Mid-Term Review of the Strategic Plan 2014-2017

Key findings and conclusions
Executive Board Annual Session
June 2016
MTR process

Evidence gathering

Results Management System
(field offices and HQ reports)

Existing sources
(evaluations, external assessments, results of surveys, organizational strategies, etc)

Consultations
(Member States, civil society, private sector partners, internal)

Analysis

Synthesis of results
(DRF and OEEF)

Think pieces and analyses on specific issues

Report production

Consolidation and drafting

Peer reviews

Clearances
...responds to changes in the global context
...builds on the findings from the Beijing+20 review
...takes on board the guidance from CSW 61 agreed conclusions
...positions UN Women to support the gender-responsive implementation of the 2030 Agenda
Gender-responsive implementation of the 2030 Agenda
Leveraging the triple mandate

- Enabled a **multipronged approach** for the achievement of results
- Articulate **comparative advantage** according to each context and **catalyzing action** by other UN agencies
- **Normative-operational** linkages
- Areas requiring **multi-sectoral** approaches
- **Greater synergies** and a more integrated and systematic approach
- Greater capacity and resources are required for **UN coordination**
Partnerships enabling results

• The large **constituency of champions** for the gender equality agenda is a major asset

• Unique relationship with the **women’s movement**

• **Mobilizing allies** in the private and philanthropic sector and academia

• Building **multi-stakeholder coalitions**

• Engaging stakeholders that are critical to transforming gender relations “**non committed power holders**”. But requires managing tensions and addressing criticism

• Fragmentation requires **greater focus and coordination**, including among global actors, to scale up results.
Building on 2014-2015 achievements

A strong institutional performance

- 66 percent of targets achieved in the organizational effectiveness and efficiency framework
- Effective systems for performance management and reporting, financial accountability, human resources management, risk management, independent evaluation
- UN coordination, strategic partnerships, advocacy, communications and knowledge-hub functions support the delivery of development results
Resource constraints

- Constrains UN Women’s ability to fully deliver on the Strategic Plan
- A threat to programme sustainability
- Political commitment has failed to translate into commensurate financial commitments
- Increasing demand for support, including in the context of the 2030 Agenda
- Scale and scope of normative support functions
- Need to better cost and track resource gaps and more clearly demonstrate how the resource gap is negatively impacting results.
Resource mobilization:

- Steady growth in contributions
- A record 149 countries contributing
- 2015 exchange rate challenges
UN Women’s footprint

Programmes in a total of 93 countries

Number of countries covered per impact area

- Leadership and participation: 86
- Economic Empowerment: 83
- Ending violence against women and girls: 85
- Peace and security and humanitarian action: 54
- National planning and budgeting: 76
Development results:
Progress by impact area at the outcome level

Leadership and participation: 25% Achieved, 50% On Track, 25% Off Track
Economic Empowerment: 0% Achieved, 67% On Track, 33% Off Track
Ending violence against women and girls: 50% Achieved, 50% On Track, 0% Off Track
Peace & security and humanitarian action: 33% Achieved, 67% On Track, 0% Off Track
National planning and budgeting: 33% Achieved, 33% On Track, 33% Off Track
Global norms and standards: 67% Achieved, 33% On Track, 0% Off Track
All areas (total): 33% Achieved, 50% On Track, 17% Off Track
Type of UN Women contribution at the output level

- Capacity Development: 64.1% (93 countries)
- Advocacy: 12.8% (73 countries)
- Knowledge: 11.8% (58 countries)
- Promoting Dialogue: 7.4% (54 countries)
- Data and Statistics: 3.9% (39 countries)
In 2014 and 2015, UN-Women contributed to:

**Leadership and participation**
- 8 gender-responsive constitutional reforms and 32 new laws adopted
- 15 new gender equality committees in parliament

**Economic empowerment**
- An additional 29 countries with gender-responsive policy frameworks
- More than 338,000 gender equality advocates on EmpowerWomen.org

**Ending violence against women and girls**
- An additional 26 countries with strengthened legislation
- An additional 26 countries with national action plans
- Over 3.2 million practitioners accessing endVAWnow.org

**Peace and security and humanitarian action**
- 46 experts deployed to support accountability mechanisms and investigation of sexual and gender-based violence
- Peacebuilding Fund met the 15% funding target for gender-responsive peacebuilding programs
- An additional 18 countries with national action plans
- A 183% increase in response to humanitarian crises

**National planning and budgeting**
- 31 countries increased budget allocations for gender equality work
- Nearly 15,000 civil servants trained on gender mainstreaming

**Global norms and standards**
- A record 167 national Beijing+20 reviews, 86 of which directly supported by UN Women
- 100 civil society and government consultations convened
- Participation of over 6,800 CSOs from over 1,100 organizations in the CSW
Relevance of the Strategic Plan

- Relevance of impact areas and results framework
- Achieving results
- Alignment with national priorities
- Adapting to the changing environment and respond to emerging challenges
- Contribution to the implementation of the Beijing Platform for Action
- Contribution to the gender-responsive implementation of the 2030 Agenda for Sustainable Development.
The contribution of UN Women Strategic Plan Impact Areas to the implementation of the SDGs

| Impact Area 1: Women's leadership and participation | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 |
|---------------------------------------------------|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|
| Impact Area 2: Women's economic empowerment       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| Impact Area 3: Elimination of violence against women and girls |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| Impact Area 4: Women, peace and security          |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| Impact Area 5: Gender responsive governance and planning |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| Impact Area 6: Global gender equality norms, policies and standards |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |

The table above illustrates the contribution of each impact area to the SDGs, with the icons representing the connections.
Limited adjustments to results framework:

- No changes in 6 impact areas
- 19 targets revised upwards or downwards
- 12 indicators revised and minor edits to 8 indicators.
- 6 new indicators
- 5 indicators deleted.

