

Mid-Term Review (MTR) of **UN-Women's Strategic Plan 2022-2025**

2nd Workshop with the Executive Board
25 March 2024



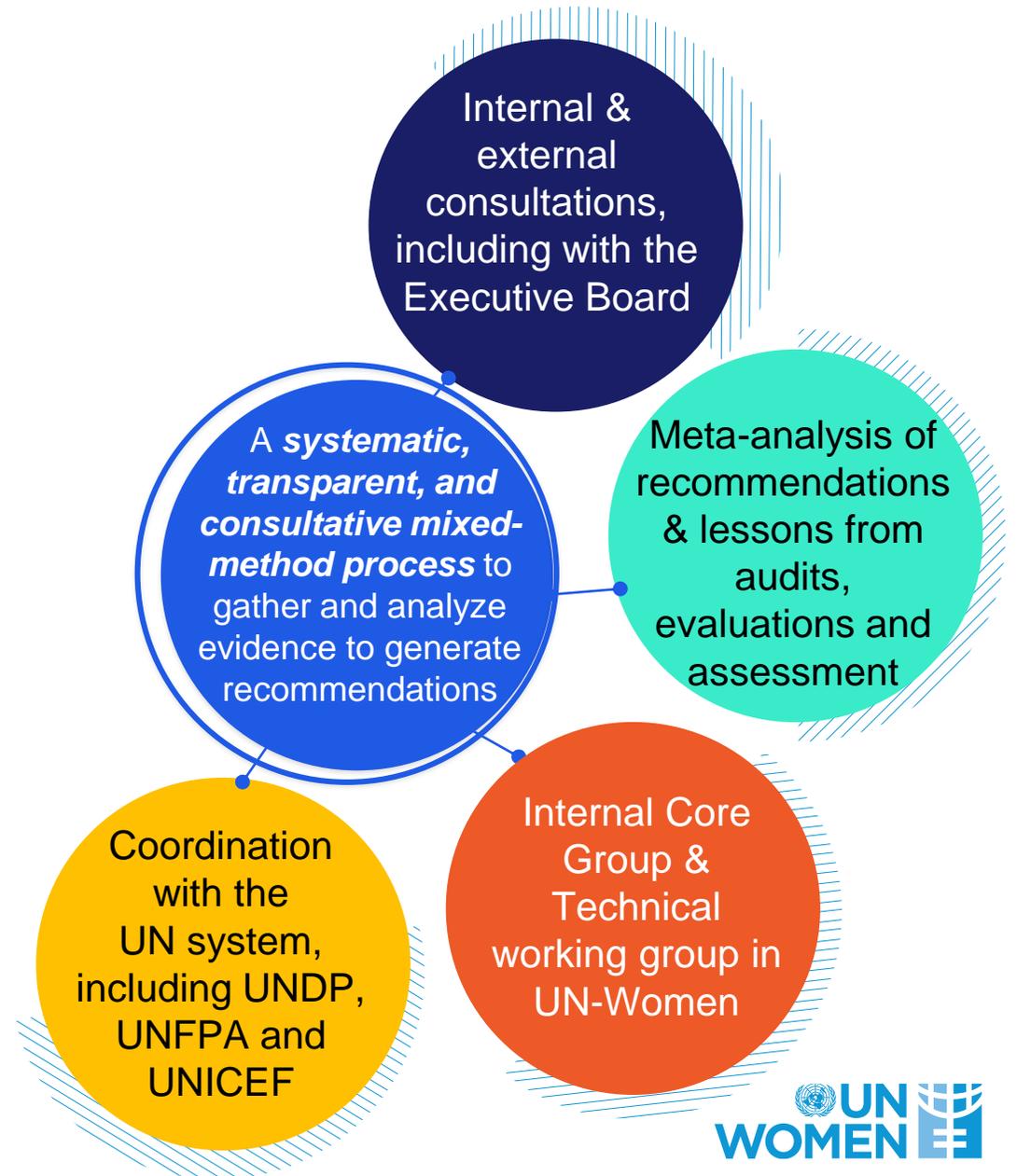
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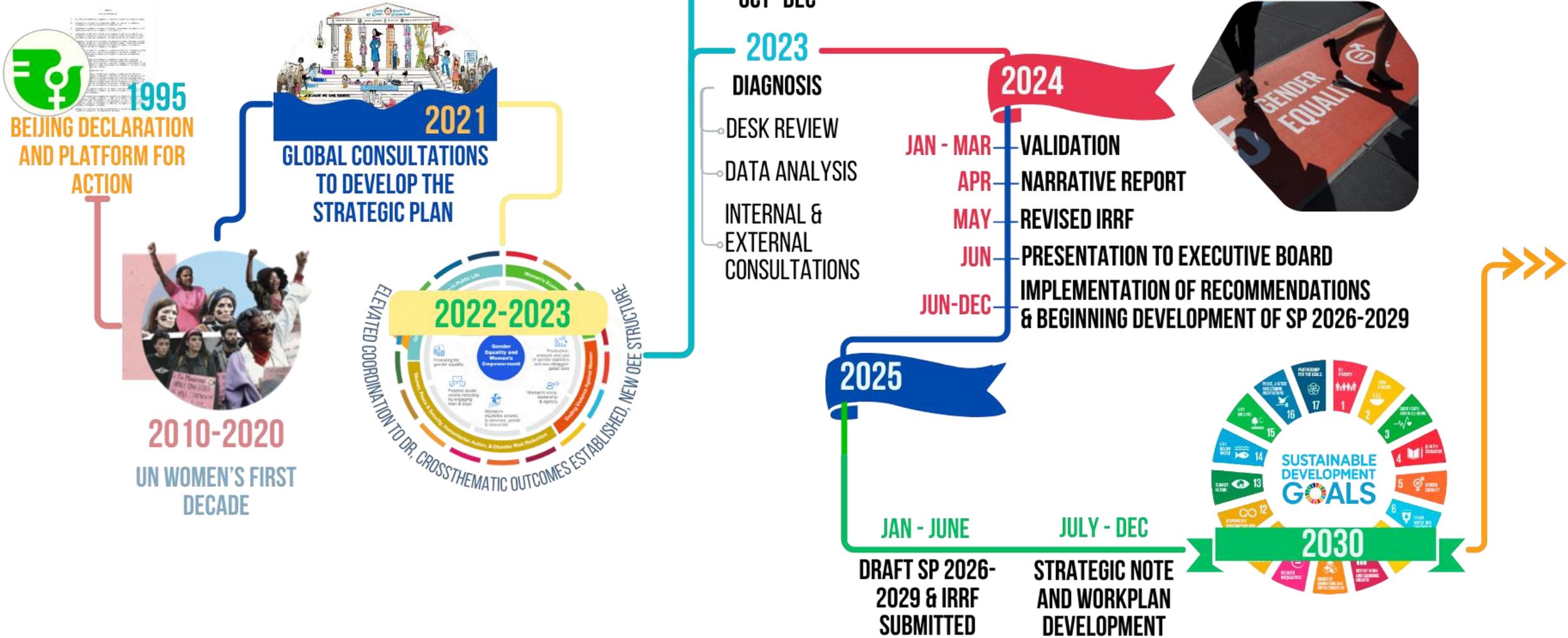


