peaceful, and safe society.

» **1.1 LAC democratic institutions are strengthened, and States advance towards gender parity in political participation at all decision-making levels.**

» **1.2 More women lead and benefit from national and local initiatives in political dialogue, peacebuilding, conflict prevention, human mobility, humanitarian action, and climate resilience.**

» **1.3 Ending Violence Against Women has advanced, and a society free of gender stereotypes and discriminatory social norms is promoted with the engagement of women, girls, LGBTIQ+ people, men, and boys.**

2. LAC women have increased their economic autonomy and access to comprehensive care policies and systems.

» **2.1** National care systems enable LAC women's economic autonomy.

» **2.2** Public and private financing advance gender equality through gender-responsive budgets, policies, strategies, and instruments.

» **2.3** More women have access to decent work, and women's entrepreneurship, SMEs, networks, and cooperatives are strengthened through financial and digital inclusion, green and circular economy alternatives in local and regional value chains.

3. The UN System contributes to transformative changes for gender equality, and governments advanced in the implementation of international and regional gender equality frameworks.

» **3.1** The UN system in LAC increased its capacity to advance a gender transformative perspective and include GEWE in its planning and programming.

» **3.2** LAC Governments increased their capacity to advance a gender transformative perspective and implement gender equality international and regional norms and frameworks at the national and sub-national levels.

» **3.3** Gender statistics, sex-disaggregated data, and knowledge are produced, analyzed, and used to inform country policies and norms and UN Women programming, advocacy, and accountability for delivering gender equality and women's empowerment results.

SN IMPACT 1	SN IMPACT 2	SN IMPACT 3
LAC women live in a more equal, democratic, peaceful, and safe society.	**LAC women have increased their economic autonomy and their access to comprehensive care policies and systems.**	**The UN System contributed to transformative changes for gender equality and governments advanced international and regional gender equality frameworks implementation.**
SN OUTCOME 1.1.	**SN OUTCOME 2.1.**	**SN OUTCOME 3.1.**
LAC democratic institutions are strenghened, women increased their participation in all decision making and parity at all levels is obtained or advanced.	National care systems enable LAC women's economic autonomy.	The UN system in LAC increased its capacity to advance gender transformative perspective and include GEWE in its planning and programming.
SN OUTCOME 1.2.	**SN OUTCOME 2.2.**	**SN OUTCOME 3.2.**
More women lead and benefit from national and local initiatives in political dialogue, peacebuilding, conflict prevention, human mobility and humanitarian action.	Public and private financing advance gender equality through gender responsive budget, policies, strategies and instruments.	LAC Governments increased their capacity to advance a gender transformative perspective and implement gender equality international and regional norms and frameworks at the national and subnational levels.
SN OUTCOME 1.3.	**SN OUTCOME 2.3.**	**SN OUTCOME 3.3.**
Ending Violence Against Women has advanced and a society free of gender stereotypes and discriminatory social norms is promoted with the engagement of women, girls, LGBTIQ people, men and boys.	More women have access to decent work and women's entrepreneurship, SMEs, networks and cooperatives are strenghened through financial and digital inclusion, green and circular economy alternatives in local and regional value chains.	Gender statics, sex-disggregated data and knowledge are produced analysed and used to inform countries' policies and norms and UN Women programming, advocacy and accountability for delivering gender equality and women's empowerment results.

Climate change will be addressed in areas of impact (i) and (ii) through specific actions that lead to sustainable management and development, building from opportunities in the green and circular economy framework. Issues concerning human mobility will be tackled in impact (i) through national and local initiatives that involve women to create a more equal and safe society. Throughout the regional programming, there will be a strong focus on cross-cutting topics, such as the use of data, the change of social norms and behaviors towards a more equal society, the application of an intersectional approach, and the principle of leaving no one behind (LNOB), especially marginalized groups such as indigenous women and LGTBQ.

