



**Mid-Term Review  
Strategic Plan  
2018-2021**

**Background Material 1:**  
**Preliminary findings from Survey on UNDS  
Reform to UN Women Country Offices**

Region	Survey Completed	# of PPs responded	# of COs responded	# of COs	% COs responded	UNSDCF STATUS		
						Ongoing UNDAF	UNSDCF under development	UNSDCF recently finalized
Arab States	2	0	2	4	50%	2		
Asia and the Pacific	7	1	6	8	75%	6	1	
East and Southern Africa	6	0	6	12	50%	5	1	
Europe and Central Asia	9	2	7	7	100%	4	5	
Latin America and the Caribbean	5	0	5	9	56%	1	4	
West and Central Africa	8	2	6	7	86%	4		4
<b>TOTAL</b>	<b>37</b>	<b>5</b>	<b>32</b>	<b>47</b>	<b>68%</b>	<b>22 (59% responses)</b>	<b>11 (30% responses)</b>	<b>4 (11% responses)</b>



## Three main positive changes in ability of Country Offices to carry out key activities since and as a result of the UN reforms:

- ❑ Increased ability to design and implement *joint programs* (63%).
- ❑ Increased ability to *engage on normative issues and women's rights agendas with the RC* has increased (60%)
- ❑ Increased ability to conduct *joint advocacy on women's rights with UN partners* (57%)

Mostly NO change (or occasional decrease) in COs ability to *mobilize resources and access highest level of government to influence advancement of GEWE national priorities*

Since the adoption of the Mutual Accountability Framework (MAF), COs report that the role of Resident Coordinators and support to UN Women’s mandate and work have effectively been strengthened; however, the situation regarding competition over resources among UN agencies remains largely the same.

**67%** report that the RC and RC Office (RCO)’s ability to facilitate interagency work has effectively increased.

**62%** report an increase in RC’s support to UN Women

**54%** report increase in RC engagement on normative issues and women’s rights agenda

## Competition over resources among UN Agencies:

**43%** report it has increased

**49%** report it has not changed.



When asked about most positive/negative changes, 43% of respondents thought that it is still too ‘early to say’ or had ‘no views’.

# Preliminary finding #3



Country Offices mostly appreciate Common Country Analysis process for its **participatory and consultative** nature allowing increase in **inclusiveness and ownership of analysis** and laying the ground for **more cohesive and coherent interventions** at country level.

1. Opportunity for stronger focus and **collective in-depth analysis of complex challenges**. In particular, focus on **leaving no one behind**.
2. CCA seen as useful to **achieve more cohesive and coherent interventions**, encourage joint work among UN agencies and partners – including on inclusive strategies for gender equality and LNOB.
3. COs reported that the **inclusion of gender in the CCA guidance, UNCT-SWAP Gender Equality Scorecard** as well as the **Country Gender Equality Profile (CGEP)** have been instrumental in mainstreaming GEWE in CCAs.

# Preliminary finding #4

**UN Women country offices (70% of respondents) are mostly confident in UN Women's capacity to influence CCA/UNSDCF processes.**



UN Women's proactivity and presence at critical events and discussions as key factor.

Capitalizing on its technical expertise on GEWE has helped UN Women strengthen relationship with UNCT/RC and mainstream GEWE & human rights in CCA / UNSDCF.

**Increase in workload & missed opportunities while COs are confronted with **insufficient human resources** (70% of concerns raised).**



## In a nutshell...

**UNDS survey confirms that UN Reforms have brought about positive changes for fulfilment of UN Women's mandate, however current funding landscape and resource mobilization practices disincentivize UN entities from increasing collaboration to mobilize resources:**