OBJECTIVES AND METHODOLOGY OF THE MTR

-  Collective moment to **validate and refine** the current Strategic Plan 2022-2025
-  Reflect on **progress and lessons learned** in implementing Impact and Outcome areas
-  Identify opportunities and challenges for strengthening **results communication**
-  Clarify the UN-Women **business model** as a field-focused entity
-  Set the stage for UN-Women's **direction beyond 2024-2025** – recommendations for the next Strategic Plan 2026-2029



ROADMAP TO 2030



GLOBAL OPERATING CONTEXT – Crosscutting Issues

Financial Austerity & growing calls for Financing for Gender Equality

Just **4%** of bilateral allocable ODA, goes to programmes where gender equality is the main objective*

An additional investment of **\$360 billion per year** is needed to achieve gender equality globally by 2030*



Climate Change and extreme weather events

Under a worst-case climate scenario, climate change may push up to **158.3 million** more women and girls into poverty (16 million more than the total number of men and boys)*



Emerging Digital Technologies

Despite its transformative potential, digital technologies give rise to new challenges – including **technology-facilitated gender-based violence** and discrimination, misinformation, deepfakes and security risks **



GLOBAL OPERATING CONTEXT

Governance & Participation

- Women hold less than 30% of seats in national parliaments [twice the level observed in 2000 (13.3%)], but progress has slowed in recent years*
- Shrinking public spaces for women, violence against women in politics, targeted threats to feminist activists and women human rights defenders persist**

Economic Empowerment

- Globally, less than two thirds (61.4%) of prime working-age women (aged 25 to 54) were in the labour force in 2022 compared to 90.6% of prime working-age men*

WPS, Humanitarian & Disaster Risk Reduction

- In 2022, 614 million women and girls lived in conflict-affected contexts, 50 per cent higher than in 2017
- In 2023, women and girls in extremely fragile countries and areas are 7.7 times more likely than those in other contexts to live on less than US\$2.15 a day*

Ending Violence Against Women

- No country is within reach of eradicating violence against women. Continued high levels of in-person and online violence persist, including reprisals and intimidation for cooperation with the UN*
- In 2022, more than five women and girls were killed every hour by someone in their own family*

Looking ahead in 2024-25:

Summit of the Future

2026-2029
UN-Women
Strategic
Plan

KEY FINDINGS & WAYS FORWARD: DEVELOPMENT RESULTS 2022-2023



Normative advancements

Continued attention to gender equality in global normative and national legislative frameworks. Gaining ground in new areas, despite some set-backs.

