



Mid-Term Review of the Strategic Plan 2014-2017

Key findings and conclusions
Executive Board Annual Session
June 2016



United Nations Entity for Gender Equality
and the Empowerment of Women

Evidence gathering

Results Management System

(field offices and HQ reports)

Existing sources

(evaluations, external assessments, results of surveys, organizational strategies, etc)

Consultations

(Member States, civil society, private sector partners, internal)

Analysis

Synthesis of results

(DRF and OEEF)

Think pieces and analyses on specific issues

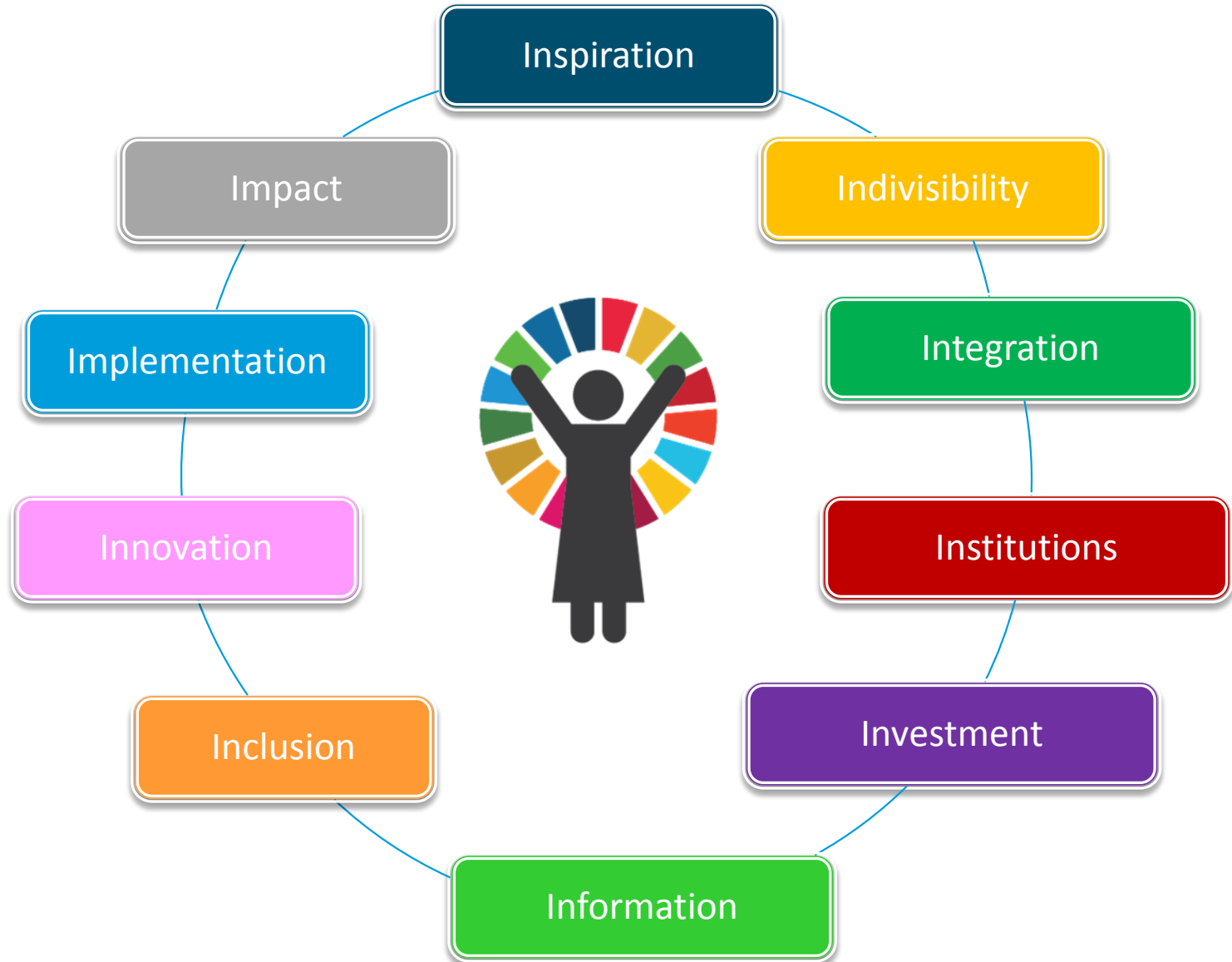
Report production

Consolidation and drafting

Peer reviews

Clearances

- ...responds to changes in the **global context**
- ...builds on the findings from the **Beijing+20 review**
- ...takes on board the guidance from **CSW 61 agreed conclusions**
- ...positions UN Women to support the **gender-responsive implementation** of the 2030 Agenda



Leveraging the triple mandate

- Enabled a **multipronged approach** for the achievement of results
- Articulate **comparative advantage** according to each context and **catalyzing action** by other UN agencies
- **Normative-operational linkages**
- Areas requiring **multi-sectoral** approaches
- **Greater synergies** and a more integrated and systematic approach
- Greater capacity and resources are required for **UN coordination**

Partnerships enabling results

- The large **constituency of champions** for the gender equality agenda is a major asset
- Unique relationship with the **women's movement**
- **Mobilizing allies** in the private and philanthropic sector and academia
- Building **multi-stakeholder coalitions**
- Engaging stakeholders that are critical to transforming gender relations “**non committed power holders**”. But requires managing tensions and addressing criticism
- Fragmentation requires **greater focus and coordination**, including among global actors, to scale up results.

