

Annex V

Main adjustments since the endorsement of the new Strategic Plan, 2018-2021

Since the endorsement of the new Strategic Plan, 2018-2021, by the Executive Board in September 2017, UN-Women has adjusted its planning and performance management processes to align with the new Plan and ensure a strong start for its implementation. In addition, UN-Women has coordinated closely with other UN agencies on the implementation of the common chapter. This annex provides a summary of some adjustments made by the Entity, and other developments, to ensure the effective implementation of the new Strategic Plan.

A. Internal planning instruments

UN-Women revised its internal planning instruments, more specifically its Strategic Notes¹ and Annual Work Plans (AWPs),² to align them with key features of the Strategic Plan, 2018-2021, including:

- The move to one impact area and 5 outcomes, instead of 6 impact areas and 17 outcomes,
- An Integrated Results and Resources Framework, bringing together development results with organizational effectiveness and efficiency, and providing a costing of results,
- The identification of six specific “types of support” provided in its operational activities,
- The identification of UN-Women’s comparative advantages and its collaborative advantage to achieve its mandate through partnerships, basing UN-Women’s programming on partnerships with other UN entities and on the premise that these partnerships start from and leverage the respective mandates and strengths of its partners.

Internal guidance was developed to ensure that activity planning for 2018 and beyond fully contributed to the new Strategic Plan. This included:

- A full redevelopment of the internal guidance for the development of Strategic Notes, to ensure that their results structure fully aligns with the new Integrated Results and Resources Framework and contributes to its indicators. This included better guidance on UN-Women’s operating model, as described in the Strategic Plan, including an emphasis on

¹ Strategic Notes are the multi-year programming instrument that translates the Strategic Plan at the country/regional level and adapts it to the local context and priorities, in alignment with the relevant UNDAF/One UN Programme.

² Annual Work Plans are the operational planning instrument that captures specific activities, expected results, required resources and timeframes for a given year. They inform how funds and resources are allocated for planned activities and provide the basis for monitoring, reporting and assessment of value for money.

leveraging the normative and UN coordination mandates. In 2017, 25 new Strategic Notes were developed effectively integrating new priorities and requirements;

- Revised guidance for the development of AWP in the field and at HQ. For the first time, all UN-Women units in the field and Headquarters were requested to follow the same principles, approach and timeline for their annual planning processes. Quality control of all AWP was ensured through cross-regional peer review groups;
- Adjustments and additional features were introduced in UN-Women's Results Management System (RMS) to enable clear linkages between expected results of all Strategic Notes and AWP and the Strategic Plan;
- Introduction of Strategic Plan indicators in individual performance plans. For the first time, there is a direct link between individual performance management and planned results of the Strategic Plan, strengthening accountability for results and reporting.

Through these processes, offices/units have been directed to be highly selective in their programming priorities and to concentrate resources and efforts on areas of work (a) where the Entity's support is most needed; and (b) where there is a significant likelihood of impact.

All AWP include activities that reflect different types of UN-Women's support. Activities in all AWP have been tagged against the UN development system classification of support/functions. In a concerted effort to promote sustainability of interventions, UN-Women continued to incorporate capacity development priorities and approaches into its programmes. Offices have been directed to clearly outline capacity development interventions and sustainability measures to ensure full ownership of UN-Women programmes by national stakeholders.

B. Performance measurement and knowledge management

To further refine performance management against the Integrated Results and Resources Framework, UN-Women undertook a comprehensive validation exercise to cross-check baselines, milestones and targets.

To ensure quality assurance in data collection and reporting, UN-Women prepared methodological notes for each relevant indicator. Methodological notes provide a standardized understanding of the data and conceptual definitions of each indicator and detailed methods of calculation, sources of data, criteria for scoring and the rationale behind target-setting. These methodological notes provided the basis for a comprehensive survey of UN-Women's regional, multi-country, country offices and programme presence on projected results.

Based on the results of this survey, baselines, milestones and targets may need to be adjusted during the first reporting year. Overall, 91 percent of indicators are now fully populated, with 12 indicators yet to be populated pending data availability (mostly at outcome level). Challenges include disaggregation of reported data and UN-Women will put in place a process to ensure as much disaggregation as possible.

To ensure strong reporting in 2019, UN-Women will have finalized its adjustments to the Result Management System by October 2018, allowing UN-Women Divisions to report on achieved 2018 results.

To facilitate the publication of results, UN-Women undertook the development of an online Strategic Plan Portal, to be launched in 2019. The Portal will replace the annual data companion and will provide data on results achievements on a more regular basis. This will be fully coordinated with UN-Women's efforts to meet requirements of the International Aid Transparency Initiative (IATI) to ensure complementarity of information.

In order to support its efforts in performance management and building on UN-Women's comparative advantages as outlined in the Strategic Plan, UN-Women will strengthen knowledge management across the organization. A new Knowledge Management strategy is currently under development to leverage UN-Women's position as a knowledge hub on gender equality and women's empowerment, as well as its capacity to anticipate emerging issues and better drive the normative agenda for gender equality and women's empowerment. The strategy harnesses knowledge production and knowledge-sharing through existing communities of practice aligned to the outcomes of the Strategic Plan, 2018-2021.

Enhancing existing information and knowledge platforms will provide UN-Women with a strong evidence base system to capture measurable progress, analyze it, draw lessons, and make decisions that improve UN-Women's performance as a development partner.

C. Country typology and interagency partnerships

UN-Women continues to be flexible and to continuously adapt the organization's footprint, capacities and structure to deliver on its mandate in an effective and efficient manner. Notably, UN-Women has clarified the roles and responsibilities between headquarters, regional offices and country offices in line with the new Strategic Plan and is currently reviewing the existing Delegation of Authority policy and the Internal Control Framework policy to adjust the current delegations, and better align the framework with level of capacity and meet the needs of country

and regional offices. Building on the principles outlined in the Strategic Plan and on the outcomes of the evaluation on the regional architecture, UN-Women is undertaking an analysis of its country office typology. This groundwork and analyses will allow UN-Women to adjust its presence in line with the new UN Country Team configuration in line with Member States' guidance in the General Assembly resolution on the repositioning of the United Nations Development System.

In addition, UN-Women has been engaging in interagency discussions on the implementation of the common chapter with UNDP, UNFPA and UNICEF. The four agencies have been working together both through a team of technical experts and through regular meetings of the Assistant Secretary-Generals to build on existing joint initiatives at the global, regional and national levels in the context of the common chapter, such as the Spotlight Initiative to end violence against women, the UN Integrated Strategy for the Sahel, and existing joint programmes. Based on lessons learned, the agencies are finalizing a joint work programme for the 2018-2019 period to implement and report on the common chapter. Building on existing foundations, the common chapter will be implemented through joint initiatives at global, regional and country level. The UNDAF process will support the identification of joint initiatives at the country level.

UN-Women is committed to further strengthening the use of joint programmes in support of results for gender equality and women's empowerment. To that end, UN-Women offices have been set a target of a minimum of 30 percent of their portfolio implemented through joint programmes. This shift is expected to happen gradually over the Strategic Plan period.

UN-Women is closely following the discussions around the repositioning of the UN development system and constantly analyzes and assesses the implications of the reforms on UN-Women programming, both at Headquarters and at country level. UN-Women is well positioned to integrate the implications of the repositioning of the UN development system and to be an effective agent of change. In addition, UN-Women is engaged in the revamped UN Sustainable Development Group to ensure a strong focus on gender equality and women's empowerment in the work of the UN development system. It will continue to engage in the coming months on these processes and make necessary adjustments to implement Member States' decisions, in close collaboration with the rest of the UN system.