Mid-Term Review of the Strategic Plan 2014-2017

Background information in preparation for informal workshop with UN Women Executive Board members on 12 April 2016

UN WOMEN

United Nations Entity for Gender Equality and the Empowerment of Women

Informal workshop with Executive Board members

12 April 2016 – 9.30am to 4.15pm

Objectives of the workshop:

- Elicit informal feedback on report approach, preliminary findings and lessons learned
- Discuss proposed adjustments to results framework
- Discuss UN Women's proposed approach to aligning MTR recommendations with gender equality commitments and the gender-responsive implementation of all key outcomes of UN summits and conferences, including the 2030 Agenda for Sustainable Development

Objectives of the Midterm Review

- Assess progress to date, consider proposed adjustments to strategies, targets and indicators as appropriate
- Provide an analysis of factors that have enabled or prevented results
- Reflect changes in the global context
- Reflect key normative, UN coordination and programmatic developments
- Set the stage for UN-Women's direction in 2018-2021 ahead of the formulation of our new Strategic Plan

MTR Approach

Evidence gathering

- RMS
- Existing sources
- Consultations

Analysis

- Synthesis of results *(DRF and OEEF)*
- Think pieces and analyses on specific issues

Report production

- Consolidation and drafting
- Peer reviews
- Clearances

Mid December to Mid March → Mid February to Mid March → Mid March to End April → **MTR ready on 26 April**

Consultations

Member States

- 22 January – First informal: objectives and process
- 29 March – Bureau briefing: objectives and update on process
- 12 April – Workshop to present initial findings and have a discussion on possible adjustments to results framework
- Late May – Second informal: presentation of final report

Civil Society and Private Sector partners

- Civil society partners
  - Consultation with global civil society partners
  - Briefings/Consultations with regional civil society partners during CSW
  - Survey results for the Civil Society Advisory Group Strategy
- Private sector partners
  - Consultation with key private sector partners
  - Feedback from partner survey for new Private Sector Strategy

Internal

- Field Reference Group
- Interviews with the Senior Management Team
- Consultations with field staff
- Engagement with all staff (Brown Bags, Webinars)
- Extended Management Team

Report's building blocks

Outline of the Report

Global context

- Changes in the external environment and normative context that impact UN Women and the gender equality agenda

Achievements and assessment of development results

- Cumulative results for 2014-2015 in all 6 impact areas
- Illustrative country results
- Lessons learned and factors that have enabled/prevented progress

Assessment of organizational effectiveness and efficiency

- Overview of progress
- Analysis of organizational performance
- Priorities for 2016-2017 and possible adjustments, including in light of the 2030 Agenda and the SDGs

Outline of the Report

Overarching lessons learned

- Factors enabling or hindering progress against results
- Trends and recommendations from evaluations, assessments and internal stocktaking
- Issues to take into account for the implementation of the Strategic Plan in 2016-17

Alignment with Beijing+20 findings and the 2030 Agenda for Sustainable Development

- Validation of Strategic Plan results framework against the SDGs
- Incorporation of lessons learned from Beijing+20 findings in UN Women's strategies and approaches and its support to the implementation of the Platform for Action
- Overview of UN Women's central role in supporting the full, effective, accelerated and gender-responsive implementation of the 2030 Agenda, in line with CSW 60 agreed conclusions, and including through the Flagship Programming Initiatives
- UN Women as "fit for purpose"

Outline of the Report

Looking forward and recommendations

- Summary of issues to be considered for the new Strategic Plan, 2018-2021
- Recommendations for the Executive Board's decision

Annexes

- Data companion
- Revised results framework
- Progress on QCPR implementation
- Other annexes

Assessment of development results

Our programming footprint

As of end 2016, UN-Women is operational in:

- 6 Regional Offices
- 6 Multi-country Offices
- 45 Country Offices
- And 43 Programme Presence countries

Our programming footprint

By impact area:

- Impact 1, Women leadership and participation in 81 countries
- Impact 2, Women's Economic Empowerment in 84 countries
- Impact 3, Eliminating Violence Against Women and Girls in 86 countries
- Impact 4, Women, Peace and Security and humanitarian action in 65 countries
- Impact 5, Gender responsive governance and planning in 73 countries

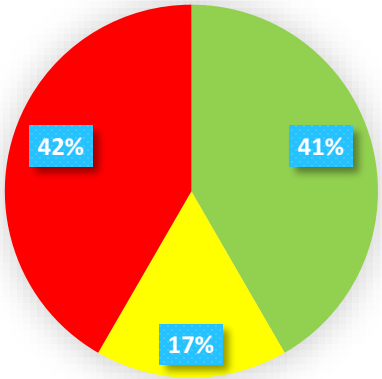
Performance overview

- Overall UN-Women's performance against results and targets is very positive. Many output level indicators have been met or exceeded and there is significant progress against many outcome indicators.
- There has been more limited progress at the impact level, just as direct attribution to UN-Women's work becomes more challenging.
- The underlying strategies and approaches in the Strategic Plan continue to deliver change and to provide a basis to supporting the gender-responsive implementation of the SDGs and continued country level programming for the remainder of the Strategic Plan period.
- Lessons continue to be learned through evaluations and internal performance reviews, and the organization is already responding to these through various measures, most notably the Flagship Programming Initiatives.