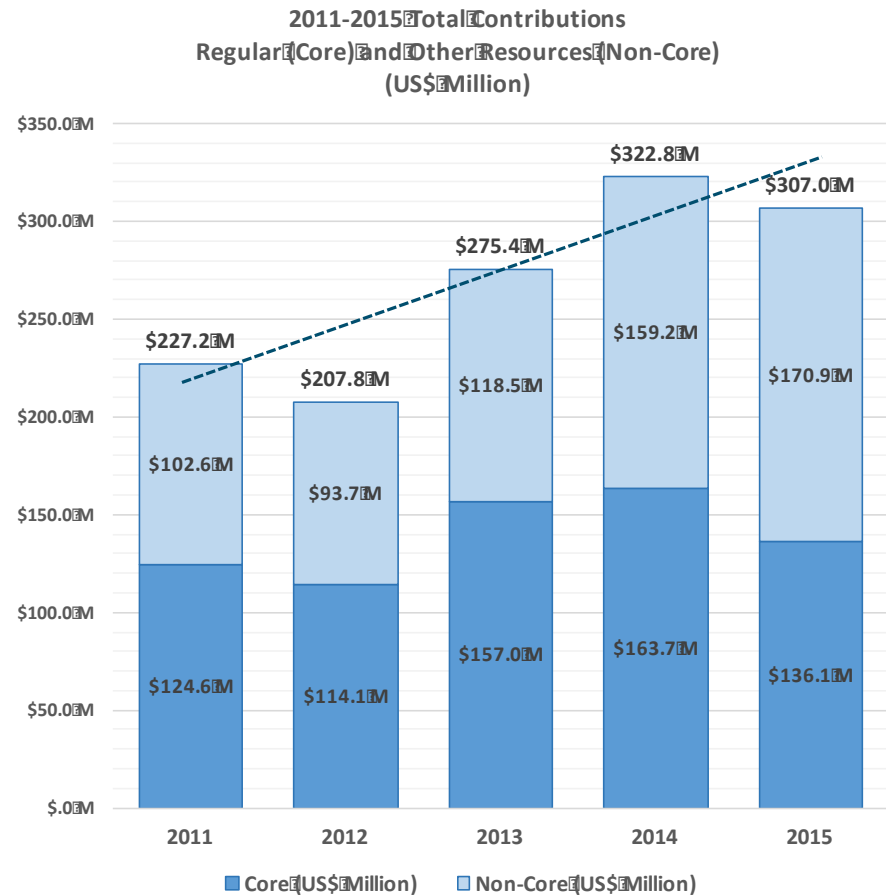
A strong institutional performance

- 66 percent of targets achieved in the organizational effectiveness and efficiency framework
- Effective systems for performance management and reporting, financial accountability, human resources management, risk management, independent evaluation
- UN coordination, strategic partnerships, advocacy, communications and knowledge-hub functions support the delivery of development results

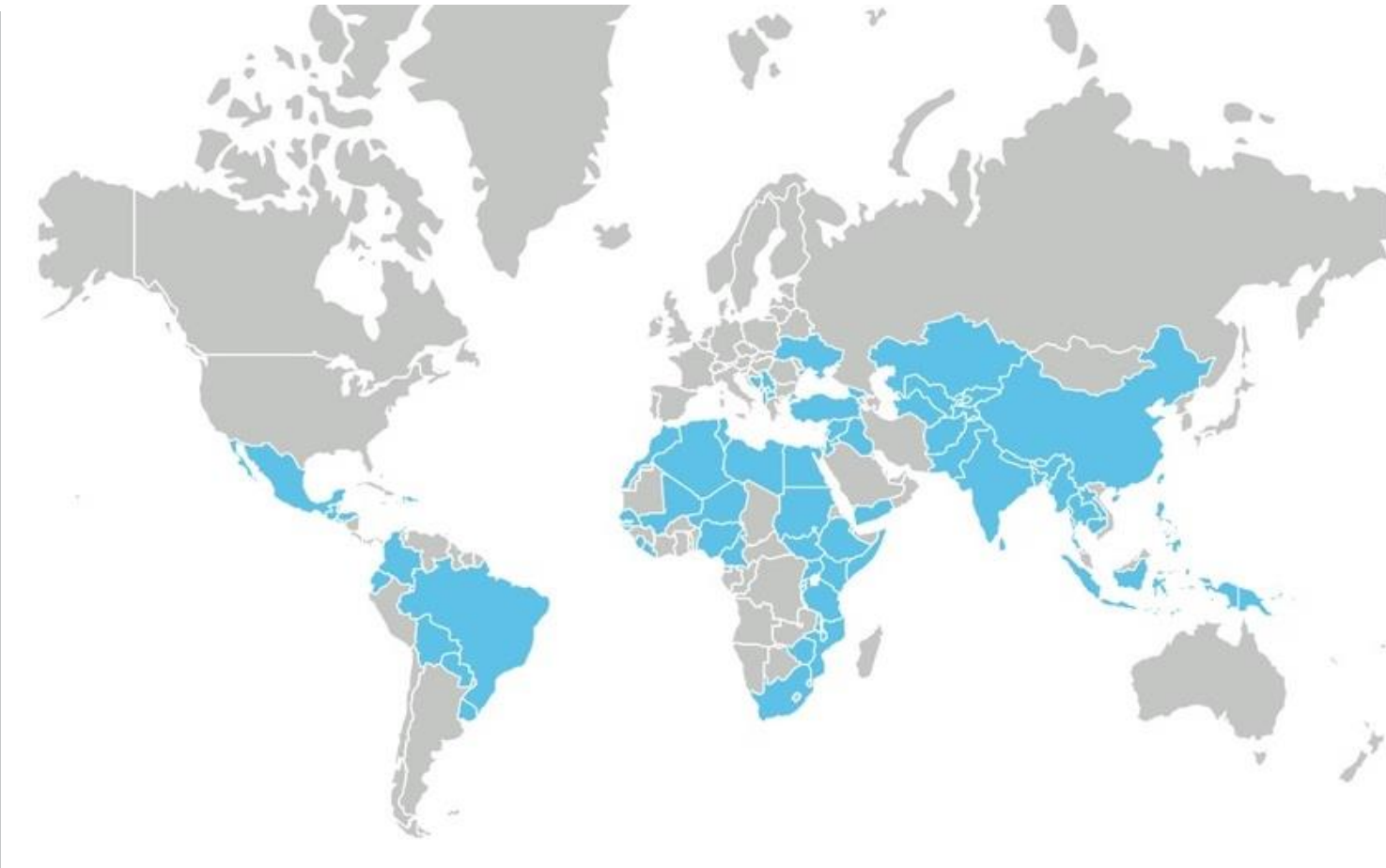
- Constrains UN Women's ability to **fully deliver on the Strategic Plan**
- A threat to **programme sustainability**
- Political commitment has failed to translate into **commensurate financial commitments**
- **Increasing demand** for support, including in the context of the 2030 Agenda
- Scale and scope of **normative support functions**
- Need to **better cost and track resource gaps** and more clearly demonstrate how the resource gap is negatively impacting results.