More detailed information on how these results will be achieved can be found in the TOC attached to the Strategic Note[16].

Country Programme Oversight, Quality Assurance and Support

» Building on lessons learned and inputs received by COs during the consultation process[17] carried out prior to the elaboration of this strategic document, the Americas and the Caribbean Regional Office will continue to be actively engaged in oversight and quality assurance actions to ensure delivery on the ground with the following specifics for each country.

CO	CO TYPOLOGY	CO FOCUS AREA	RO SUPPORT PROVIDED TO CO
ARGENTINA	Small	» Women's Governance and Political Participation » Women Economic Empowerment » Ending Violence Against Women and Girls » Engender DRR and humanitarian responses and policies	1. Networking approach: Mutual support arrangements across the region on ad hoc basis and collaboration through operational and programmatic Task Teams and CoPs through Teams and other channels. 2. Innovations: Jointly identify new trends and possible innovations to scale up results using design thinking and behavioral science tools. 3. Programmatic advice and support: Programmatic advice and support, including high-level retainer contracts for advisors to standardize regional work on care, GBV, EVAW, WPSH. 4. Operational support: Support in operations, oversight, project cycle management and CM. 5. In-house training: Implement in-house training series for COs (needs-based). 6. Coordination: Share information and lessons learned from UN Reform and work with UNCTs and partners at country level, accompaniment to negotiations with RCs and high-level partners. 7. Coaching and mediation: Coach and mediate in sensitive situations or emerging conflicts related to projects, partners, and people management. 8. New business model: Design and implement a menu of services for governments, private sector, international organizations, funds, and private foundations, that can be adapted at the CO level. 9. RM: Technical support in development of proposals and project design (national and multi-country), share good practices, first approach by ACRO with regional institutions to facilitate relations at the CO level and promote cross-fertilization in the region. 10. Normative support: Technical support and advisory services for the implementation of global and regional normative frameworks including those related to the Beijing Declaration and Platform for Action, CSW, CEDAW, UNSCR1325 and relevant regional and national frameworks. As well as the development of the UPRs and VNRs.
BOLIVIA	Small	» Women's Governance and Political Participation » Women Peace and Security » Women Economic Empowerment » Environment and Climate Change » Ending Violence Against Women and Girls	
BRAZIL	Medium	» Human rights intersectionality and LNOB approach mainstreamed into all thematic areas with special attention to indigenous and quilombola women » Private sector partnerships and social norms change initiatives » Strengthening of CSO/grassroots organizations	
CHILE	Small	» Strengthening the enabling environment for women's equal participation in the economy » Women Economic Empowerment » Governance and Political Participation » Engagement into normative and intergovernmental processes » Coordination and Partnerships	
COLOMBIA	Big	» Women Peace & Security » Economic Empowerment, Care Agenda » Gender-responsive planning and budgeting » Governance and Political Participation » Ending Violence Against Women » Engender DRR and humanitarian responses and policies	
ECUADOR	Small	» Women's Economic Empowerment » Ending Violence Against Women » Women's participation in sustainable development and climate change resilience	

CO	CO TYPOLOGY	CO FOCUS AREA
EL SALVADOR	Small	» Governance & Participation in Public Life » Women's Economic Empowerment » WEPs. Alliance with the private sector » Ending Violence Against Women » Women Peace & Security
GUATEMALA	Small	» Governance and Political Participation, with an emphasis on indigenous women » Women's Economic Empowerment, financial inclusion » Ending Violence Against Women » Women Peace & Security » Engender DRR and humanitarian responses and policies
HAITI	Medium	» Women's Governance and Political Participation » Women Economic Empowerment » Ending Violence Against Women » Women Peace & Security
HONDURAS	Small	» Women's Governance and Political Participation » Women Economic Empowerment » Ending Violence Against Women » Women Peace & Security
MCO CARIBBEAN	Medium	» Women's Governance and Political Participation » Women Economic Empowerment » Ending Violence Against Women » Disaster Risk Management and Climate Change adaptation and mitigation
MEXICO	Medium	» Women's Governance and Political Participation » Women's Economic Empowerment » Ending Violence Against Women » Women's access to justice and reparation

RO SUPPORT PROVIDED TO CO

1. Networking approach: Mutual support arrangements across the region on ad hoc basis and collaboration through operational and programmatic Task Teams and CoPs through Teams and other channels

2. Innovations: Jointly identify new trends and possible innovations to scale up results using design thinking and behavioral science tools.