Summary of progress on targets*

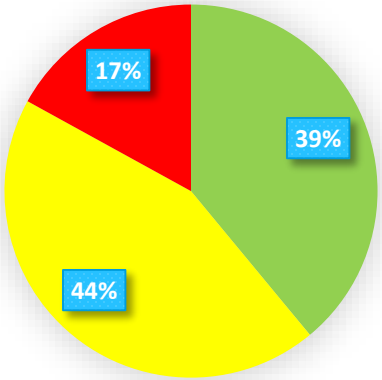
Impact Level

5 Achieved (42%) | 2 On Track (16%) | 5 Off Track (42%)



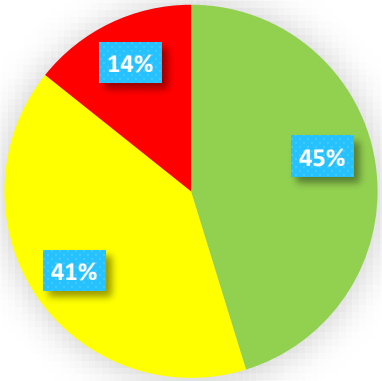
Outcome Level

7 Achieved (39%) | 8 On Track (44%) | 3 Off Track (17%)



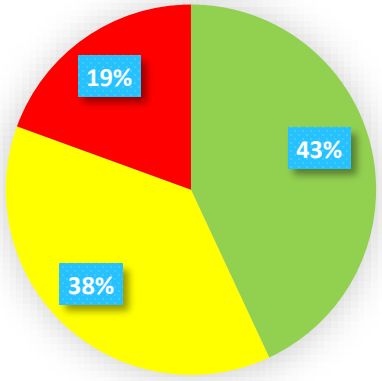
Output Level

19 Achieved (45%) | 17 On Track (41%) | 6 Off Track (14%)



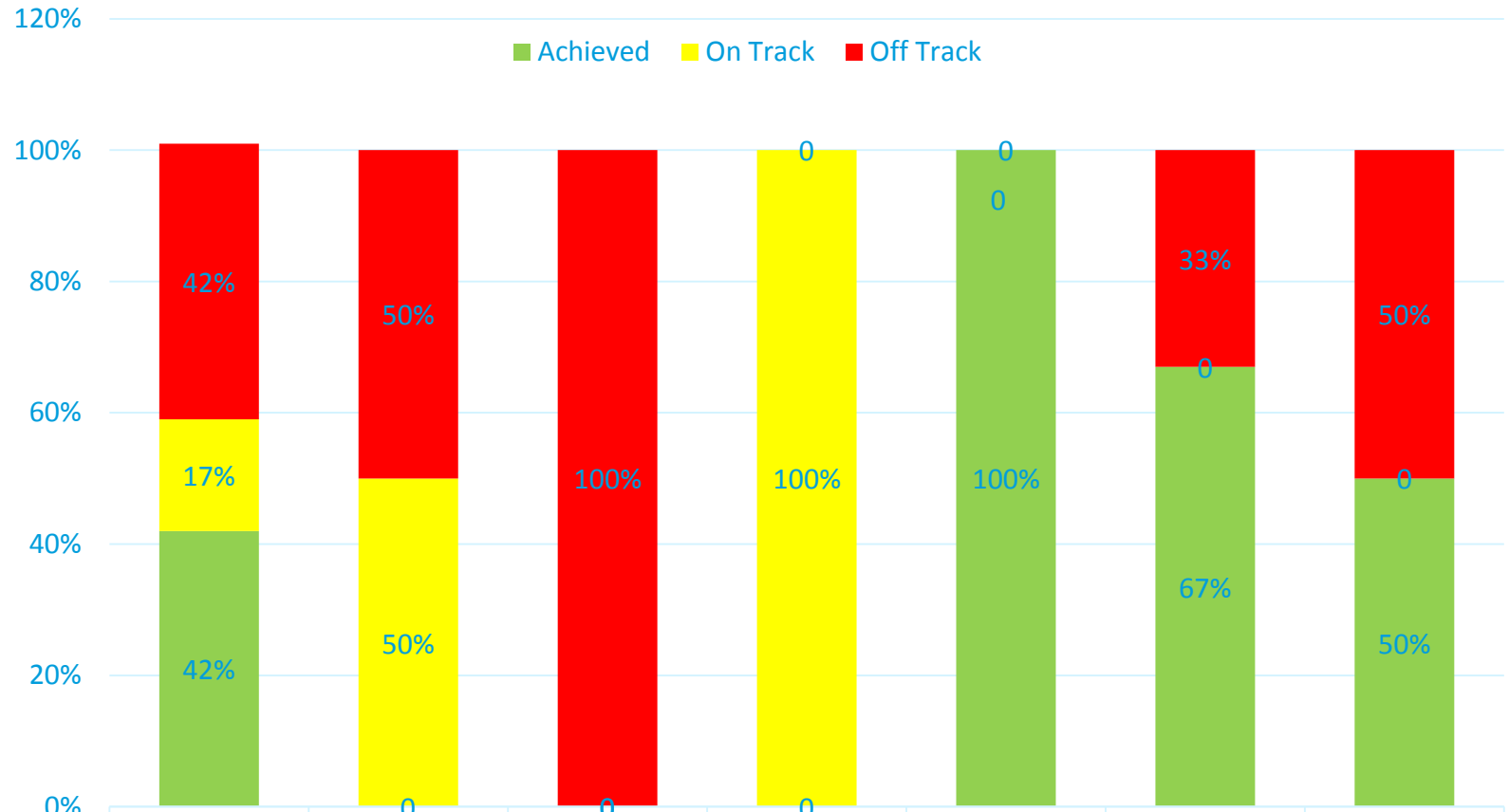