Resource mobilization:

- Steady growth in contributions
- A record 149 countries contributing
- 2015 exchange rate challenges



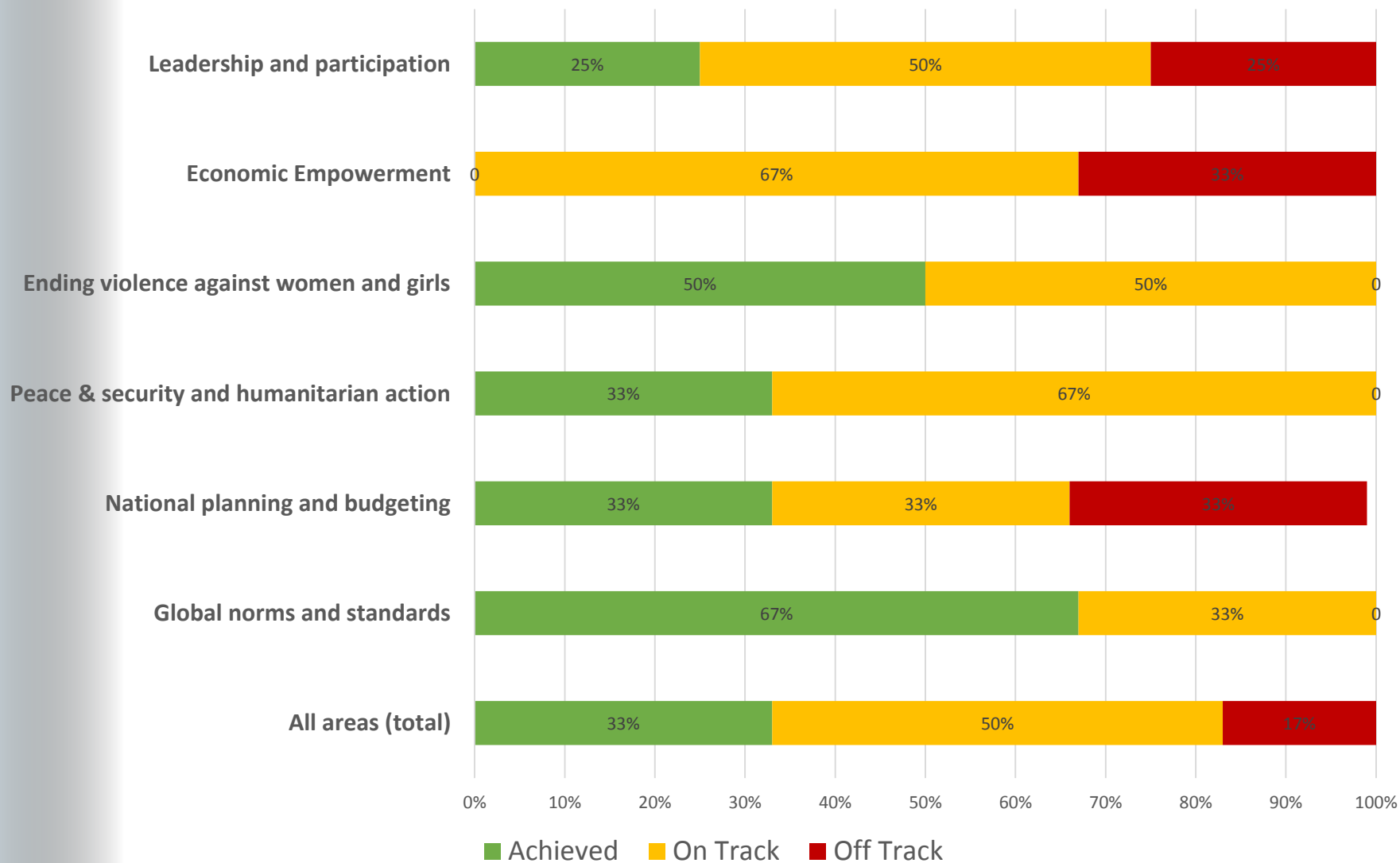
Programmes in a total of 93 countries



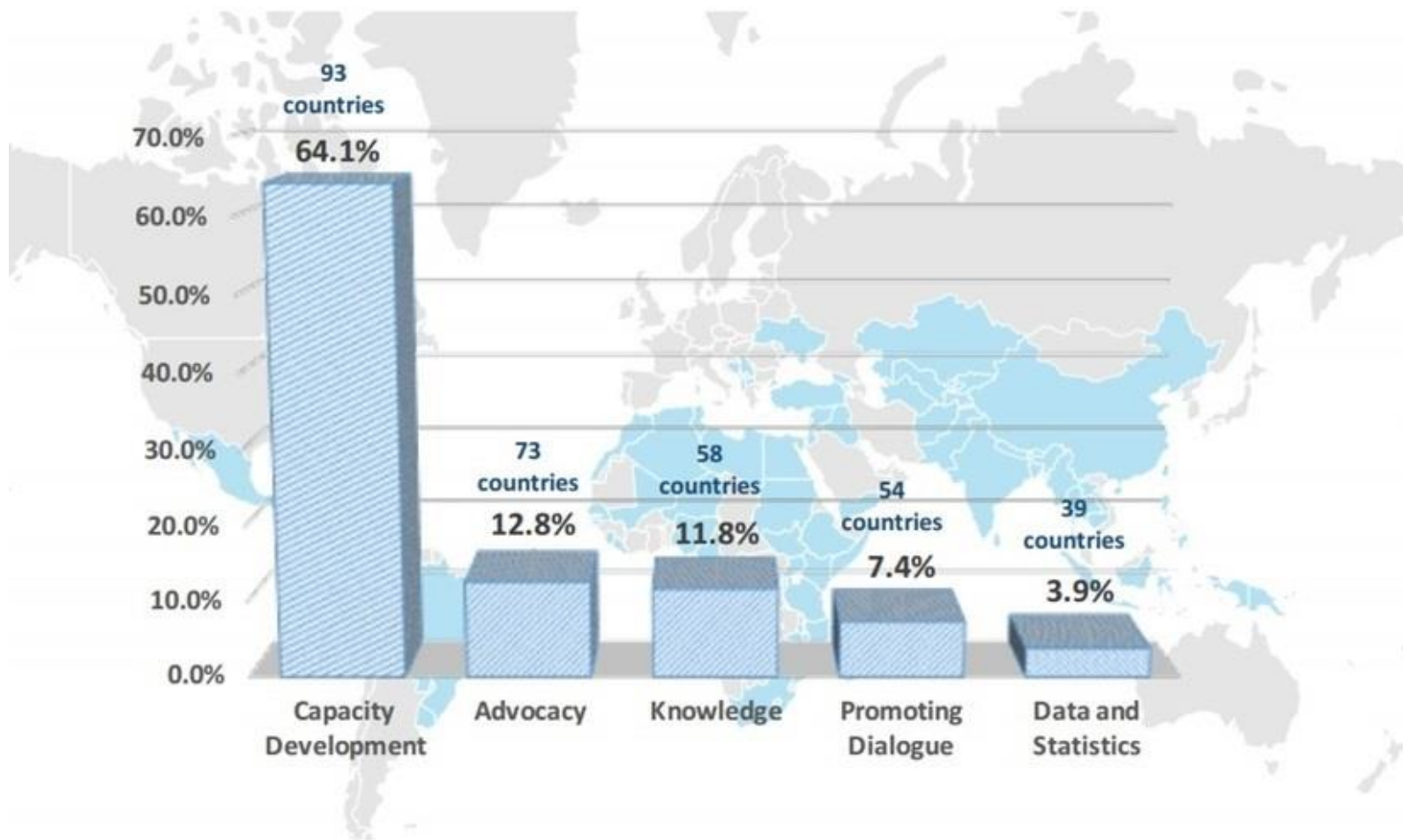
Number of countries covered per impact area

- Leadership and participation: 86
- Economic Empowerment: 83
- Ending violence against women and girls: 85
- Peace and security and humanitarian action: 54
- National planning and budgeting: 76