3. Programmatic advice and support: Programmatic advice and support, including high-level retainer contracts for advisors to standardize regional work on care, GBV, EVAW, WPSH

4. Operational support: Support in operations, oversight, project cycle management and CM

5. In-house training: Implement in-house training series for COs (needs-based)

6. Coordination: Share information and lessons learned from UN Reform and work with UNCTs and partners at country level, accompaniment to negotiations with RCs and high-level partners

7. Coaching and mediation: Coach and mediate in sensitive situations or emerging conflicts related to projects, partners, and people management

8. New business model: Design and implement a menu of services for governments, private sector, international organizations, funds, and private foundations, that can be adapted at the CO level.

9. RM: Technical support in development of proposals and project design (national and multi-country), share good practices, first approach by ACRO with regional institutions to facilitate relations at the CO level and promote cross-fertilization in the region.

10. Normative support: Technical support and advisory services for the implementation of global and regional normative frameworks including those related to the Beijing Declaration and Platform for Action, CSW, CEDAW, UNSCR1325 and relevant regional and national frameworks. As well as the development of the UPRs and VNRs.

UN Women in the Americas and the Caribbean also has a presence in nine countries where there is no country office. The demands of these countries and the presence in their UNCTs is key for UN Women to maintain efforts to ensure a gender-transforming perspective in the entire region. The specific work done in each of these countries is outlined in the following table:

COUNTRY	MODALITY	RO ROLE
COSTA RICA	» Normative and coordination support and advice are provided through transforming planning technical support to increase high-quality gender perspective in new generation UNSDCFs. » Implementation of joint programmes on women's economic empowerment (regional Win-Win programme implemented by UN Women, ILO, and EU) and social protection (SDG Fund Joint Programme implemented by UNDP, UN Women, ILO, and FAO). Additionally, a Migration MPTF, joint programme proposal, presented with IOM and UNODC, was approved and is awaiting funding to become available. » Technical and Operational support provided through ACRO.	» UNSDCF signatory. » Active participation in UNCT, Programme Management Team (PMT), Gender Interagency Group (GIG), Operations Management Team (OMT), Economist and Innovative Finance for Development Groups. » Technical assistance provided to government and UNCT to promote the advancement of gender equality, especially on women's economic empowerment, social protection, care services, and incorporating a gender perspective in the design, implementation and evaluation of public programmes and policies.
CUBA	» UN systems gender perspective strengthened through country trainings and support in implementation of UNCT SWAP scorecards and UNCT GEM for joint UN work plans. » GIG and inter-agency gender tools strengthened, and partners' capacities on GEWE increased, opening opportunities for joint initiatives and gender mainstreaming through all UN planning.	» UNSDCF signatory. » Continuous support to RCO with training on GEM, engendered RBM, among others.
DOMINICAN REPUBLIC	» Programmatic presence and coordination role strengthened through the identification and diagnosis of opportunities, preparation of joint proposals, and mobilization of resources for the promotion of the economic empowerment of women, leadership, and participation of women in the implementation of the 2030 Agenda. » Technical support provided.	» Continued participation in Joint Programs such as "Care Communities: Design and Implementation of the Pilot National Care Policy in Prioritized Territories in the Dominican Republic" carried out in collaboration with the ILO, UNDP, and UNFPA. » Increased technical support to the State institutions in the installation of national institutional capacities for incorporating the gender approach in their public care and social protection policies.