Total

31 Achieved (43%) | 27 On Track (38%) | 14 Off Track (19%)



**All results provisional and will be validated by 26 April*

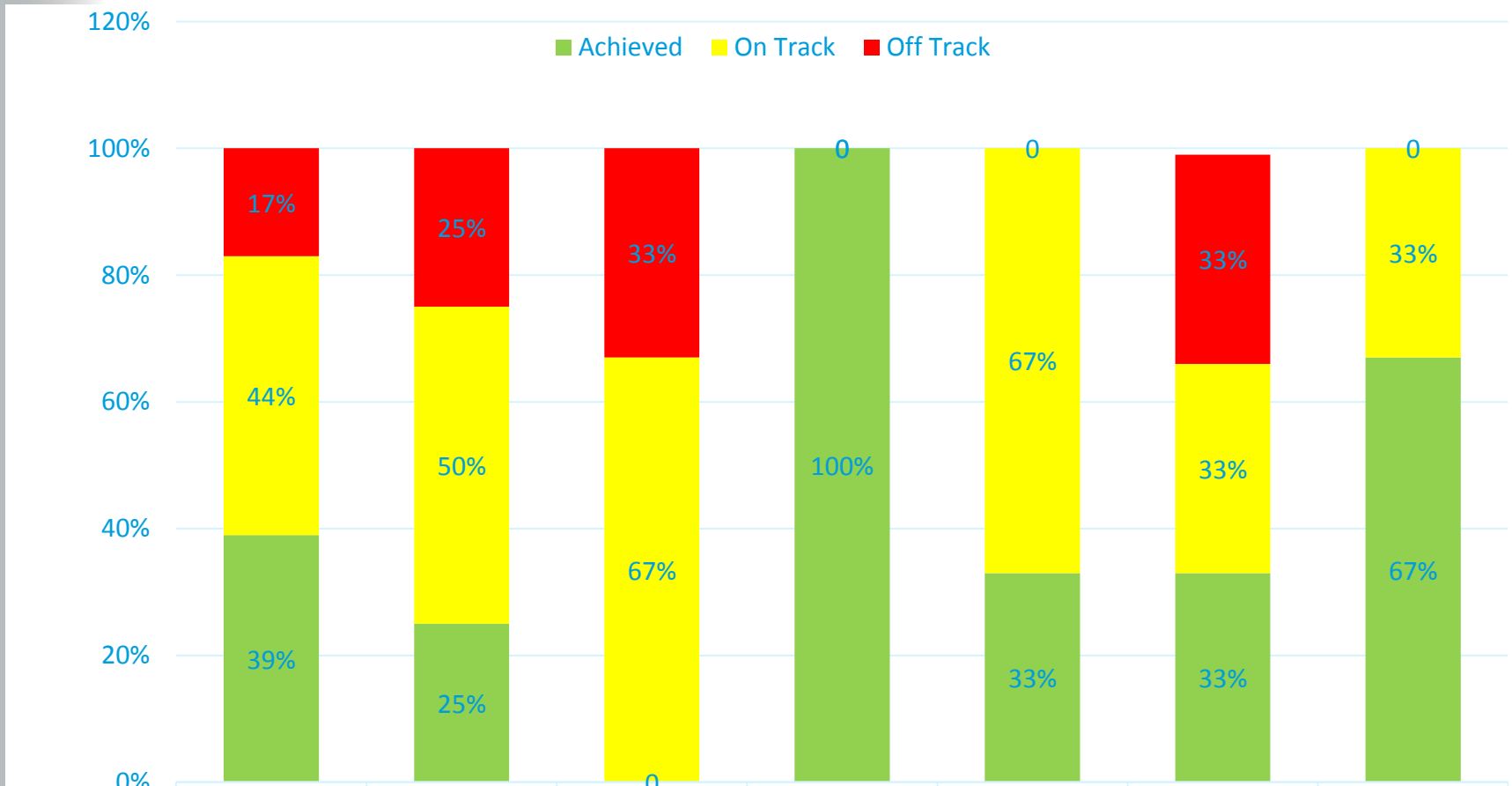
Progress on impact indicators*



	Total	Impact Area 1	Impact Area 2	Impact Area 3	Impact Area 4	Impact Area 5	Impact Area 6
Off Track	42%	50%	100%	0	0	33%	50%
On Track	17%	50%	0	100%	0	0	0
Achieved	42%	0	0	0	100%	67%	50%