Development results: Progress by impact area at the outcome level

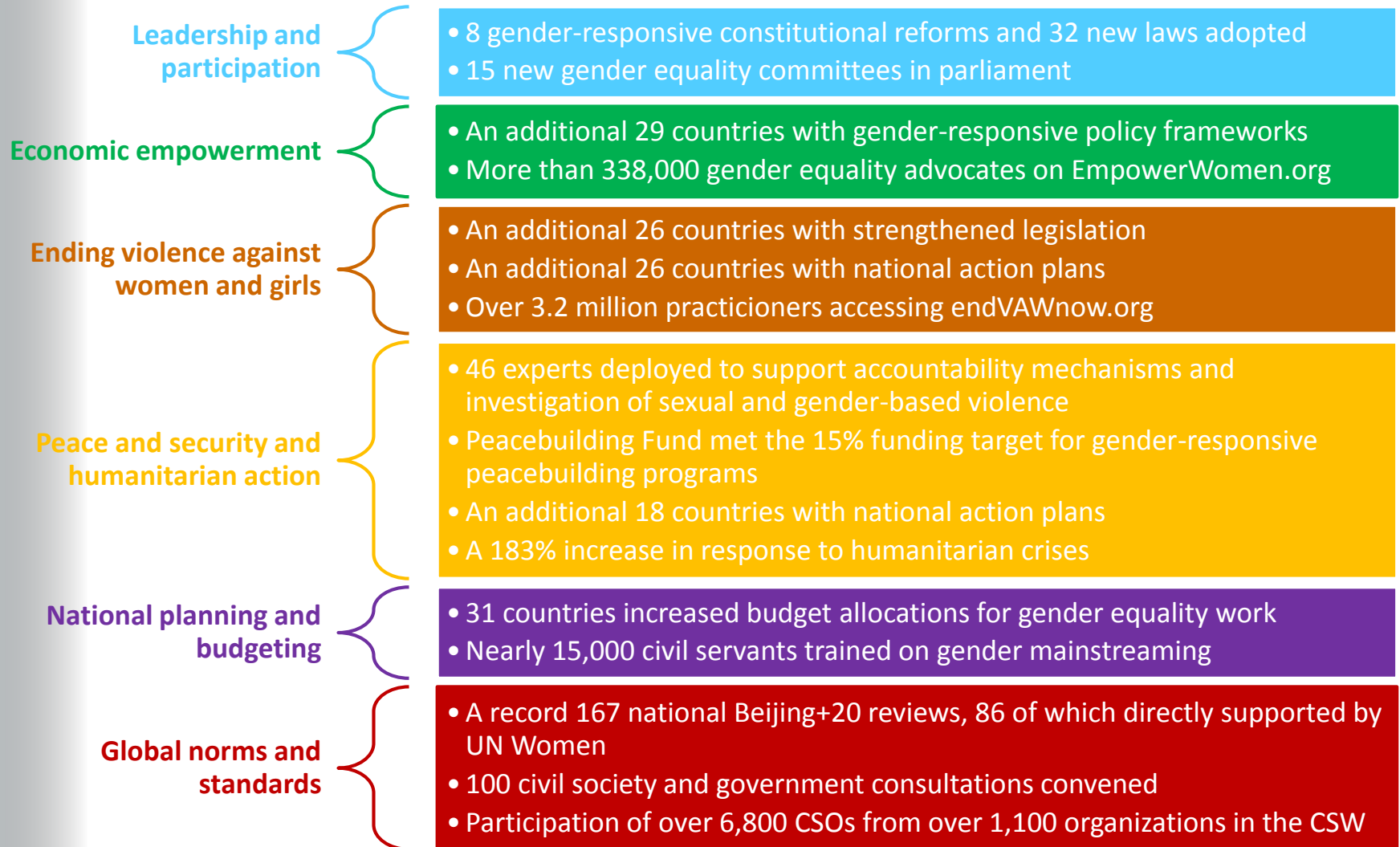


Type of UN Women contribution at the output level



Illustrative results per impact area

In 2014 and 2015, UN-Women contributed to:



- Relevance of impact areas and results framework
- Achieving results
- Alignment with national priorities
- Adapting to the changing environment and respond to emerging challenges
- Contribution to the implementation of the Beijing Platform for Action
- Contribution to the gender-responsive implementation of the 2030 Agenda for Sustainable Development.

Limited adjustments to results framework:

- No changes in 6 impact areas
- 19 targets revised upwards or downwards
- 12 indicators revised and minor edits to 8 indicators.
- 6 new indicators
- 5 indicators deleted.

Consistency with original results framework :

- Proposed adjustments do not create a bias in the long-term analysis of performance.
- Allows for a continued sense of trajectory throughout the duration of the strategic plan.

- Successful delivery of planned activities and outputs
- Weaknesses in project design, short time frames and overambitious objectives.
- Large number of small scale, short duration, UN-Women only projects
- Country level programmes are often thinly spread across several areas of the Strategic Plan.
- Operational bottlenecks, cumbersome procedures and unclear or overly centralized processes.