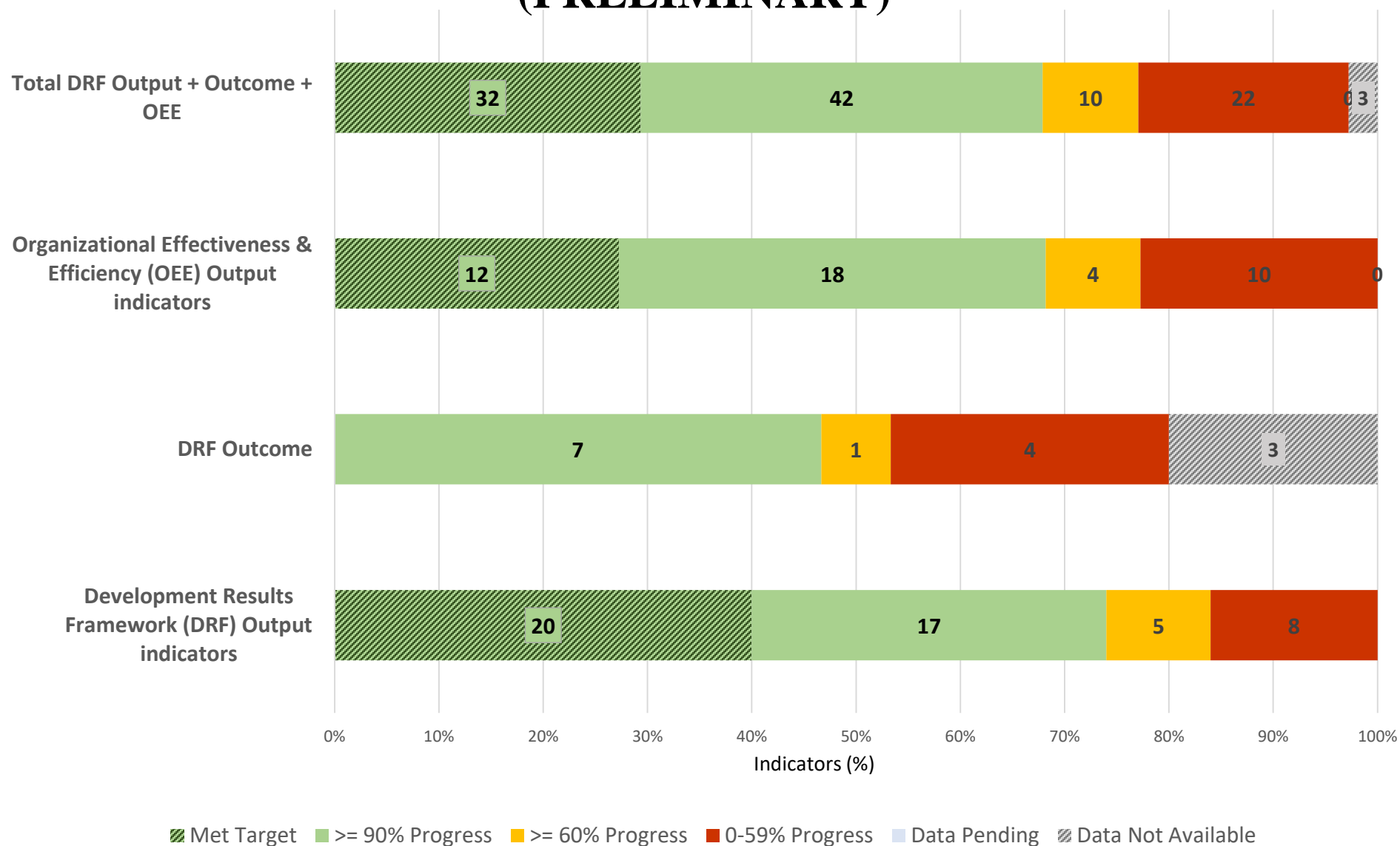
- Growing opportunities for UN Women to ***engage with the rest of UNCT, including via RCO, on gender equality and women's empowerment (joint advocacy, joint programming)***.
- Participatory and consultative planning and implementation processes (CCA/UNSDCF) seen to **achieve more cohesive and coherent interventions** and to encourage joint work among UN agencies and partners – including on inclusive strategies for LNOB.
- UN Women country offices are mostly confident about their ability to **positively influence the CCA and UNSDCF in favor of GEWE**. However, top concerns among UN Women COs are **lack of human resources and increase in workload**.
- Unless funding & financing practices change, **continuing competition for scarce resources** will remain key obstacle for more joined up, coherent approaches and joint programming on GEWE.