*All results provisional and will be validated by 26 April

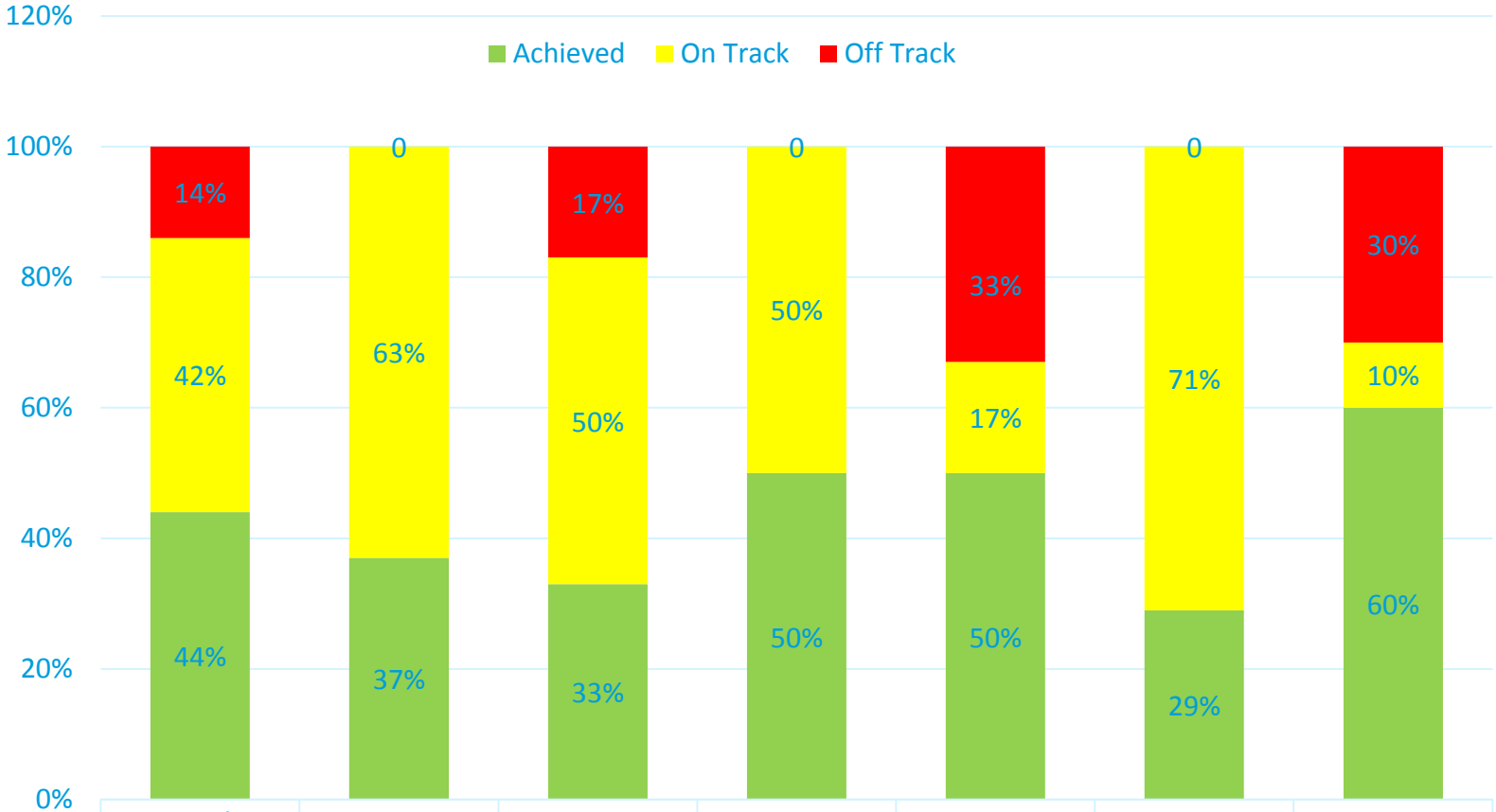
Progress on outcome indicators*



	Total	Impact Area 1	Impact Area 2	Impact Area 3	Impact Area 4	Impact Area 5	Impact Area 6
Off Track	17%	25%	33%	0	0	33%	0
On Track	44%	50%	67%	0	67%	33%	33%
Achieved	39%	25%	0	100%	33%	33%	67%

*All results provisional and will be validated by 26 April

Progress on output indicators*



	Total	Impact Area 1	Impact Area 2	Impact Area 3	Impact Area 4	Impact Area 5	Impact Area 6
Off Track	14%	0	17%	0	33%	0	30%
On Track	42%	63%	50%	50%	17%	71%	10%
Achieved	44%	37%	33%	50%	50%	29%	60%

**All results provisional and will be validated by 26 April*

Explaining Performance Trends

Q. What are some of the programmatic reasons for meeting and exceeding targets after two years?