Gender-responsive localization of the SDGs

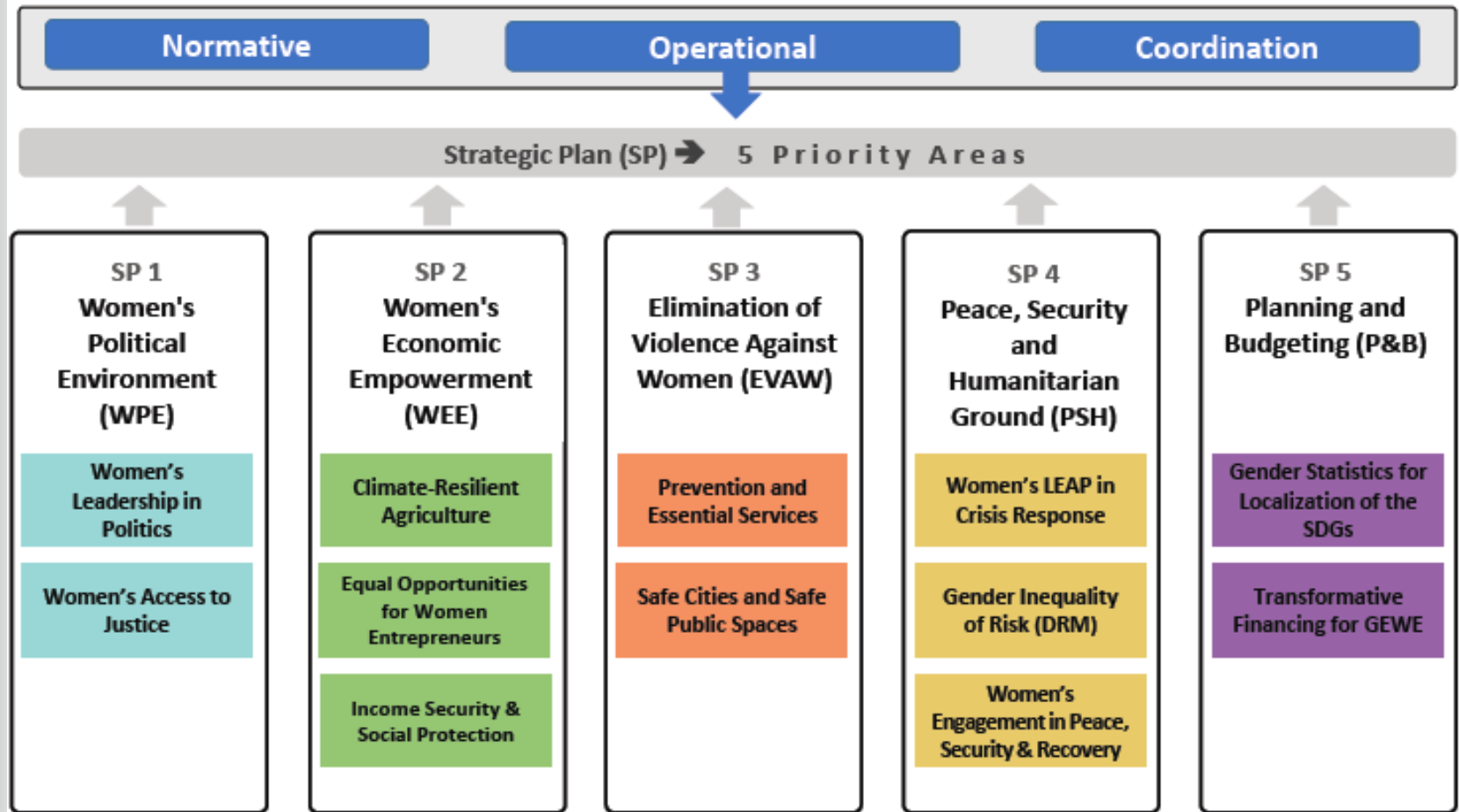
Flagship Programming Initiatives

Business process reengineering

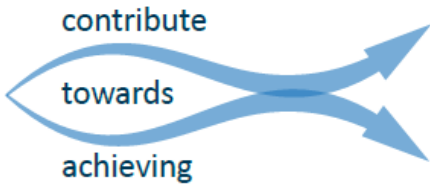
Universal mandate and differentiated country presence

Financing strategy

Fostering innovation



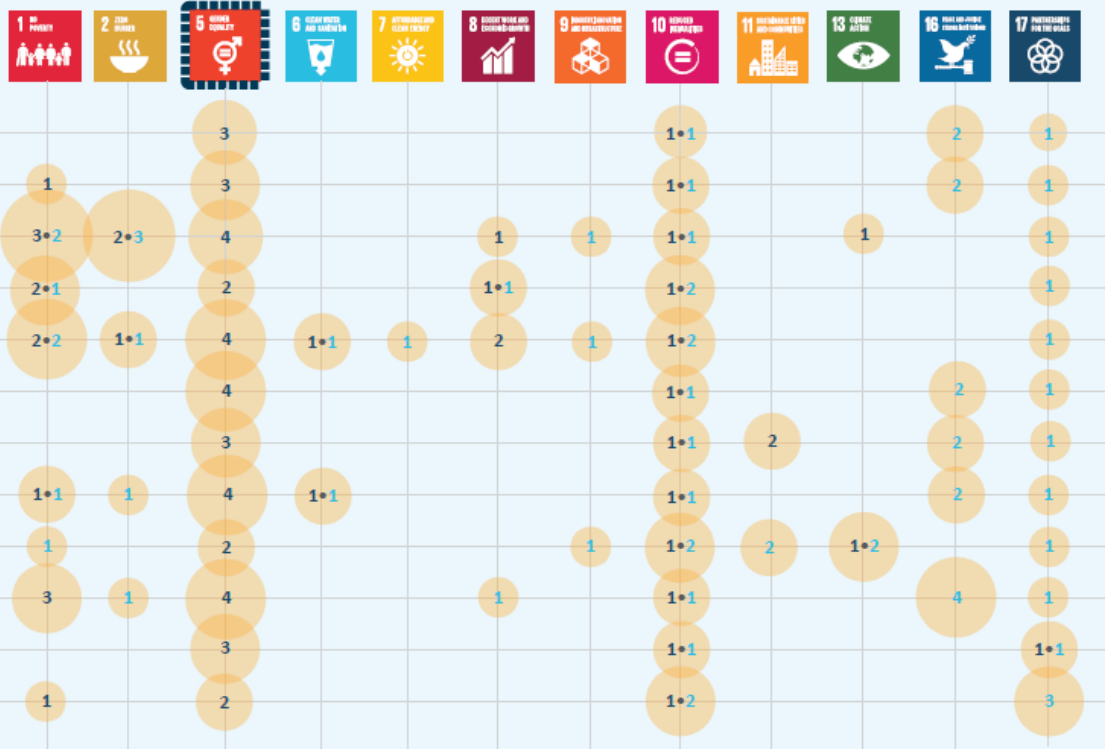
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FLAGSHIP PROGRAMMING INITIATIVES



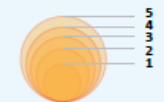
12 SDGs



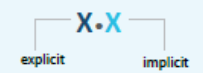