COUNTRY	MODALITY	RO ROLE

PANAMA

» Normative and coordination: Cooperation Framework signed with Panamanian government since May 2020 for five years. RO provides a national coordinator.

» Technical and Operational support provided through ACRO, especially in Women's Economic Empowerment, Care system, WEPs and EPIC.

» Also, through consultancies RO support with government resources, the VAW and statistics areas.

» Implementation of the joint national programme "MPTF disability window" with PAHO/WHO and UNESCO.

» National Programme by ACRO, national coordinator programmes dedicated 100% to the country.

» UNSDCF signatory and member of the UNCT, co-leader of the GIG with UNDP.

» Technical and financial assistance for four results of the cooperation framework:

- **Result 1:** Promoted the inclusion of women in non-traditional economic sectors and their entrepreneurial capacity to benefit from economic opportunities and achieve increased autonomy, especially in the COVID-19 pandemic framework.

- **Result 2:** The system for gender data collection has improved, and the number of plans and gender equality initiatives has increased, especially during COVID-19.

- **Result 3:** The creation of the Ministry of Women with prevention and attention policies for gender-based violence and the economic empowerment of implemented women.

- **Result 4:** A comprehensive care system created and established in the country.

PARAGUAY

» Normative and coordination support and advice provided through transforming planning technical support to increase high-quality gender perspective in new generation UNSDCFs.

» GIG (combined with Human Rights) and inter-agency gender tools strengthened, and partners' capacities on GEWE increased, opening opportunities for joint initiatives and gender mainstreaming through all UN planning.

» Technical and Operational support provided through ACRO.

» UNSDCF signatory.

» Support the designing and implementation of National Care Systems.

» Co-leader of the GIG with UNHCHR.

PERU

» Normative and coordination support and advice provided through transforming planning technical support to increase high-quality gender perspective in new generation UNSDCFs.

» Implementation of joint programmes on technical advisory for the Ministry of Women in the design and implementation of the National Care System, joint programme with UNDP, UNICEF, and ILO.

» Technical and Operational support provided through ACRO.

» UNSDCF signatory.

» Support the designing and implementation of National Care Systems.

» Support the implementation of the first National Action Plans for the implementation of SCR 1325.

COUNTRY	MODALITY	RO ROLE

URUGUAY

» Normative and coordination support and advice provided through technical support to increase high-quality gender perspective in national institutions, programmes, and policies.

» Technical and Operational support provided through ACRO.

» Programmatic presence and coordination role strengthened through the identification and diagnosis of opportunities, preparation of joint proposals, and mobilization of resources for the promotion of the economic empowerment of women, leadership, and participation of women in the implementation of the 2030 Agenda.

» UN System's gender perspective strengthened through country trainings and support in the implementation of gender initiatives in joint UN work plans and engendering tools such as SWAP and Gender Markers.

» UNSDCF signatory.

» Active participation in UNCT, Gender Interagency Group (GIG), Operations Management Team (OMT).

» Technical assistance provided to government and UNCT to promote the advancement of gender equality, especially on women's economic empowerment, persons with disabilities, financing for gender equality, social protection, care services, and incorporating a gender perspective in the design, implementation, and evaluation of public programmes and policies.

» Funding for Elsie Initiative for Women in Peace Operations to increase women's meaningful participation in peace operations and initiatives.

VENEZUELA

» Normative and coordination support and advice provided through a Programme Coordinator position based in RCO and reporting to the UN Women RO (financed until Dec 2022) and by the ACRO WPS Regional Advisor.

» UN System's gender perspective strengthened through LNOB and the implementation of UNCT SWAP Gender scorecard workplan.

» Technical and operational support provided by ACRO through interagency agreements signed with UNFPA, RCO (until Dec 2022).

» Member of the Interagency Program Group and the LNOB task force.

» Technical and strategic support to the RC and the UNCT regarding gender equality and women's empowerment.