UN-Women has been able to leverage partnerships, build political commitment and mobilize strong coalitions of actors in support of development results. It has also leveraged its UN coordination function and normative mandate.

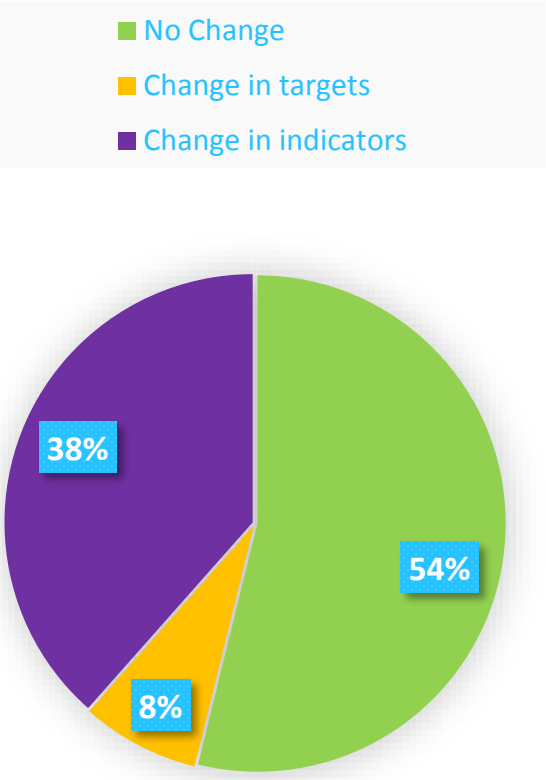
Some targets were conservative. This was not deliberate but based on an risk-informed assessment of where UN-Women was institutionally in 2013.

The swift roll-out of the Regional Architecture and opening of dozens of new offices around the world has allowed UN-Women to engage on these issues and results earlier in the SP and in a larger number of countries than was foreseen during target setting.

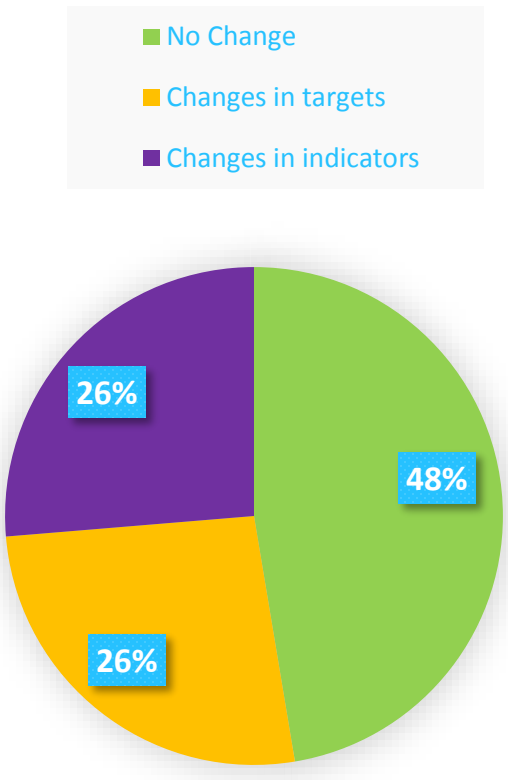
The expansion of Delivering as One and the roll-out of the SOPs seem to have enabled UN-Women to more effectively leverage its mandate and play a greater catalytic role to contribute to change. About a third of UN-Women programmes operate in some form of DaO context.