While UN Women does not have a FPI on education and reproductive health, it collaborates with UNESCO, UNFPA and the World Bank in a Joint Programme on empowering adolescent girls and young women through education; and as part of the H4+, creates an enabling environment for women and girls to demand their rights to sexual, reproductive, maternal, newborn, child and adolescent health (SRMNCAH).



Total # of SDG targets by Flagship Programme



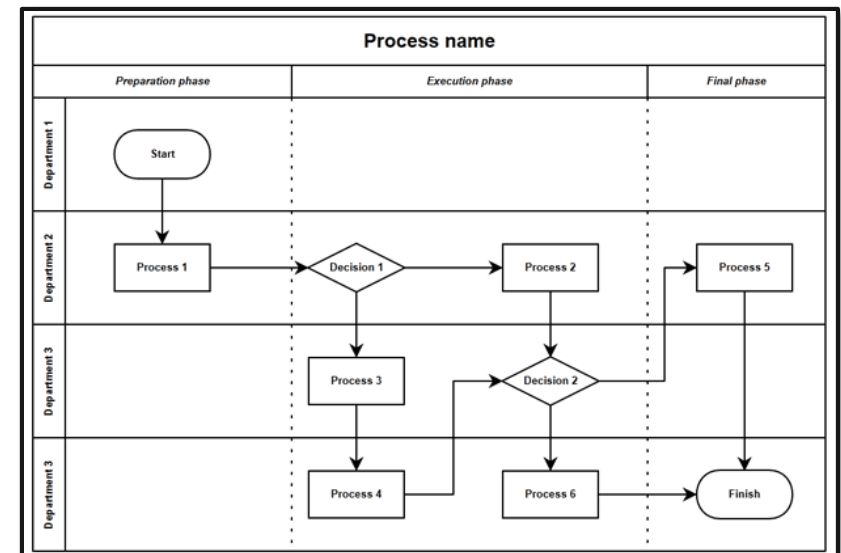
Breakdown by # of targets into "Explicit" (women are directly referred to) & "Implicit" (women are indirectly referred to)

