Strategic Plan 2018-2021

Overview of design considerations and process
Informal consultation with the Executive Board

14 December 2016
Purpose

- This document updates and further develops the roadmap on the development of the new Strategic Plan 2018-2021, which was presented to the Executive Board in September 2016.
- It further defines key considerations that will need to be taken into account in the design of the plan, thus outlining a ‘scope of inquiry’ for UN Women to address in the new plan.
- It is intended as a basis for discussion at the Executive Board informal consultation to be held on 14 December.
- This presentation provides a general overview, which is complemented by other documents submitted ahead of the informal consultations.
Content

1. Design principles and approach
2. Sources of information
3. Key elements and design considerations
4. Updated process and timeline
5. Key questions for the Executive Board
Content

1. Design principles and approach
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The design of the Strategic Plan 2018-2021 will follow a number of principles:

• Build on **lessons learned from midterm review** of the strategic plan 2014-2017 and on recommendations from evaluations

• Further strengthen the **alignment with Beijing+20** findings and in support of the gender-responsive implementation of the 2030 Agenda for Sustainable Development

• Fully integrate the **QCPR guidance**

• Ensure **synergies and joint initiatives with other UN agencies and system-wide coherence**

• Strengthen **link between resources and results**, including in the context of the Integrated Budget 2018-2019
The approach for the development of the Strategic Plan 2018-2021 will build on good practices used for the midterm review

<table>
<thead>
<tr>
<th>Integrated</th>
<th>Innovative</th>
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<tbody>
<tr>
<td>• Close alignment between the development of the strategic plan and integrated budget</td>
<td>• Use of innovative approaches to planning – design thinking, scenario building and forecasting approaches</td>
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<tr>
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<td>• Leveraging technology, web-based tools and visuals to process and present information</td>
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</table>

- Regular consultations with the Executive Board and Member States
- Engagement with relevant UN agencies
- Multi-stakeholder consultations with donors, civil society, the private sector and others
- Internal engagement

- Use of new systems and tools for data generation and analysis
- Lessons learned from evaluations and assessments, including on UN coordination, the regional architecture, and strategic partnerships, and risk analysis

- Use of innovative approaches to planning – design thinking, scenario building and forecasting approaches
- Leveraging technology, web-based tools and visuals to process and present information
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2 Sources of information
3 Key elements and design considerations
4 Updated timeline
5 Key questions for the Executive Board
What will inform the design of the Strategic Plan

• Midterm Review of Strategic Plan
• Synthesis of evaluations and assessments
• Analysis of Strategic Notes and country priorities
• Internal think pieces and papers
• Internal and external consultations
The design of the Strategic Plan will build on lessons learned from the midterm review

• Extensive contextual analysis
• Continued relevance of the Strategic Plan and its results framework in the context of the 2030 Agenda for Sustainable Development
  • Ensuring alignment with SDGs and Beijing+20
  • Adjustments to the results framework
• Leveraging and better integrating UN Women’s triple mandate
• Building results-oriented partnerships
• Greater programmatic focus to scale up impact
• Addressing increased demand for support
• Operational effectiveness and financing strategy
  • Including cost effectiveness
Other key sources of information that will be presented at the first informal consultation:

- Sustainable Development Goals indicators as a basis for the new Strategic Plan results framework
  - See presentation
- Leveraging Programme Management Information Systems and results monitoring as a data source
  - Presentation forthcoming
- Overview of relevant evaluations
  - See presentation
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## Components of the Strategic Plan “package”