Proposed revisions to targets and indicators

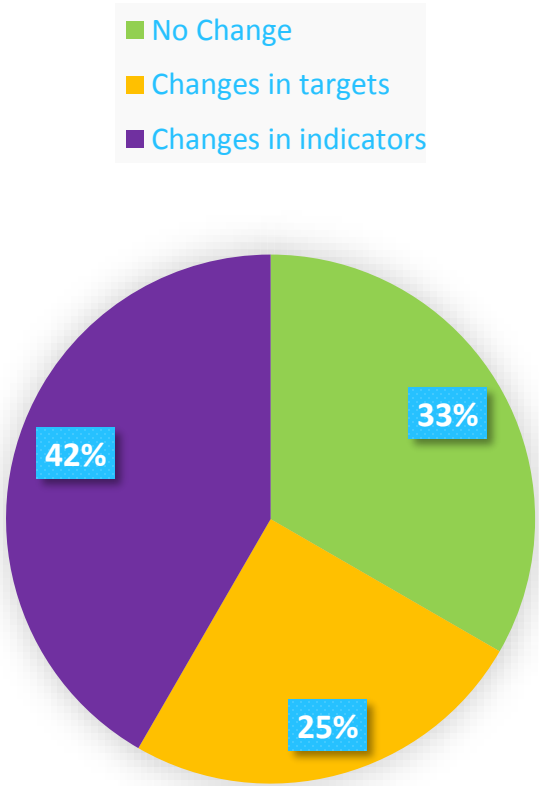
Impact level



Outcome level



Output level



For a full overview of results and proposed revisions, please see the full provisional overview of DRF and OEEF results in annex

Examples

Why has UN-Women met and exceeded targets after two years?

Target Increases	Baseline	Target	Result 2015	Proposed Target	Rationale
3.1A: Number of countries that have adopted National Action Plans (NAPs)/strategies on ending violence against women and girls	6	15	31	50	Given the 2016 CSW review theme and the 2030 Agenda with EVAW as a SDG target, it is expected countries will develop/update their EVAW national plans/strategies.
1.1.3A: Number of countries in which knowledge provided by UN-Women is available to support development of gender responsive policies	16	30	46	55	Target exceeded and additional countries in 2016
2.3.1A: Number of countries supported by UN-Women where gender equality advocates and their networks campaign for specific changes in laws and policies on economic empowerment and sustainable development	19	29	33	40	Target exceeded and additional countries in 2016

Examples

Why is UN-Women proposing removal of some indicators?

Proposed Indicators to Delete	Baseline	Target	Result 2015	Rationale
3.1.3B: Number of UNCTs supported by UN -Women whose work on EVAW includes engagement with men and boys	7	40	39	This indicator is difficult to measure in a reliable manner, and does not clearly link with the associated output.
4.2.1A: Percentage of official peace and security fora where UN-Women-supported gender advocates contributed to gender equality commitments in the outcome	TBD	TBD	N/A	This indicator is unmeasurable as currently formulated. Statements such as 'peace and security fora' are too vague and allow for subjective interpretations.
5.1.2B: Number of UN entities using the agreed gender marker	4	8	21	This indicator is also featured (although phrased differently) in the OEEF. We suggest to remove this indicator from the DRF and retain it in the OEEF.

Results Management System

- All results and indicators linked to the SP
- Integration of Flagship Programming Initiatives
- Atlas (ERP) Integration
- Tracking Funding Gaps
- Global, Regional & Office Dashboards
- Geo Tagging Outputs and Activities
- Planning and Monitoring Dashboards
- Additional Reports

Analysis of each Impact Area

Impact Area 1 - Women lead and participate in decision-making at all levels

- Steady progress and targets on track to be met. Yet women still remain underrepresented in political and electoral processes.
- Strategies of reforming legal frameworks, adopting gender-responsive measures, and engaging gender equality advocates are still very much relevant and have shown results at country level
- Key drivers of success: provision of timely technical advice and comparative experiences, knowledge generation, capacity building of stakeholders and partners, engagement with civil society, UN Coordination and partnerships
- More work needed in changing societal norms and stereotypes about women in public life, eliminating violence against women in politics, building gender sensitive institutions, enhancing new partnerships with men and boys, male champions, faith based organizations and the media
- Some areas, such as our work on access to justice, which is cross-cutting to several impact areas, need to be better captured

Impact Area 2 - Women, especially the poorest and most excluded, are economically empowered and benefit from development