Consistency with original results framework:

- Proposed adjustments do not create a bias in the long-term analysis of performance.
- Allows for a continued sense of trajectory throughout the duration of the strategic plan.
• Successful delivery of planned activities and outputs
• Weaknesses in project design, short time frames and overambitious objectives.
• Large number of small scale, short duration, UN-Women only projects
• Country level programmes are often thinly spread across several areas of the Strategic Plan.
• Operational bottlenecks, cumbersome procedures and unclear or overly centralized processes.
Strategic initiatives

- Gender-responsive localization of the SDGs
- Flagship Programming Initiatives
- Business process reengineering
- Universal mandate and differentiated country presence
- Financing strategy
- Fostering innovation
Flagship Programming Initiatives

Strategic Plan (SP) ➔ 5 Priority Areas

SP 1
Women's Political Environment (WPE)
- Women's Leadership in Politics
- Women's Access to Justice

SP 2
Women's Economic Empowerment (WEE)
- Climate-Resilient Agriculture
- Equal Opportunities for Women Entrepreneurs
- Income Security & Social Protection

SP 3
Elimination of Violence Against Women (EVAW)
- Prevention and Essential Services
- Safe Cities and Safe Public Spaces

SP 4
Peace, Security and Humanitarian Ground (PSH)
- Women's LEAP in Crisis Response
- Gender Inequality of Risk (DRM)
- Women's Engagement in Peace, Security & Recovery

SP 5
Planning and Budgeting (P&B)
- Gender Statistics for Localization of the SDGs
- Transformative Financing for GEWE
FPIs alignment with the 2030 Agenda

12 SDGs

1. No poverty
2. Zero hunger
3. Good health and well-being
4. Quality education
5. Gender equality
6. Peace and justice, strong institutions
7. Affordable and clean energy
8. Clean water and sanitation
9. Sustainable cities and communities
10. Reduced inequality
11. Sustainable production and consumption
12. Climate action

12 Flagship Programming Initiatives

- Women's Leadership in Politics
- Women's Access to Justice
- Climate-Resilient Agriculture
- Equal Opportunities for Women Entrepreneurs
- Income Generation and Security
- Prevention and Access to Essential Services
- Safe Cities & Safe Public Spaces
- Women's LEAP in Crisis Response
- Gender Inequality of Risk (D/ID)
- Women's Engagement in Peace, Security, and Recovery
- Gender Statistics for Localization of the SDGs
- Transformative Financing for GEWE

Breakdown by # of targets into "Explicit" (women are directly referred to) & "Implicit" (women are indirectly referred to)

Each FPI can support multiple SDG targets. Given the indivisible nature of the SDGs, the FPIs are expected to have an indirect impact on most SDGs.
• Delivering on time, on scope, on budget
• Match the decentralized nature of the organization
• Identify bottlenecks, streamline systems and processes and design efficient platforms
• 3 initial workstreams: donor reporting, project design, fast-track procedures
• Capacity-building and staff training
Comprehensive IT programme management architecture
Delivering on the universal mandate: differentiated Country Presence

**Policy Presence**
- No resident staff: UN Women staff from HQs, regional or country offices conduct policy dialogue missions
- Policy recommendations from policy dialogue directly implemented by partner country.
- Cost covered in the form of third-party co-financing

**Programme Presence**
- Project Staff to implement specific targeted project activities
- Policy recommendations implemented through dedicated UN Women or joint UN technical assistance projects.
- Cost covered in the form of third-party co-financing, ODA and innovative/non-traditional finance

**Country Offices**
- Agency and project staff
- Promotes joint programming across UN agencies based on a shared theory of change. Can be single or joint projects
- Cost covered in the form of ODA, innovative/non-traditional finance and third-party co-financing.
Financing strategy

- Continued focus on adequate level of core resources
- High quality, soft-earmarked non-core resources
- Innovative sources of financing
- UN pooled funding mechanisms
- Proper cost-recovery

Structured Dialogue on Financing

*According to a recent OECD/DAC study in 2012-13 only 2 per cent of aid to peace and security in fragile states targeted gender equality.*
Identifying funding gaps and their impact

Identification of the funding gaps

Shows Funding gap for FPI 6 by country

Shows Total Funding gap for FPI 6

Allow to identify Funding Gap by Flagship Programmes
### Fostering innovation

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<tr>
<th>Open innovation</th>
<th>Targeted innovation</th>
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<tbody>
<tr>
<td>• Generation of ideas and solution-building</td>
<td>• Specifically target barriers where progress is slow</td>
</tr>
<tr>
<td>• Cohort of internal champions</td>
<td>• Leverage use of technology</td>
</tr>
<tr>
<td>• Design-thinking processes to reframe problems and find solutions</td>
<td>• Innovative approaches to partnerships, convening stakeholders, and behavior change</td>
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Outlook to new Strategic plan

- September 2016: roadmap
- June 2017: draft SP
- September 2017: submission for approval

Explore topics in greater depth

Lessons from the MTR

New systems and tools and data analysis to inform thinking

New strategic plan 2018-2021
Thank you!