- Leverage this progress with continued investments for the adoption and revision of laws for the advancement of gender equality at national and local levels

Financing for gender equality

Increased understanding of the resource gap for SDG 5, with progressive growth of technical work at national level

- Leverage CSW 68 momentum & intensify investments in institutions and capacity to escalate and attain progress

UN system coordination

Increased recognition of UN-Women as a central actor in bringing the expertise and convening capacity to mainstream a gender perspective across the UN System

- Greater attention to coordination of the UN system in thematic impact areas

KEY FINDINGS & WAYS FORWARD: DEVELOPMENT RESULTS 2022-2023



Humanitarian Action

Successful at integrating gender into humanitarian planning cycles and responses, leveraging expertise and data, unlocking engagement of women-led organizations and bringing focus to gender-specific needs

- Need to further strengthen measurement and communication of UN-Women's unique value-add in humanitarian settings

Transforming Social Norms

Value of placing social norms at Outcome level recognized. Social norm change programming growing across impact areas.

- Build coalitions around progressive approaches to social norm change with women's groups, international organizations and other social justice movements.

Emerging Issues

Climate change, new technology related programming mainstreamed across Impact areas, aided by normative advancement through CSW and COP.

- Resolve strategic tension between the need to focus and prioritize on one hand and integrate emerging areas on the other

WAYS FORWARD: DEVELOPMENT RESULTS 2022-2023

Integrated Approach

Strong support to continue the SP's integrated Outcome-driven approach.

- Continue operationalizing the approach and shift from a project to a programme approach, leveraging the Gender Equality Accelerators
- Fine-tune internal working arrangements to better deliver the integrated approach

Measurement of Results

Confirmed need to improve measurement and aggregate reach of UN-Women's work to better communicate impact at scale

- Strengthen efforts to better prioritize, capture and aggregate key results, including through system and capacity enhancements
 - Short-term: Adjust indicators, including to align with UN system indicators;
 - Long-term: Refine development results and indicators for SP 2026-2029

KEY FINDINGS: OEE RESULTS 2022-2023



**Principled
Performance**



**Advancing
Partnerships and
Resourcing**



**Business
Transformation**



**Empowered
People**



**Products,
Services and
Processes**

**OEE as
effective and
forward-looking
management
process**

The new OEE structure is proving to be effective and drives collaboration:

- The Balanced Scorecard approach is useful to drive performance holistically and is enabling cross-divisional collaboration – since no dimension is owned by any one Division alone
 - Agile, forward-looking, evidence-based, and risk-informed operational decision-making (QBR)
 - Strengthened ties across the organization, linking Country Offices, Regional Offices and HQ
- **Allows leaders to direct/focus attention based on risks, performance and compliance data**

**2022/23 OEE
indicators
performance
highlights**

- UN-Women is performing well in areas of **Principled Performance** and **Advancing Partnerships** – with notable improvements made in the areas of **audit and evaluation and risk management**
- There is room for improvement when it comes to the financial sustainability of Country Offices
- Performance in some areas has been impacted by the implementation of Quantum, with higher performance expected in 2024

OEE – WAY FORWARD



**Principled
Performance**



**Advancing
Partnerships and
Resourcing**



**Business
Transformation**



**Empowered
People**



**Products,
Services and
Processes**

**Advancing the
OEE
methodology**

- Need to continue to evolve the tools to manage the UN-Women business model efficiently – especially at the country level
- Incorporate technology for higher efficiency and effectiveness (e.g. Artificial Intelligence, increasing automation within corporate performance management)

**Driving
organizational
performance**

- Update and continuously improve OEE and other Key Performance Indicators
- Building on the work of the UN-Women Transparency Portal, further improve results communication and draw out linkages between Regular Resources and results achieved

WORKING TOGETHER FOR UN COHERENCE

System-wide accountability

- **80% of UNSDCFs finalized** in 2023 included gender equality as a main component
- Led the review and update of the **IASC's Gender Policy** to be more inclusive and transformative
- **79% of Humanitarian Response Plans and Humanitarian Needs Response Plans** demonstrated the integration of gender equality (Feb 2024)
- 30% of expenditures dedicated to **joint programmes** in 2022 (2023 pending) (up from 13% in 2018)