- Steady progress and targets are on track
- Outcomes remain relevant to achieving results in this area
- This impact area makes an important contribution to poverty eradication. Most interventions focus on poor and vulnerable women, including rural women, migrant women, and domestic workers.
- Complexity due to the large scope of this area of work. Flagship programmes will help define more specific focuses.
- Need to better connect micro-interventions to macro-change. Efforts in income generation and capacity-building need to be complemented by structural change, including in laws and policies, as well as in infrastructure.
- Large scope for innovation in this area and addressing new challenges such as climate resilience and sustainable energy

Impact Area 3 – Ending violence against women and girls

- Outcomes are still fully relevant to ending violence against women and girls. There has been considerable progress against outputs, however targets have to be revised and there were challenges with the definition and reporting on some indicators.
- Lessons learned:
  - Interventions in this area involve multiple stakeholders, yet there has been a lack of a comprehensive approach. The new Flagship Programme provides a comprehensive theory of change to address this.
  - Areas requiring greater attention: prevention; capacity to collect and analyze data; responses to survivors in both private and public spaces
  - Specific guidance was limited. In response, UN Women developed quality guidelines for the provision of services, the prevention framework and other guidance materials together with partners
- UN Women's composite mandate has been fully leveraged for this area with complementary interventions in normative, coordination, and operational work.

Impact Area 4 - Peace and security and humanitarian action are shaped by women's leadership and participation

- Outcome 4.1: Women, peace and Security commitments and accountability frameworks adopted and implemented in conflict and post-conflict situations
- Outcome 4.2: Peace talks, recovery, conflict resolution and peace building planning processes and transitional justice include provisions on women's rights, participation and protection
- Outcome 4.3: Gender equality commitments adopted and implemented in humanitarian action which include disaster risk reduction and preparedness, response and early recovery

Impact Area 4 - Peace and security and humanitarian action are shaped by women's leadership and participation

1. **Growing evidence** of the important contribution that gender equality and women's empowerment has on the positive outcomes of humanitarian action
2. **Increasing recognition** of UN Women's experience and role in delivering on its triple mandate – normative, coordination and operational - in humanitarian action

- Global normative level

IASC Gender Reference Group, intergovernmental processes and policy developments (including WHS, Sendai Framework on DRR, Res. 2242 on WPS)

- Field level

A total of 41 COs reporting on humanitarian action activities in 2015, compared to 12 in 2014

Increasing acknowledgement of UN Women's impact (including in the Ebola-response, Nepal, Fiji etc.)

Impact Area 4 - Peace and security and humanitarian action are shaped by women's leadership and participation

UN Women's Core Commitments on Humanitarian Action:

Evidence-based planning and programming

Coordination

Capacity development

Targeted action

Flagship Programmes:

Leadership, Empowerment, Access and Participation (LEAP); and

Addressing the Gender Equality of Risk and Promoting Community Resilience to Natural Hazards in a Changing Climate

Key Issues:

Advocate for UN Women IASC Membership

WHS & accountability for gender in humanitarian action

Impact Area 5 – Governance and national planning fully reflect accountability for gender equality commitments and priorities

- Steady progress in countries adopting national action plans in gender equality, in mainstreaming gender perspectives in national development plans and strategies, and in tracking and increasing budget allocations to gender equality work
- Opportunities with the adoption of the AAAA and in light of localization of the SDGs
- Drivers of success:
  - Political support for gender-responsive policies and planning
  - Strong alignment of gender equality action plans with national development plans
  - Sustained and long-term capacity building of actors engaged in planning and budgeting process
  - Enhanced role and participation of citizens (including women's organizations) in planning and budgeting processes
- Strategies: investment in sustained and long-term capacity-building, foster knowledge exchange among countries, enhance technical guidance and strengthen partnerships

Impact Area 5 – Governance and national planning fully reflect accountability for gender equality commitments and priorities

- Steady progress but requires acceleration to achieve 2017 target at the outcome level
- Opportunities with the new UNAIDS Strategy 2016-2021, its strong focus on SDG 5 and prioritizing 35 UNAIDS Fast-Track countries
- Drivers of success: meaningful engagement and leadership of women living with HIV is critical in designing, implementing, monitoring and evaluating HIV response; inclusion of gender advisers in National AIDS authorities at a senior level; alignment of national HIV policies with normative frameworks on gender equality, including CEDAW; investment in capacity to monitor gender interventions in HIV responses
- Other key strategies: continued investment in capacity-building, increasing knowledge of interventions that work, strategic partnerships, fostering an enabling political environment, more investments in transforming gender norms

Impact Area 6 – A comprehensive and dynamic set of global norms, policies and standards