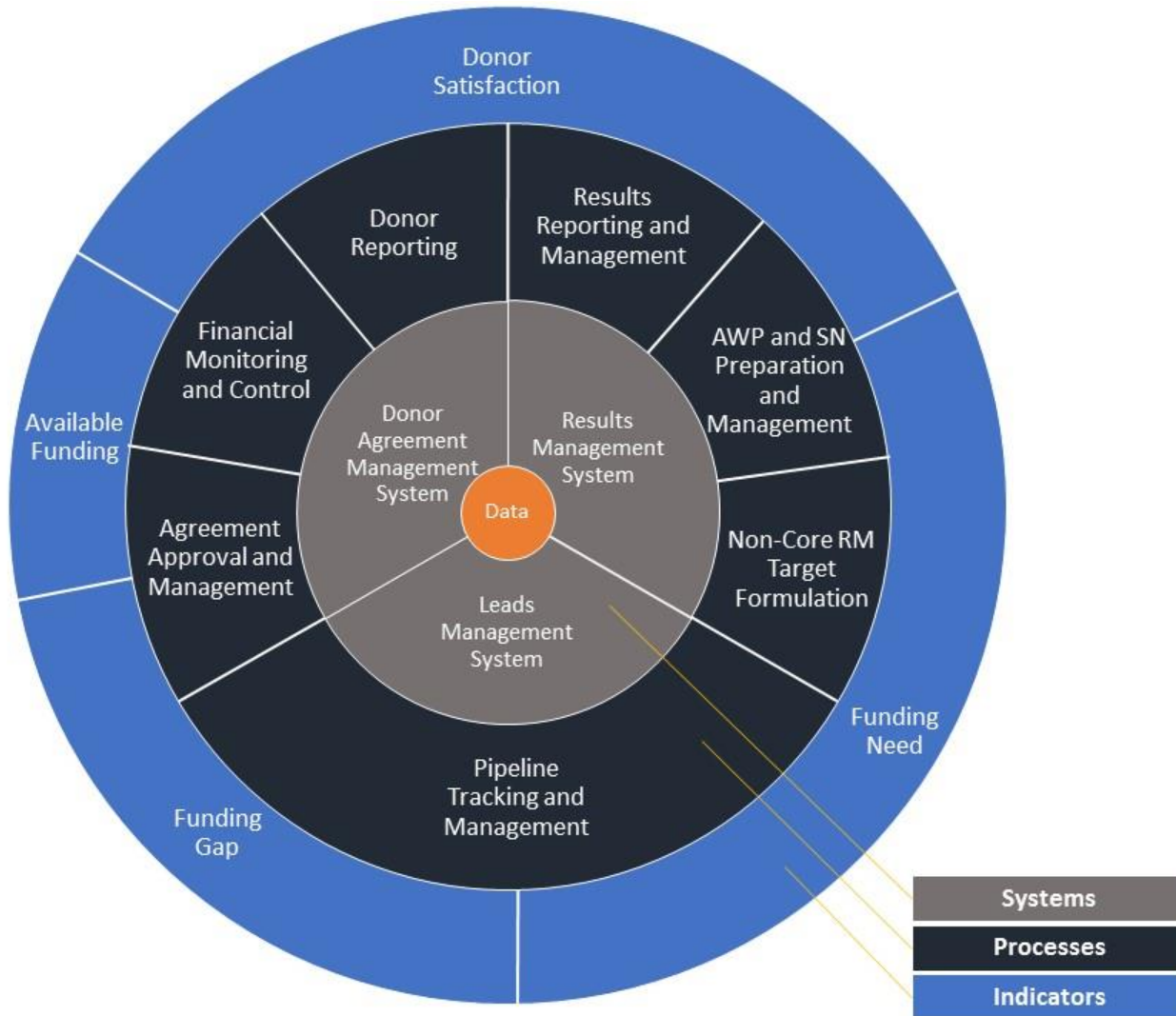


Each FPI can support multiple SDG targets. Given the indivisible nature of the SDGs, the FPIs are expected to have an indirect impact on most SDGs.

1. WPE: Women's Political Empowerment; WEE: Women's Economic Empowerment; EVAW: Ending Violence Against Women; PSH: Peace, Security and Humanitarian ground; P&B: Planning and Budgeting.

- Delivering on time, on scope, on budget
- Match the decentralized nature of the organization
- Identify bottlenecks, streamline systems and processes and design efficient platforms
- 3 initial workstreams: donor reporting, project design, fast-track procedures
- Capacity-building and staff training





Delivering on the universal mandate: differentiated Country Presence

Policy Presence

No resident staff: UN Women staff from HQs, regional or country offices conduct policy dialogue missions

Policy recommendations from policy dialogue directly implemented by partner country.

Cost covered in the form of third-party co-financing

Programme Presence

Project Staff to implement specific targeted project activities

Policy recommendations implemented through dedicated UN Women or joint UN technical assistance projects.