» UNSDCF signatory. Technical and financial assistance for the Strategic Priorities 1 and 3 of the UN Venezuela Cooperation Framework 2023-2026:

- "Strengthening the population's resilience with a gender perspective, equity, intergenerational and human rights approach."

- "Advance towards the 2030 Agenda by promoting sustainable, inclusive, and egalitarian social cohesion."

- Participation in the RCO communications Plan, with specific actions during the 16 days of activism campaign and the Women's regional conference.

- WPSH supports the implementation of initiatives on gender equality in peace and humanitarian response.

5.1 Programme Sustainability

To ensure the proposed programme's sustainability, UN Women ACRO will focus on a resource mobilization strategy to engage its partners further to advocate for political and financial support to UN Women's work in the LAC region. Among others, UN Women will seek the support of its partners to strengthen the agency's engagement with multilateral organizations, regional groups, and key multilateral policy fora. UN Women will also further engage the feminist community in its fundraising activities. It is essential to enhance the support of its partners, ranging from the UNSG, the President of the UN General Assembly (UNGA), key donors, host countries, the EU, and other multilateral institutions. These partners have proven to be strategic advocates for political and financial support to UN Women.

UN Women will also explore how the new Resident Coordinator system could further support the agency's endeavors. UN Women will seek alliances and engagement of civil society organizations, foundations, academia, think tanks, and other policy forums in donor countries or through their representations in COs to contribute to the visibility and awareness raising of the agency, increased understanding of its mandate and role and achievement of the Partnerships and Resource Mobilization Strategy funding goal.

To sustain the programme UN Women will also continue carrying out institutional development and capacity-building efforts such as the transfer of capacity to country offices, equipping them with technical skills in the design and management of quality programmes, advocacy, and resource mobilization to fulfill the organization's mandate so that their independent operation is strengthened and increased.
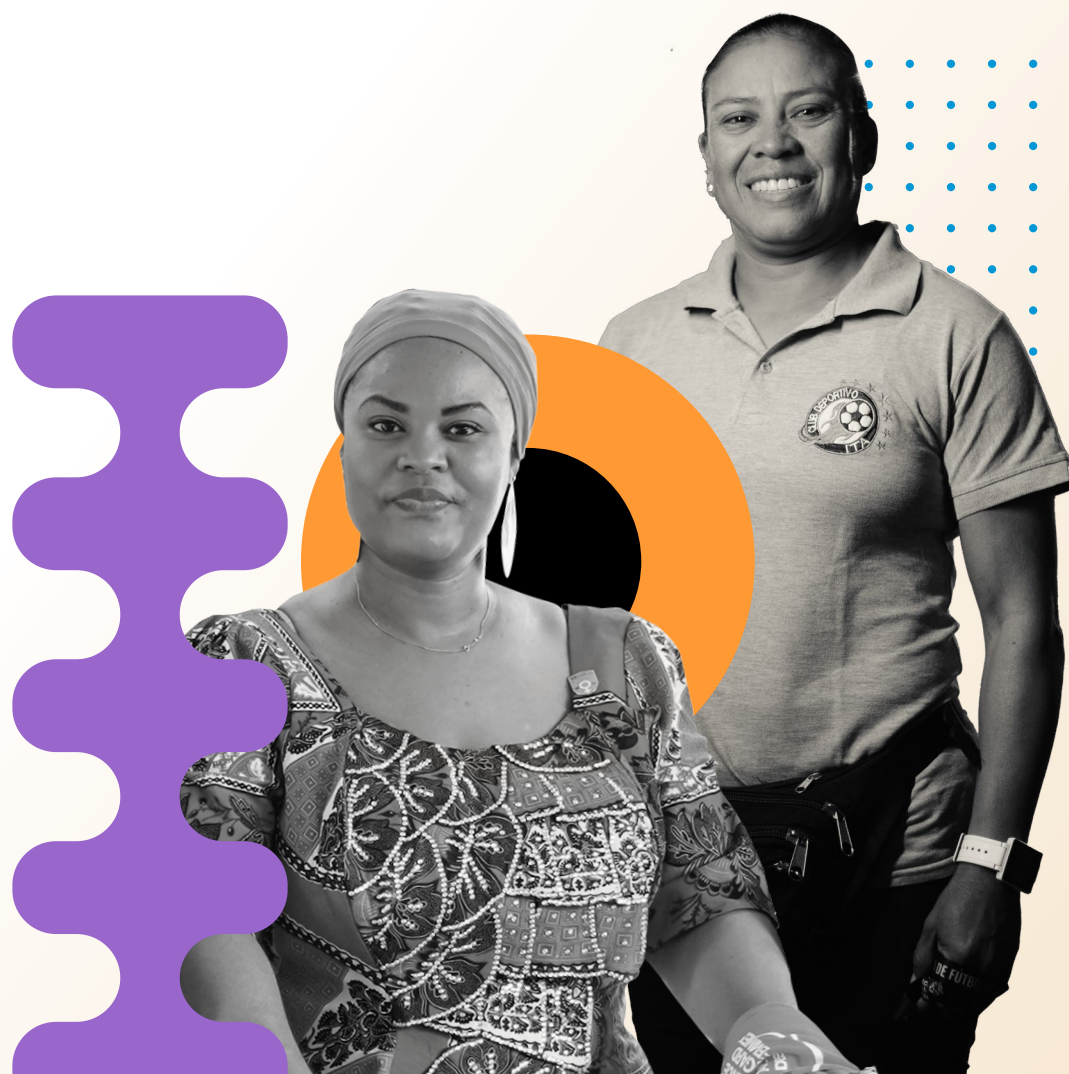
Acronyms

