Mid-Term Review of the Strategic Plan 2014-2017

Key findings and conclusions
Executive Board Annual Session
June 2016
1. Midterm review objectives and process
2. Global context
3. Assessment of development results
4. Assessment of organizational effectiveness and efficiency
5. Lessons learned
6. Strategic initiatives
Objectives of the Midterm Review

- Assess **progress** to date, consider proposed adjustments to **strategies, targets and indicators** as appropriate
- Provide an **analysis of factors** that have enabled or prevented results
- Reflect changes in the **global context**
- Reflect key **normative, UN coordination and programmatic developments**
- Set the stage for UN-Women’s direction in 2018-2021 ahead of the formulation of our **new Strategic Plan**
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
Challenges

- Slow pace of economic recovery and continued austerity measures
- Unprecedented scope of humanitarian crises and human displacement
- Shift in the nature and complexity of peace and security threats
- Rise in violent extremism, conservatism and shrinking of civil society space
- Poor implementation of legal frameworks
- Intersectionality of issues

Opportunities

- 2030 Agenda for Sustainable Development and an expiry date for gender inequality
- Greater recognition of women’s empowerment as a precondition for sustainable development
- Youth bulge and demographic dividend
- Technological changes that can break the marginalization and isolation facing the poorest women
- Ongoing discussions about a UN that is “fit for purpose”

Positioning UN Women to deliver on the 2030 Agenda and accelerate progress towards gender equality
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
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
Type of UN Women contribution at the output level

- Capacity Development: 93 countries, 64.1%
- Advocacy: 73 countries, 12.8%
- Knowledge: 58 countries, 11.8%
- Promoting Dialogue: 54 countries, 7.4%
- Data and Statistics: 39 countries, 3.9%
2015 programme expenditures by region

- Asia Pacific: $44.4 M
- East and Southern Africa: $43.1 M
- West Africa: $23.2 M
- Arab States: $23.6 M
- Latin America and the Caribbean: $19.5 M
- Europe and Central Asia: $13.0 M
Organizational effectiveness and efficiency results

25 targets achieved (66%)

Some illustrative results

- UN-SWAP: 64 entities report and a 15% increase in entities meeting or exceeding requirements
- 62% of Gender Theme Groups led or co-led by UN Women
- Over 1,000 companies have signed on to the Women Empowerment Principles
- Training Center: 27 courses developed and 26,000+ participants trained
- Over 11,500 UN staff have completed the I Know Gender course
- Over 700,000 men have signed up to HeForShe and new website launched
- 32,000 news reports generated about UN Women’s work
- 6.6 million visitors to the UN Women and WomenWatch websites
- 3 million followers on UN Women social media platforms
Resource mobilization:

- Steady growth in contributions
- A record 146 countries contributing
- 2015 exchange rate challenges

Organizational effectiveness and efficiency results

- **$1,246.6M** in 2011
- **$1,141.0M** in 2012
- **$1,570.0M** in 2013
- **$1,637.0M** in 2014
- **$1,361.0M** in 2015

2011-2015 Total Contributions
Regular (Core) and Other Resources (Non-Core)
(US$ Million)
Lessons learned

- Relevance of the strategic plan
- Leveraging the triple mandate
- Importance of partnerships
- Programmatic focus
- Operational effectiveness
- Resource constraints
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.

Related Strategic Initiatives
- Gender-responsive implementation of the Sustainable Development Goals
- Flagship Programming Initiatives
The contribution of UN Women Strategic Plan Impact Areas to the implementation of the SDGs

Impact Area 1: Women's leadership and participation

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
Limited adjustments to results framework:

- No changes in 6 impact areas
- **19 targets** revised upwards or downwards to correct the fact that some targets set in 2013 were conservative, as they did not take into account the actual field presence that UN-Women was able to reach in 2014-2015, as well as the greater-than-anticipated level of demand
- **12 indicators** revised to allow for greater clarity in measurability. Whenever relevant, alignment with proposed SDG indicators were considered. Minor edits were proposed for **8 indicators**.
- **6 new indicators** have been proposed to improve measurement of the related outcome or output.
- **5 indicators** that were non-functional (data unavailable or measurement/reporting challenges) were deleted.

