Strategic Plan 2018-2021
Design process and timelines
UN Women’s Strategic Plan

• A guiding document to enhance the impact of UN Women’s work:
  • Aligning the work of different parts of the organization around common goals and strategies
  • Defining strategic focus and choices
  • Communicating what UN Women is about and what it aims to achieve
  • A common accountability framework between UN Women and the Executive Board

• Current strategic plan ends in 2017

• Process for the new Strategic Plan 2018-2021 has started
The design of the Strategic Plan 2018-2021 will follow a number of principles:

• Build on lessons learned from midterm review conducted in 2016
• Integrate recommendations from evaluations
• Support the gender-responsive implementation of the 2030 Agenda for Sustainable Development
• Strengthen the alignment with Beijing+20
• 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.

### Integrated
- Close alignment between the development of the strategic plan and integrated budget

### Inclusive
- 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

### Evidence-based
- 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

### Innovative
- 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
Midterm review of the Strategic Plan 2014-2017

• Presented to the Executive Board in June 2016
• Extensive contextual analysis
• Continued relevance of the Strategic Plan and its results framework in the context of the 2030 Agenda for Sustainable Development
• 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
Timeline

13 December, Informal ExBo consultation

Interagency workshop

14 Feb, One-day ExBo workshop


Key questions to be addressed by SP and initial thinking

Results structure proposals, draft outline, QCPR paper

First draft SP, including narrative, RF and IB

Draft SP submitted to Board

Final edited and translated version

30 June, Annual session: formal presentation of draft SP

30 Aug, Second regular session

Scoping

Visioning

Drafting

Approving

Outline and results structure

Prepare first SP draft

Revisions

Revisions

Identification of implications of QCPR

Internal consultations

External consultations

Income levels

Budget proposals and estimates

EB and ACABQ consultations

Integrated Budget process

Annual report drafting

2018 annual work planning

design of the strategic plan 2018-2021
Interagency consultations

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

- Main focuses:
  - Joint contribution 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 workshops
- UN Women will also consult with gender focal points of relevant entities
Components of the Strategic Plan “package”

### Narrative
- A compelling vision of what UN Women wants to achieve by 2021
- A contextual analysis, building on the MTR
- 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)
- Alignment with the QCPR
- System-wide approach and synergies with other UN agencies
- 2020 as a major milestone

### Results Framework
- From a DRF/OEEF to an Integrated Results and Resources Framework
- Streamlined framework with more focused outcomes, outputs and indicators
- A robust and logical results chain
- Better quantitative measurement of UN Women’s contribution and impact
- Integration of FPIs
- Annual milestones
- Linking results and resources

### Integrated Budget
- Aligned with results framework
- Adequately supporting UN Women’s structure and the achievement of results
- In line with realistic resource envelopes
- Possible scenarios
- Taking into consideration the full cost recovery policy implementation
### 5 areas of focus and design considerations

#### WHAT – Priority areas and the results framework
- Clearly define the contribution to the 2030 Agenda and the SDGs
- Review and streamline the overall structure of the results framework
- Fully align and integrate the Flagship Programming Initiatives
- Define indicators that better capture UN Women’s impact with annual milestones

#### WHO – Beneficiaries
- 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
- Institutional essentials to ensure that UN Women is able to deliver
# The challenge of integrating all elements in a cohesive framework

**Example of a possible impact statement:**
Achieve gender equality, empower all women and realize women’s human rights

<table>
<thead>
<tr>
<th><strong>Impact</strong></th>
<th><strong>Thematic areas</strong></th>
<th><strong>Economic Empowerment</strong></th>
<th><strong>Ending Violence against Women and Girls</strong></th>
<th><strong>Women, Peace and Security and Humanitarian Action</strong></th>
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<tbody>
<tr>
<td><strong>Leadership and participation</strong></td>
<td>Beijing+20 priorities</td>
<td>Strengthening and implementing laws and policies</td>
<td>Strengthening institutions and mechanisms</td>
<td>Transforming social norms and stereotypes</td>
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<tr>
<td><strong>Economic Empowerment</strong></td>
<td>FPIs</td>
<td>• Political Empowerment</td>
<td>• Agriculture</td>
<td>• Prevention and Services</td>
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<td><strong>Ending Violence against Women and Girls</strong></td>
<td><strong>Contexts</strong></td>
<td>• Access to Justice</td>
<td>• Women Entrepreneurs</td>
<td>• Safe Cities</td>
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<td><strong>Women, Peace and Security and Humanitarian Action</strong></td>
<td><strong>Institutional strategies</strong></td>
<td><strong>Stable Middle Income and High Income countries</strong></td>
<td><strong>Stable Low Income Countries</strong></td>
<td><strong>Crisis situations and emergencies</strong></td>
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<tr>
<td><strong>Institutional enablers</strong></td>
<td><strong>Knowledge-management and Evaluation</strong></td>
<td>Financing</td>
<td>Stewardship of resources, transparency and risk management</td>
<td>Knowledge management</td>
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Next steps

• Informal workshop on 13 February
• Informal consultations and exchange
• First draft presented at the end of April