Joined-up results tracking

- **14 SDG indicators and 11 Quadrennial Comprehensive Policy Review (QCPR) indicators** being used in a joined-up manner with other agencies
- UN-Women contributes to UNSDG Output Indicator Framework results across 12 SDGs under 28 UNSDCFs in UNInfo so far

Coordination of system-wide changes

- **8 QCPR-based indicators track UN-Women's coordination mandate** on system-wide changes supporting gender equality and the empowerment of women and girls

The MTR has provided the opportunity for considering further alignment of the Entity's work with the rest of the UN system (e.g. UNSDG Output Indicator Framework indicators) – this will also inform the design of the SP 2026-2029

HARMONIZED FINANCIAL REPORTING ON SDGs

5 GENDER EQUALITY



UN-Women's \$540M expenditure against the SDGs in 2022

Mapping 100% of UN-Women expenditure to the SDGs (2022)

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

8 DECENT WORK AND ECONOMIC GROWTH

3 GOOD HEALTH AND WELL-BEING

13 CLIMATE ACTION

11 SUSTAINABLE CITIES AND COMMUNITIES

1 NO POVERTY

4 QUALITY EDUCATION

2 ZERO HUNGER

17 PARTNERSHIPS FOR GOALS

10 AFFORDABLE AND CLEAN ENERGY



Data Source: UN-Women reporting at unsceb.org

NEXT STEPS

14 NOVEMBER 2023

Briefing to the Executive Board Bureau



25 MARCH 2024

2nd Workshop with the Executive Board



18 JUNE 2024

EDAR and MTR segment during the Annual Session



12 DECEMBER 2023

1st Workshop with the Executive Board

29 MAY 2024

Informal briefing to the Executive Board on 2023 EDAR and MTR

THANK YOU





Annex: Key findings from the meta-analysis of evaluations, audits, external assessments

*Review of 70+ documents published 2020-2023:
54 UN-Women corporate, regional and country
level evaluations, audits and reports, and
17 evaluations and audits by UN-Women's
development partners*

Key findings (I)

The **SP 2022-2025 and its cross-thematic outcomes** provide an opportunity for greater coherence of UN-Women's work to deliver on its integrated mandate. Further strengthening of Theory of Change (ToC) and clarity on key approaches and adjustments to internal working arrangements are required.

UN-Women has successfully established itself as an advocate for gender equality within the United Nations Country Teams (UNCTs). Challenges faced in leveraging **UN reforms** mostly relate to delivering as one and are largely impacted by broader UN reform dynamics.

Design and strategies: UN-Women's work is grounded in international frameworks for gender equality and aligns with national priorities and stakeholders' needs. Systematic and holistic approaches to major intervention strategies (e.g. capacity development, policy work) are crucial for achieving outcome-level results. Strengthening capacities for monitoring, reporting, and cross-organizational learning is imperative.

Cross-cutting themes such as social norms change, LNOB and youth, private sector engagement and innovation are getting traction and good practice models are emerging across the regions. Clearer articulation of the corporate ToCs and approaches can help to advance overall effect of these themes in UN-Women programming.

Key findings (II)

UN-Women's coordination mandate is a strategic asset for collaboration and coordination on gender equality and women's empowerment. Greater clarity is needed on the aims of thematic coordination and more needs to be done to translate successful coordination at the planning stages into synergies in implementation and impact.

UN-Women is found to be **agile in adjusting its programming to changing contexts**, such as COVID-19, disasters and related risk reduction and climate change. Comparative advantages include technical expertise on gender equality, convening power and intermediary role among national stakeholders, political mandate for working on gender equality and norms change, and links with civil society (including at the grassroots level).

UN-Women has been successful at integrating gender into **humanitarian** planning cycles and responses, leveraging expertise and data. However, whether this translates adequately into results during implementation, monitoring and reporting phases needs to be better understood. Additionally, short-term results in protection and livelihoods support for crisis-affected women and girls need to be better understood for building resilience and achieving longer-term results. Strengthening crisis response capacities across different levels of seniority is essential as is the finalization of a crisis response policy with emergency activation protocols.

UN-Women's **Organizational Effectiveness and Efficiency** is continuously improved with forward-looking management processes. **Governance**, risk management, and control processes are established but accountability for operationalization can be even further strengthened. Long-term flexible funding is crucial for effectiveness, yet while overall resources increased, resource mobilization challenges persist. Turnover of personnel and reliance on non-staff personnel impact organizational performance.