Consistency with original results framework approved by the Executive Board in 2013:

- 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.
Leveraging the triple mandate

- Enabled a multipronged approach for the achievement of results
- Articulate comparative advantage according to each context
- 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.

Related Strategic Initiatives
- Gender-responsive implementation of the SDGs
- Flagship Programming Initiatives
- Organizational design and delivering on the universal mandate
Partnerships as a results enabler

- A large constituency of champions for the gender equality agenda
- Considered a major asset
- Unique relationship with the women’s movement
- Mobilizing allies in the private and philanthropic sector and academia
- 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.

Related Strategic Initiatives
- Gender-responsive implementation of the SDGs
- Flagship Programming Initiatives
• 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.
• Indicators tend to be process-based and lack measurement of the bigger transformational results of UN-Women’s interventions
• Operational bottlenecks, cumbersome procedures and unclear or overly centralized processes.

Related Strategic Initiatives
• Flagship Programming Initiatives
• Business processes reengineering
• Fostering innovation
• New Strategic Plan, 2018-2021
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 its 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.

Related Strategic Initiatives

- Financing strategy
- Structured dialogue on financing
Strategic initiatives

- Gender-responsive localization of the SDGs
- Flagship Programming Initiatives
- Business process reengineering
- Universal mandate and differentiated country presence
- Financing strategy
- Fostering innovation
• CSW 60 provides a roadmap
• Support to Member States to “localize” the 2030 Agenda
• Leveraging expertise in gender-responsive planning and budgeting
• Support to national machineries
• Gender statistics
• Support to follow-up and review processes, including HLPF
• Engagement of civil society
• Global multi-stakeholder coalitions on “game-changing” issues
• Leaving no one behind
Flagship Programming Initiatives

- Evolution in UN Women’s programming strategy
- Consolidation of small-scale, short-duration projects into large, high-impact, scalable multi-stakeholder programmes
- Fully leverage the composite mandate
- Strengthen normative-operational linkages
- Theories of Change as a common platform to map all contributions to transformative results
- Aligned with Strategic Plan impact areas and support their implementation
- Address multiple SDGs in a synergistic manner
- Access high-quality non-core resources
Leveraging UN Women’s normative, coordination and operations mandates within its Strategic Plan
FPIs alignment with the 2030 Agenda

12 SDGs

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 (DfUM)
Women’s Engagement in Risk (DfUM)
Gender Engagement in Peace, Security, and Recovery
Transformative Financing for GEWE

Total # of SDG targets by Flagship Programme

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 indivisibility of the SDGs, the FPIs are expected to have an indirect impact on most SDGs.

1. WPE: Women’s Political Empowerment; WEE: Women’s Economic Empowerment; EVAW: ending violence against women; PST: Peace, Security and Humanitarian settings; P&B: Planning and Budgeting.
II. DRAFT TOC: Women’s Access to Land and Productive Resources for Climate-Resilient Agriculture

A TOC by nature encompasses the actions required by all partners to achieve a transformative change. The aim of the TOC is to help UN Women identify these actions and strategic partnerships. Consequently this draft TOC reflects interventions beyond those that UN Women will do by itself.

Goal Statement:
Women farmers are economically empowered and resilient in a changing climate.
- Share of women among agricultural land owners by age and location (U/R);
- Legal framework includes special measures to guarantee women’s equal rights to land ownership and control;
- Guiding normative frameworks include CEDAW (article 14); Beijing Platform for Action; SDGs; CSW/S6; UNFCCC & UNCED gender provisions.

Outcome:
Women’s land tenure security is increased. Key indicators: Share of women among agricultural land owners by age and location (U/R); Legal framework includes special measures to guarantee women’s equal rights to land ownership and control.

Outcome TOC:
1.1. Social, customary and political barriers to women’s equal land rights and access removed (access root causes; advocacy with communities, traditional and religious leaders, CSOs; women’s machinery and governments; increased public awareness)
1.2. Gender-biased statutory and customary land tenure frameworks, laws, policies (reformed gender-based assessment of land and property rights and laws, South-South learning and technical assistance). Advocacy with political and customary authorities, communities.
1.3. Strenthened capacity of land registry institutions to improve systems and ease access (strengthen land mapping and registration systems; increase women’s access to civil documents and application procedures).