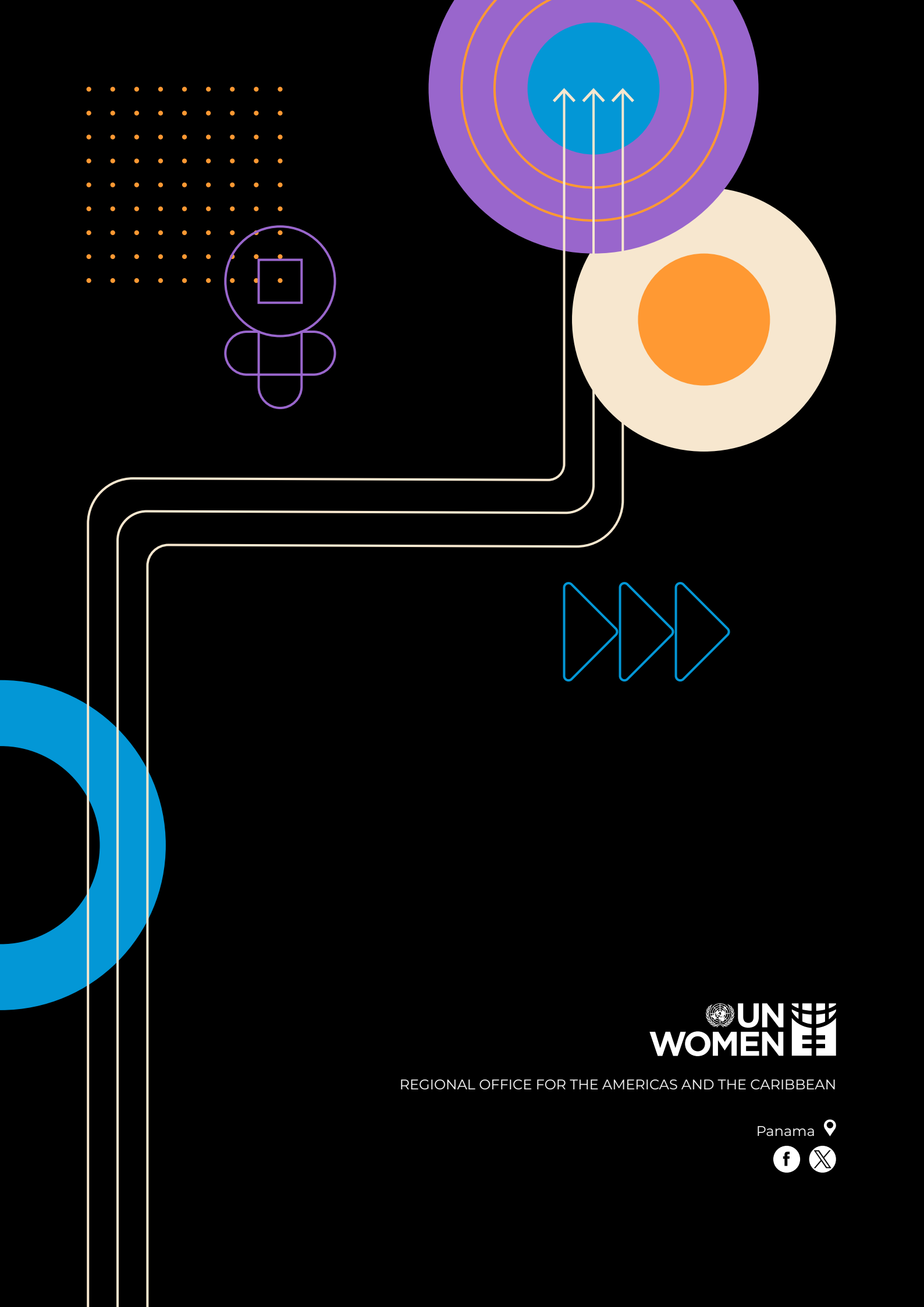|	
ACRO	Americas and the Caribbean Regional Office
BCCMA	Business Continuity and Crisis Management Application
BPR	Business Process Reengineering
CCA	Common Country Assessment
CM	Change Management
CO	Country Office
CSO	Civil Society Organizations
DAMS	Donor Agreement Management System
DRF	Development Results Framework
ECLAC	Economic Commission for Latin America and the Caribbean
EPIC	Equal Pay International Coalition
ERM	Enterprise Risk Management
EU	European Union
EVAW	Ending Violence Against Women
FAO	Food and Agriculture Organization
GEM	Gender Equality Marker
GEWE	Gender Equality and Women Empowerment
GIG	Gender Interagency Group
GTG	Gender Themed Group
HQ	Headquarters
HR	Human Resources
IB	Institutional Budget
IBC	Issue Based Coalition
ILO	International Labour Organization
IOM	International Organization for Migration
JPO	Junior Professional Officer
LAC	Latin America and the Caribbean
LNOB	Leave no one behind
MCO	Multi-country Office
MERP	Monitoring, Evaluation and Research Plan
MIP	Multi-Annual Indicative Programme
MPTF	Multi-partner Trust Fund
NGO	Non-governmental organization
NRA	Countries where UN Women is a Non-resident agency
NRLA	Non-reimbursable loan agreement
OEE	Organizational Effectiveness and Efficiency