Cost covered in the form of third-party co-financing, ODA and innovative/non-traditional finance

Country Offices

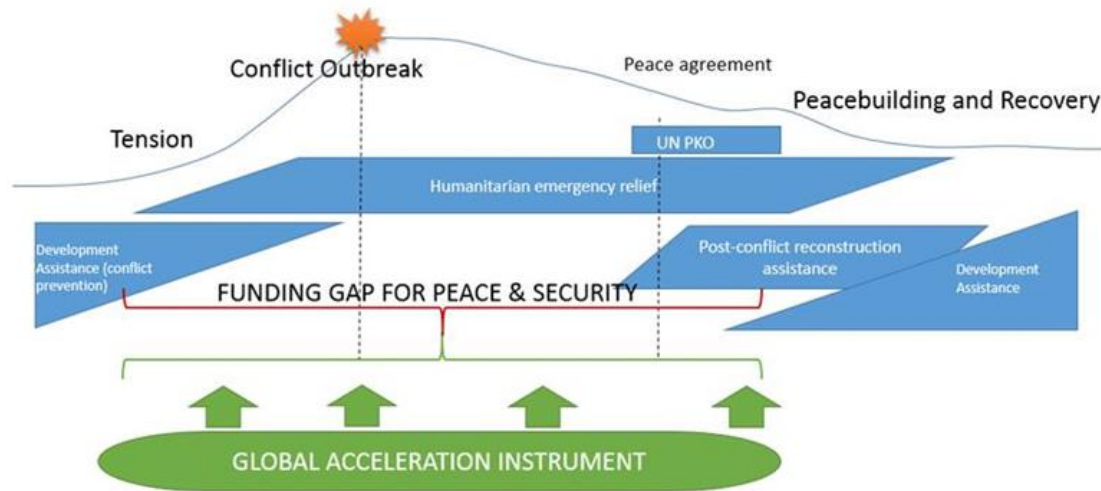
Agency and project staff

Promotes joint programming across UN agencies based on a shared theory of change. Can be single or joint projects

Cost covered in the form of ODA, innovative/non-traditional finance and third-party co-financing.

- Continued focus on adequate level of core resources
- High quality, soft-earmarked non-core resources
- Innovative sources of financing
- UN pooled funding mechanisms
- Proper cost-recovery

Structured Dialogue on Financing



** According to a recent OECD/DAC study in 2012-13 only 2 per cent of aid to peace and security in fragile states targeted gender equality.*

Identification of the funding gaps



Shows Funding gap for FPI 6 by country

Shows Total Funding gap for FPI 6

Allow to identify Funding gap by Flagship Programmes

Programme Overview

All Regions | Select Office | 2016 | **1** FP6 Prevention and Access | Go

3

Afghanistan (CO)	
Total Outcomes	1
Total Outputs	5
FPI	FP6
Total Resources	\$5.071M
Total Funding Gap	\$0.898M

2

Outcomes	82
Outputs	174
Total Resource Req.	\$44.738M
Funding Gap	\$19.587M
Regional Offices (RO)	4
Country Offices (CO)	24
Multi-Country Offices (MCO)	2
Programme Presence (PP)	8

1

Development Results		\$44.738M
Ending violence against women	98.43 %	\$44.036M
Peace & security & humanitarian actions	1.57 %	\$0.702M

■ West and Central Africa
 ■ East and Southern Africa
 ■ Arab States
 ■ Asia Pacific
 ■ Europe and Central Asia
 ■ Americas and the Caribbean

Open innovation

- Generation of ideas and solution-building
- Cohort of internal champions
- Design-thinking processes to reframe problems and find solutions

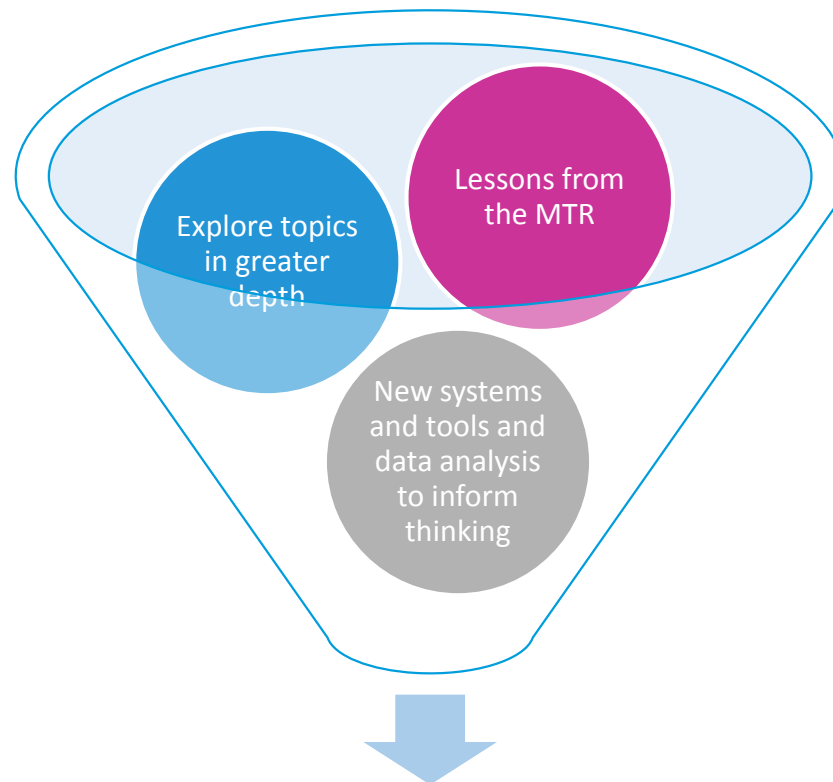
Targeted innovation

- Specifically target barriers where progress is slow
- Leverage use of technology
- Innovative approaches to partnerships, convening stakeholders, and behavior change

September 2016:
roadmap

June 2017:
draft SP

September 2017:
submission for
approval



New strategic plan 2018-2021

Thank you!