Output:
2.1. Improved access to productive, time-saving and climate-resilient assets, tools and technologies (increased proportion of women with access to appropriate technologies; machinery, fertilizers, improved seeds, pest control, etc. for sustainable agriculture).
2.2. Improved access to climate-resilient agricultural extension services for women and households (capacity assessment of land and property rights and laws, South-South learning and technical assistance). Advocacy with political and customary authorities, communities.
2.3. Recognition of women’s roles in agriculture and favorable attitudes/practices about women using technology promoted (access root causes of negative attitudes/practices; advocacy strategies and media campaigns, awareness raising with men and women farmers and families, extension workers, policymakers; outreach to community/reigious leaders).

Key Assumptions:
- Lack of land and property rights is a structural cause of gender inequality (limited land and property rights are connected). -Women’s demonstration land tenure security or ownership is important for access to finance.
- Gender gap exists for agricultural technologies, tools and practices. - New technologies and tools will save women time and be less physically intensive; - Women farmers have energy to care for children.
- Gender gap in access to affordable food and finance; - Women are in a weaker intra-household bargaining position, which reduces their ability and willingness to save and invest.
- Gender gap in access to markets and in the value chain (aggregation, processing, distribution, decision-making).
- Greater access to markets and moving higher in the value chain will increase income. - Women farmers have access to ICTs.
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- Greater access to markets and moving higher in the value chain will increase income. - Women farmers have access to ICTs.
- Social/cultural/political trade barriers to women moving up the value chain and having preferential access to markets.
- Private sector unwilling to pay slightly more for products from women smallholders or engage with new women distributors.
- Macroeconomic policies do not support women farmers in national/global value chains.
• 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
• A comprehensive IT programme management architecture
• Alignment with IATI
• 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
- Quantifying the funding gap and its consequences
Structured Dialogue on Financing and High-Quality Non-Core Financing

Identification of the funding gaps

Shows Funding gap for FPI 6 by country

Shows Total Funding gap for FPI 6

Allow to identify Funding Gap by Flagship Programmes

Programme Overview

Outcomes
82

Outputs
174

Development Results
Ending violence against women
98.43 % $44.036M

Peace & security & humanitarian actions
1.57 % $0.702M

Total Resource Req
$44.738M
Funding Gap
$19.587M

Regional Offices (RO)
4
Country Offices (CO)
24
Multi-Country Offices (MCO)
2
Programme Presence (PP)
8

Afghanistan (CO)

Total Outcomes
1
Total Outputs
5
FPI
FPI
Total Resources
$5.071M
Total Funding Gap
$0.856M

Legend:
- West and Central Africa
- East and Southern Africa
- Arab States
- Asia Pacific
- Europe and Central Asia
- Americas and the Caribbean

Map showing distribution of funding gaps by country.
Fostering innovation

• Open innovation:
  • Generation of ideas and solution-building
  • Cohort of internal champions
  • Design-thinking processes to reframe problems and find solutions

• Targeted innovation:
  • Specifically target barriers where progress is slow
  • Leverage use of technology
  • Innovative approaches to partnerships, convening stakeholders, and behavior change
Outlook to new Strategic plan

- Lessons from the midterm review will feed into the new SP
- Opportunity to explore some topics in greater depth, such as:
  - Reflecting composite mandate in results framework
  - Enhancing indicators and measuring results
  - Cross-cutting strategies, such as addressing gender stereotypes and social norms
- Systems and tools in place to inform thinking
- Roadmap to be discussed in September
Resources and related links

• Full report and annexes available on the **Executive Board website**

• Annexes:
  • Data companion and scorecard*
  • Revised Results Framework
  • Overview of financial results
  • List of existing offices
  • Report on the implementation of the QCPR
  • Report on the Trust Funds
  • Overview of FPIs

• Mini-online version to be launched next week*

*new feature
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