OHCHR	Office of the High Commissioner for Human Rights
OMT	Operational Management Team
PAHO/WHO	Pan-American Health Organization/World Health Organization
PMT	Programme Management Team
PSA	Personal Service Agreement
QBR	Quarterly Business Review
RBM	Results Based Management
RCO	Resident Coordinator Office
RCP	Regional Collaborative Platform
RD-DRD	Regional Director / Deputy Regional Director
RO	Regional Office
RM	Resource Mobilization
RMS	Results Management System
SCR	Security Council Resolution
SDG	Sustainable Development Goal
SN	Strategic Note
SP	Strategic Plan
SWAP	System Wide Action Plan
TOC	Theory of Change
UNBOA	United Nations Board of Auditors
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNDP	United Nations Development Programme
UNODC	United Nations Office for Drug and Crime
UNFPA	United Nations Population Fund
UNS	UN System
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNTF	United Nations Trust Fund for the Elimination of Violence Against Women and Girls
UNV	United Nations Volunteer
WEE	Women's Economic Empowerment
WEP	Women Empowerment Principle
WPS	Women, Peace & Security

Endnotes

1   https://www.unwomen.org/en/news/in-focus/women-and-the-sdgs/sdg-13-climate-action

2   https://repositorio.cepal.org/bitstream/handle/11362/46996/4/S2100332_es.pdf

3   Information as of August 15th, 2022. At: https://covid19.who.int/table. By August 2022, more than 2.8 million deaths were reported in the Americas (43.5% of total reported COVID-19 deaths in the world). Besides, several LAC countries had limited access to vaccines. By August 2022, 69.2% of LAC population had been vaccinated with the last dose of the primary series.

4   ECLAC (2020). The COVID-19 pandemic is exacerbating the care crisis in Latin America and the Caribbean.

5   ECLAC (2022). The economic autonomy of women in a sustainable recovery with equality. The economic autonomy of women in a sustainable recovery with equality | Publication | Economic Commission for Latin America and the Caribbean (cepal.org)

6   ECLAC (2023). Gender equality and women's and girls' autonomy in the digital era.

7   UNW and CEPAL (2021). ECLAC Stresses the Importance of Promoting Women's Economic Autonomy as the Key to a Sustainable Recovery with Equality.

8   WHO (2023) The Global Health Observatory.

9   Argentina, Bolivia, Brazil, Colombia, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Panama, Paraguay, Peru, Trinidad and Tobago, Uruguay, Costa Rica y Dominican Republic. Latest available data 2005-2017.

10   UNHCR, August 2022, www.unhcr.org.

11   Such as 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), the Programme of Action of the International Conference on Population and Development, other relevant intergovernmental outcomes, such as resolutions of the General Assembly, the agreed conclusions of the Commission of the Status of Women and the commitments of the Generation Equality Forum, as well as other relevant regional frameworks and outcomes such as the Belém do Pará Convention and the agreed conclusions of the Regional Conference on Women.

12   UN Women (2021). Strategic Plan 2022-2025.

13   Please see Annex 02. Consultations Results - ACRO SN (VF) for more details on the consultation process.

14   SP Paragraph 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.

15   Gender Interagency Group (GIG) and Gender Thematic Group (GTG) are frequently used interchangeably, although GTG usually refers to the regional Gender Group and GIG to the national Gender Groups.

16   Please consult annex 01. Theory of Change - ACRO SN (VF).

17   This consultation process engaged more than 200 partners, of which 90% were women and 10% were men. Among these surveyed partners there were CSOs, AFPs of the UN, Governments, private sector, other international organizations, and the academia, both form regional and national levels. Information regarding the biggest challenges for GEWE in the region was collected, as well as information on the strategies to prioritize for each of the impact areas and systemic outcomes of the SP. For more information on the results of the survey, please consult ANNEX 02. Consultations Results - ACRO SN (VF).

UN WOMEN IS THE UN ORGANIZATION
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FOR WOMEN AND GIRLS, UN WOMEN WAS
ESTABLISHED TO ACCELERATE PROGRESS
ON MEETING THEIR NEEDS WORLDWIDE.

UN Women supports UN Member States as they set global standards for achieving gender equality, and works with governments and civil society to design laws, policies, programmes and services needed to ensure that the standards are effectively implemented and truly benefit women and girls worldwide. It works globally to make the vision of the Sustainable Development Goals a reality for women and girls and stands behind women's equal participation in all aspects of life, focusing on four strategic priorities: 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 all forms 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 humanitarian action. UN Women also coordinates and promotes the UN system's work in advancing gender equality.