<table>
<thead>
<tr>
<th>Narrative</th>
<th>Results Framework</th>
<th>Integrated Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>• A compelling vision of what UN Women wants to achieve by 2021</td>
<td>• From a DRF/OEEF to an Integrated Results and Resources Framework</td>
<td>• Aligned with results framework</td>
</tr>
<tr>
<td>• A contextual analysis, building on the MTR</td>
<td>• Streamlined framework with more focused outcomes, outputs and indicators</td>
<td>• Adequately supporting UN Women’s structure and the achievement of results</td>
</tr>
<tr>
<td>• Clearly articulating UN Women’s contribution to the 2030 Agenda, reflecting its principles and how they apply to UN Women’s mandate (Leaving no one behind, universality, human rights based approach)</td>
<td>• A robust and logical results chain</td>
<td>• In line with realistic resource envelopes</td>
</tr>
<tr>
<td>• Alignment with the QCPR</td>
<td>• Better quantitative measurement of UN Women’s contribution and impact</td>
<td>• Possible scenarios</td>
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<tr>
<td>• System-wide approach and synergies with other UN agencies</td>
<td>• Integration of FPIs</td>
<td>• Taking into consideration the full cost recovery policy implementation</td>
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<tr>
<td>• 2020 as a major milestone</td>
<td>• Annual milestones</td>
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<tr>
<td></td>
<td>• Linking results and resources</td>
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</tbody>
</table>
## 5 areas of focus and design considerations

### WHAT – Priority areas and the results framework
- Strengthen the Strategic Plan’s link and contribution to the 2030 Agenda and the SDGs
- Review and streamline the overall structure of the results framework
- Fully integrate the priorities identified in Beijing+20
- Fully align and integrate the FPIs to the results framework
- Define indicators that capture UN Women’s impact with annual milestones

### WHO – Beneficiaries, primary and secondary
- Fulfilling the commitment of leaving no one behind
- Addressing multiple and intersecting forms of discrimination

### HOW – Strategies and tactics
- Leveraging the triple mandate
- Human rights based approach
- Institutional strategies

### WHERE – Field presence and organizational design
- Responding to the universal mandate and universal nature of the 2030 Agenda
- Operationalizing the recommendations of the evaluation on the regional architecture

### INSTITUTIONAL ENABLERS – Organizational effectiveness and efficiency
- Internal essentials to ensure that UN Women is able to deliver
“WHAT”
Results Framework
UN Women’s contribution to the 2030 Agenda for Sustainable Development

- Not just SDG 5 but ensuring that the entire agenda delivers for women and girls
- Relevant SDG indicators will be integrated in the results framework

The contribution of UN Women Strategic Plan Impact Areas to the implementation of the SDGs

<table>
<thead>
<tr>
<th>Impact Area 1: Women’s leadership and participation</th>
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<tbody>
<tr>
<td>Impact Area 2: Women’s economic empowerment</td>
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<tr>
<td>Impact Area 3: Elimination of violence against women and girls</td>
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<tr>
<td>Impact Area 4: Women, peace and security</td>
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<tr>
<td>Impact Area 5: Gender responsive governance and planning</td>
</tr>
<tr>
<td>Impact Area 6: Global gender equality norms, policies and standards</td>
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</tbody>
</table>

Not just SDG 5 but ensuring that the entire agenda delivers for women and girls
Relevant SDG indicators will be integrated in the results framework
“WHAT”

Results Framework

Impact areas

• Moving from six impact areas to a single one
  • Provides a clear vision of success
  • Aligns with the approach of other agencies

• Defining an impact statement

Example of a possible impact statement (illustrative only)

IMPACT:
Achieve gender equality, empower all women, and realize women’s human rights
“WHAT”

Results Framework

Results structure

• While all areas remain relevant, there is a need for greater logic in the results structure
• Outcome areas that do not mix thematic priorities, contexts and strategies
• Integrating emerging and growing areas of work
• Challenge: streamlining and finding ways to capture outcomes that does not necessarily fit within given thematic areas

[Diagram showing thematic areas and a strategic plan]

Thematic areas
A particular political and country context
A strategy
UN Women’s normative support function
“WHAT”
Integration of Beijing+20 priorities and gender-responsive implementation of the 2030 Agenda

CSW 59 Political Declaration (Beijing+20):

- implementation of **laws, policies, strategies and programmes**;
- support for **institutional mechanisms** at all levels;
- **transformation of discriminatory norms and gender stereotypes** and the promotion of social norms and practices that recognize the positive role and contribution of women and eliminate discrimination against women and girls;
- significantly **increased investment** to close resource gaps;
- strengthened **accountability** for the implementation of existing commitments; and
- enhanced **capacity-building, data collection, monitoring and evaluation**, and access to and use of **information and communications technologies**.