**Background Material 2:**  
**2018/2019 performance assessment against the  
Integrated Results and Resources Framework  
(IRRF) of UN-Women Strategic Plan 2018-2021**

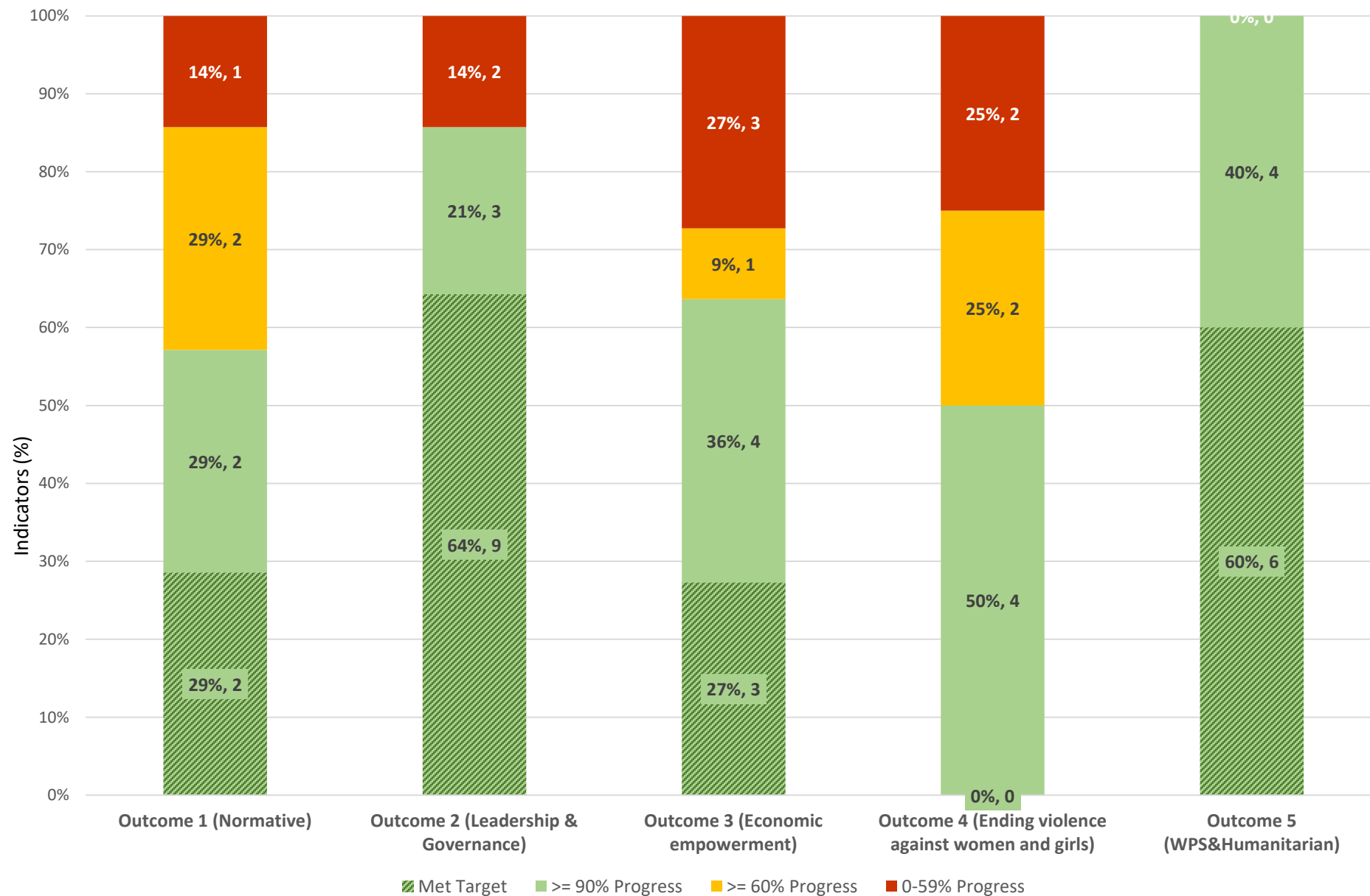
Please note that this assessment is currently under finalization, informed by the 2019 diagnostic consultation with relevant units / indicator managers