CSW 60 agreed conclusions on the gender-responsive implementation of the 2030 Agenda for Sustainable Development:

- Strengthening **normative, legal and policy frameworks**;
- Fostering **enabling environments for financing gender equality and the empowerment of women and girls**;
- Strengthening **women’s leadership** and women’s full and **equal participation in decision-making** in all areas of sustainable development;
- **Strengthening gender-responsive data** collection, follow-up and review processes;
- **Enhancing national institutional arrangements**.

UN Women
“WHAT”
Results Framework
Indicators

• Full integration of SDG indicators
• Better quantifying UN Women’s contribution to transformative change in the lives of women and girls
• Selecting indicators that:
  • Support a robust results chain (link outputs, outcomes and impact)
  • Demonstrating how we leverage others
  • Capture the triple mandate within each outcome area
• Defining annual milestones
### “WHAT”

**Results Framework**

**Integrating Flagship Programming Initiatives (FPIs)**

**A. Women’s Political Empowerment and Leadership**

<table>
<thead>
<tr>
<th>Goal Statement</th>
<th>Outcomes</th>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women lead in political decision-making</td>
<td>Key indicators: % women in local governments; % women in national parliaments</td>
<td>1. Electoral frameworks and arrangements promote gender balance in elections. Key indicators: % of countries with electoral frameworks that promote gender balance</td>
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<td>Goal Statement</td>
<td>Outcomes</td>
<td>Outputs</td>
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<tr>
<td>Women lead in political decision-making</td>
<td>Key indicators: % women in local governments; % women in national parliaments</td>
<td>2. A cadre of interested, diverse, and capable women political leaders is formed. Key indicators: % women who regularly undertake various forms of political action</td>
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#### Using the FPIs Theories of Change
- Aligning FPI indicators with SP indicators
- Mapping of outcomes and outputs and define how they come together at the SP level

**Challenge:** keeping to a streamlined results framework
“WHO”

Beneficiaries

• **Leaving no one behind**
  • ...and reaching those furthest behind first

• **Addressing multiple and intersecting** forms of discrimination

• **This will require:**
  • Building on UNDG guidance
  • Analyzing inequalities within and across countries
  • Disaggregated data
  • Strategic focuses
  • Implications for resource allocations
“WHERE”
Country presence and organizational design

- Building on the evaluation of the regional architecture (to be presented to the Executive Board in February)
- Responding to UN Women’s universal mandate and the universal nature of the 2030 Agenda
- Differentiated country presence
  - Policy Presence
  - Programme Presence
  - Full fledged Country Offices
  - Role of Regional Offices and HQ
- Rethinking the role of National Committees
“HOW”
Strategies and approaches

• Human rights based approach

• Integrating the triple mandate
  • Integrate normative support, UN coordination and operational activities in support of development results
  • Identifying indicators that reflect each function within each outcome area

• UN coherence and system-wide approach
  • Strengthening UN coordination and UN system accountability
  • Revised UN Coordination strategy and Theory of Change in response to the evaluation presented to the Executive Board in September 2016
  • Leveraging UNDAFs and country programming in support of gender equality

• Flagship Programming Initiatives
  • Scalable delivery models through partnerships

• Capacity development

• South-South and triangular cooperation

• Advocacy

• Disruptive innovation
  • Technologies, businesses models, financing instruments, etc.
Institutional enablers
Essentials to ensure that UN Women delivers effectively and efficiently

- Excellence in programming and results-based management
- Financing strategy
- Stewardship of resources
  - Transparency
  - Risk management
- Human resources and talent management
- Branding and visibility
- Knowledge management
Institutional enablers
Essentials to ensure that UN Women delivers effectively and efficiently

Corporate and programme information systems to increase operational efficiencies and result management

- Results Management System (RMS);
- Leads Management System;
- Non-standard Agreement Clearance System and;
- Donor Agreement Management System (DAMS),
Institutional enablers
Essentials to ensure that UN Women delivers effectively and efficiently
Knowledge management
Developing communities of practice
The challenge of integrating all elements in a cohesive framework

<table>
<thead>
<tr>
<th>Impact</th>
<th>Example of a possible impact statement: Achieve gender equality, empower all women and realize women’s human rights</th>
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<tbody>
<tr>
<td>Thematic areas</td>
<td>Leadership and participation</td>
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<td>Economic Empowerment</td>
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<td>Ending Violence against Women and Girls</td>
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<td><strong>Women, Peace and Security and Humanitarian Action</strong></td>
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<td>Functions</td>
<td>Normative support</td>
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<td>UN Coordination</td>
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<td>Operational activities</td>
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<td>Beijing+20 priorities</td>
<td>Strengthening and implementing laws and policies</td>
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<td>Strengthening institutions and mechanisms</td>
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<td>Transforming social norms and stereotypes</td>
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<td>Increasing investments</td>
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<td>Strengthening accountability</td>
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<td>Enhancing capacity-building, data and access and use of ICT</td>
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<td>FPIs</td>
<td>• Political Empowerment</td>
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<td>• Access to Justice</td>
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<td>• Agriculture</td>
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<td>• Women Entrepreneurs</td>
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<td>• Income and Social Protection</td>
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<td>• Prevention and Services</td>
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<td>• Safe Cities</td>
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<td>• LEAP in crisis</td>
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<td>• Gender inequality of risk</td>
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<td>• WPS and recovery</td>
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<td>• Gender Statistics</td>
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<td>• Financing</td>
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<td>Contexts</td>
<td>Stable Middle Income and High Income countries</td>
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<td>Stable Low Income Countries</td>
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<td>Crisis situations and emergencies</td>
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<td>Institutional strategies</td>
<td>Knowledge-hub</td>
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<td>Capacity development</td>
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<td>Knowledge management</td>
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<td>Human Resources</td>
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<td>Organizational design</td>
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Strategic Plan 2018-21 design process

Elements
- Vision of success, including key outcomes
- Analysis
  - Situational, Stakeholders, Comparative
- Lessons learned
- Priorities
- Risk management
- Scenario planning
- Critical success factors

Process
- Visioning
- Analysis and consultations
- Results framework
- Strategic choices and trade offs
- Scenario planning
- Executive Board approval

Implementing the SP
- Change management
- Business and work planning
- Monitoring and evaluating results
- Communicating internally and externally

UN Women
Design of the strategic plan 2018-2021
Timeline

- 13 December, Informal ExBo consultation
- 14 February, One-day ExBo workshop
- March
- April/May, Informal consultations
- 30 June, Annual session: formal presentation of draft SP
- 30 August, Second regular session