# PROGRESS AGAINST 2019 MILESTONES (PRELIMINARY)



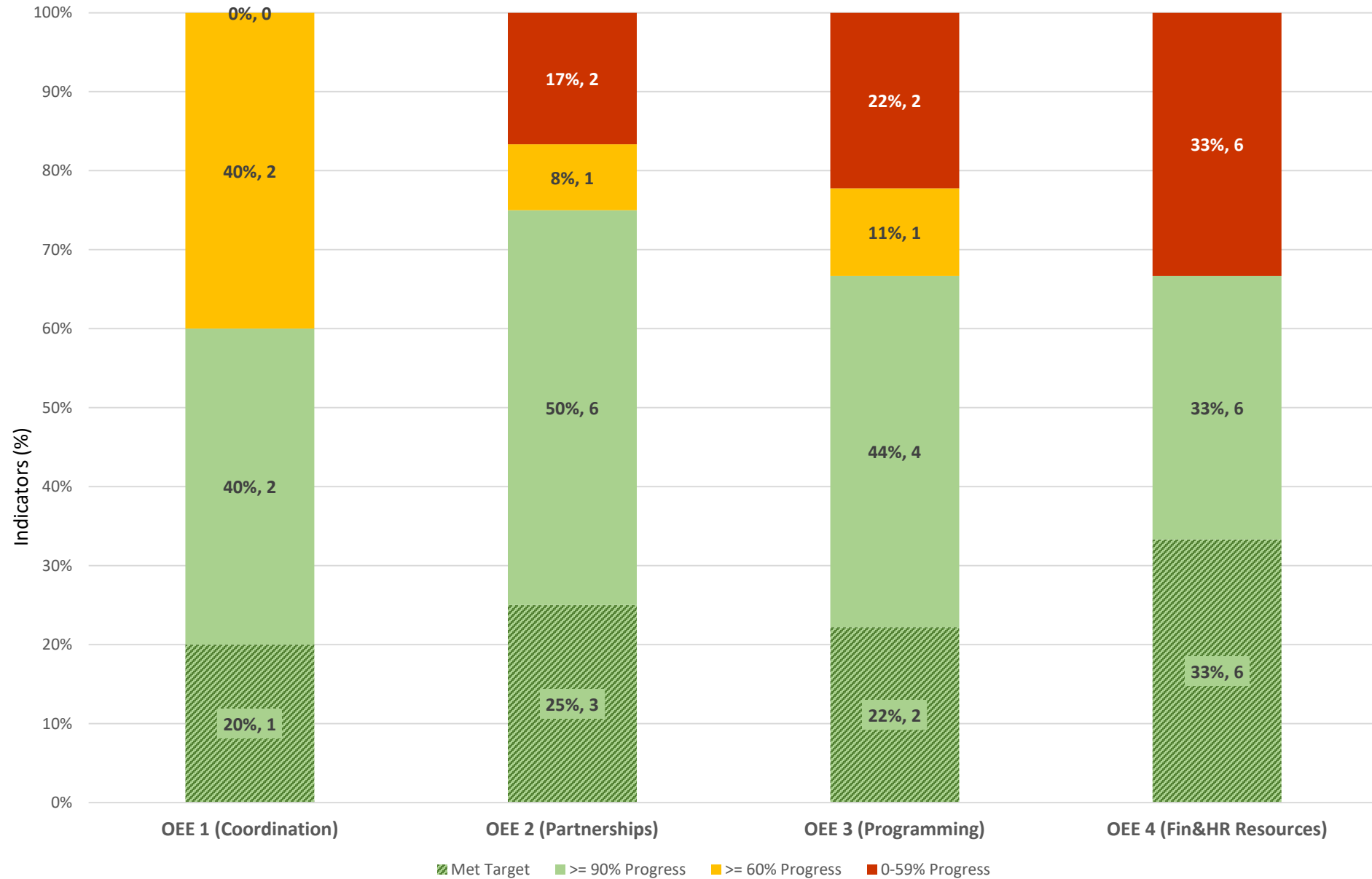
These figures exclude indicators that are only monitored at component or disaggregated levels and SDG indicators, which are not assigned annual milestones. For other outcome indicators, no annual milestones were set, but the assessment here assumes a linear trajectory of 25 per cent progress per year against the 2021 target.