Interagency workshop

**Nov.**
- Key questions to be addressed by SP and initial thinking

**Dec.**
- Results structure proposals, draft outline, QCPR paper

**Jan.**
- First draft SP, including narrative, RF and IB

**Feb.**
- Draft SP submitted to Board
- Final edited and translated version

**Mar.**
- 13 December, Informal ExBo consultation
- First draft SP, including narrative, QCPR paper

**Apr.**
- April/May, Informal consultations
- Draft SP submitted to Board
- Final edited and translated version

**May**
- 30 June, Annual session: formal presentation of draft SP

**June**
- 30 August, Second regular session

**July**
- Internal consultations

**Aug.**
- External consultations

**Sept.**
- Integrated Budget process
- 2018 annual work planning

**Scoping**
- Outline and results structure

**Visioning**
- Prepare first SP draft

**Drafting**
- Revisions
- Identify implications of QCPR

**Approving**
- Revisions

**QCPR**

**Internal consultations**

**External consultations**
- Income levels
- Budget proposals and estimates
- EB and ACABQ consultations

**Annual report drafting**
### Consultations with the Executive Board

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
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</table>
| 14 December           | **Informal consultation**
|                       | Overview of scope of inquiry – issues that the new SP will need to take into account
|                       | UN Women’s initial thinking on these issues
|                       | Detailed roadmap of consultations and opportunities for the Board to engage                                                              |
| 13 February           | **One day informal workshop**
|                       | Implications of the QCPR on the SP design
|                       | Presentation of draft outline and building blocks of the SP
|                       | Proposals for possible results frameworks and indicative indicators
|                       | Methodologies for selection of indicators and target-setting
|                       | Methodologies for results/resource link                                                                                                   |
| 14 February           | **First Regular Session**
|                       | Paper on key takeaways of the QCPR and implications for the SP
|                       | Summary of outcomes of informal workshop and way forward                                                                              |
| Late April/Early May  | **Informal consultation**
|                       | Presentation of first proposed SP draft, results framework and IB for feedback                                                           |
| End May               | **Informal briefing**
|                       | Informal briefing                                                                                                                        |
|                       | Final presentation of draft SP before annual session                                                                                       |
| 30 June               | **Annual Session**
|                       | Annual session
|                       | Formal feedback from the Board on draft SP (decision)
|                       | Presentation of 2016 Annual Report                                                                                                        |
| 30 August             | **Second Regular Session**
|                       | Second Regular Session                                                                                                                  |
|                       | Final SP presented for adoption                                                                                                          |
Interagency consultations

- Interagency group bringing together UNDP, UNFPA, UNICEF and UN Women to develop common approaches and alignment

- Main focuses:
  - Coordinated approach to contributing to the 2030 Agenda and the SDGs
  - Results framework: harmonized approach and structure
  - Common methodologies and approaches on key issues, such as results-resources links

- Monthly meetings and working groups
- Monthly meeting of the Secretaries of Executive Boards to ensure coherence
- Interagency workshop held in November 2016
- UN Women will also consult with gender focal points of relevant entities
External consultations

• Global/regional consultations
  • Global consultations coordinated by HQ
  • Regional/country consultations decentralized to Regional Offices

• Key partners
  • Donors and governments
  • Civil society (including CSAGs), National Committees, private sector, regional institutions, media partners
  • Other UN agencies and IFIs

• New constituencies
  • Youth, faith-based organizations, men and boys
  • Non-traditional government partners (e.g. Ministries of Finance)
  • Leveraging HeForShe, Trust Fund grantees

• Scope of inquiry
  • UN Women’s comparative advantage and positioning
  • Trends in context, programmatic focus and funding
  • Validation of priorities and results framework
Internal arrangements

- **Global sounding board**
  - Provides inputs and reacts to proposals
  - Supports internal and external consultations

- **Global Leadership Group**
  - Two-way communication - webinars and discussion groups
  - Address issues not on the radar screen of management
  - Identify innovative solutions
  - Communicate core directions of SP with partners

- **All Staff**
  - Management Team guidance and oversight
  - Interdivisional task force and working groups
  - Core team

UN Women

Design of the strategic plan 2018-2021
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We would like your feedback!

• What do you see as UN Women’s biggest contribution towards the coherence of the UN system to deliver on gender equality?

• What is the key deliverable that you expect of UN Women in the next Strategic Plan?

• Do you have any specific expectations on the Strategic Plan and the process to develop it that you would like to see reflected?
  
  • Scope of inquiry and key considerations
    • Too narrow? Too broad?
    • Any elements missing?
    • Greater or less emphasis on some aspects?
  
  • Process and timeline
    • Timeline and content of informal consultations
Thank you!