# OUTPUT PROGRESS AGAINST 2019 MILESTONE BY OUTCOME (PRELIMINARY)



These figures exclude indicators that are only monitored at component or disaggregated levels

# OUTPUT PROGRESS AGAINST 2019 MILESTONE BY OEE CLUSTER (PRELIMINARY)



These figures exclude indicators that are only monitored at component or disaggregated levels

- Progress is good on the majority (~70%) of SP indicators that can be assessed for 2019 performance.
- In total, the 2021 target is assessed as achieved under almost a quarter of all indicators.
- DRF: Outcome 2 (Leadership & Governance) and 5 (WPS & Humanitarian) have the strongest performance against 2019 milestones
- OEE: OEE 2 (Partnerships) has strongest performance against 2019 milestones
- UN Women is succeeding in improving its LNOB-orientation in a measurable way

- 1) UN Women alignment to the SDGs is reflected in the entity's results framework. From a progress assessment perspective, important to recall that:
- 2) 34% of development results at the impact and outcome levels are SDG indicators (11\* out of 32 indicators), out of which 7 indicators are on SDG 5. This represents 14 percent of all development results indicators in the IRRF.
- 3) UN Women's 5 impact level indicators are not set annual milestones, so progress assessment is not made. 4 of those 5 are SDG indicators. Nevertheless, the EDAR/MTR report will detail results to the extent possible, and include a box on all SDG indicators in the SP.
- 4) In line with the SDG LNOB norms, relevant indicators encourage planning and reporting by key LNOB groups to encourage focus on reducing inequalities (8 at output level, 2 at outcome level, 3 at impact level)

\*13 SDG indicators, as 11.5.1 also tracks contribution to 1.5.1 and 13.1.1

- 2019 reporting on LNOB was much improved compared to 2018:
  - 2018 results were considered a good pilot but not publishable
  - 2019 focused on reporting by basic demographic characteristics stated in IRRF (publishable for 43 field offices), plus by vulnerable population groups where safeguards could be assured (13 field offices)
- For disaggregation by vulnerable category, and qualitative reporting, operationalization improved:
  - In depth-review with indicator managers, LNOB focal points and field offices
  - New planning and reporting tools and guidance

- **Process Harmonization:**

- In review of milestones and targets
- Regular technical level meetings
- Joint workshop with MS
- All agencies will present a Common Report on the Common Chapter, a QCPR annex using a harmonized format

- **Methodological Harmonization:**

- Calculation of 'progress rates'
- To assign scorecard 'colors' to the rates

- **Harmonized Analysis** - all 4 agencies will:

- Take the opportunity to prioritize and identify ways of accelerating SDG-related results
- Retain the core logic of agency results framework
- Present a shared analysis on the Common Chapter
- Share and jointly study 'lessons learned', with focus on mutual acceleration for SDG progress

- **Additionally:**

- 16% of UN Women's impact and outcome level indicators are common indicators used by UNDP, UNFPA or UNICEF. In addition, 27% of organizational effectiveness and efficiency indicators are shared with these entities (13 out of 49 indicators).