- The value of the global normative frameworks for promoting gender equality and women's empowerment has been amply confirmed in 2014-2015
- We have seized the opportunities in this area through:
  - Supporting intergovernmental processes, engaging with Governments and stakeholders, in particular civil society
  - Providing the evidence and policy inputs, building the knowledge base
  - Supporting Member States in their global reporting, for example to CEDAW, the UPR, the CSW and other bodies
  - Leveraging these processes at the national level for follow-up and review
- Continued efforts are needed for systemic change and for making gains irreversible:
  - Progress is uneven, in different bodies and processes
  - Gender issues are still too seldom reflected in some areas of work

Overarching Lessons Learned

Identifying lessons learned

- As part of the mid-term review, UN-Women is looking at key factors that have enabled or prevented progress towards the achievement of results.
- This analysis was done on the basis of:
  - A review of field offices reports
  - A review of independent evaluations and assessments
  - Surveys and research that informed the development of new strategies
- Some elements still being looked into.

Overview of some factors

Enabling factors

- High visibility and strengthened global norms for the gender equality agenda and mobilizing political commitment
- Ability to build multi-stakeholder partnerships and play a catalytic role
- Ability to leverage triple mandate
- Strong partnerships with civil society and ability to build innovative coalitions
- Efforts to expand constituencies beyond gender specific ones
- Alignment with national priorities
- Extensive field presence
- Support to institutional building of national mechanisms for gender equality
- Gender equality as a natural area for joint programming
- Innovation and new approaches

Inhibiting factors

- Continued significant structural barriers of a political, cultural and socioeconomic nature to gender equality.
- Rise of conservatism, violent extremism and terrorism with a distinct gender dimension.
- New emerging challenges, such as the impacts of climate change, human displacement, humanitarian crises
- Fragmentation of interventions, multiple small-scale projects, ability to scale up interventions
- Weaknesses in project design and results reporting
- Cumbersome and unclear business processes
- Major resource gap and capacity constraints

Relevance of Strategic Plan results

- Several independent assessments have confirmed the relevance of UN-Women impact areas and results framework.
- UN-Women's results significantly contribute to the implementation of the 2030 Agenda and Sustainable Development Goals; they are aligned with the findings of Beijing+20.
- Evaluations and assessments have found that UN-Women's programmes in countries are well aligned with national priorities.
- However, flexibility is required to adapt to the changing environment and respond to emerging challenges, such as the effects of climate change, migration, and the scope of humanitarian crises.

The way forward
Only minor technical adjustments are required in the Strategic Plan results framework as all impact areas remain valid and relevant.
Flagship Programming Initiatives will allow flexibility in adapting to emerging challenges.

Leveraging the triple mandate

- UN-Women's triple mandate (normative, UN coordination, and operational) has enabled a multipronged approach for the achievement of results. It has also allowed UN-Women to articulate its comparative advantage according to each context.
- Particular effort has gone into strengthening linkages between normative and operational work and UN-Women has been particularly successful in strengthening the gender equality normative framework at the global level and then at supporting the translation of global norms and standards into laws and policies at country level.
- Greater focus and investments are required to enable UN-Women to fully play its coordination role, especially at regional and country level. Improvements in knowledge management and internal communications are also necessary to create stronger linkages between the three functions.

The way forward

Flagship Programming Initiatives integrate UN-Women's triple mandate and enable UN-Women to tailor its normative, coordination and operational support to specific contexts. UN-Women will look at ways to strengthen country level capacity for coordination. Additional capacity is in place to improve knowledge management and internal communications and foster linkages across all functions.

Enhancing political commitment and the prioritization of gender equality

- Through its public advocacy, including highly visible and innovative campaigns, UN-Women has significantly contributed to increasing attention, visibility and interest in gender equality issues at the global, regional and national levels.
- This, in turn, has been instrumental in securing political commitment and engagement at the highest level, in supporting changes in social norms, in raising awareness and public commitment for gender equality.
- Together with the authoritative knowledge base UN-Women produces, advocacy efforts have played a key role in UN-Women's contribution to strengthening norms and standards at all levels, including laws and policies at national level.

<u>The way forward</u>
UN-Women will focus on turning political commitments into action.
This will require better integration of global advocacy with operational programming. All Flagship Programming Initiatives include a strong focus on the implementation of legal frameworks and policies. UN-Women will also focus on strengthening accountability for commitments made, for example in the context of the Step It Up campaign or the HeForShe 10x10x10 IMPACT initiative. At the global level, UN-Women will support intergovernmental review processes, such as the High-Level Political Forum and the CSW review theme.

Increased scale and scope of normative work

- Since the establishment of UN-Women, normative functions have increased to support intergovernmental processes, including thematic ones and their follow up.
- The volume of work related to servicing and providing substantive and thought support to intergovernmental bodies, particularly the CSW, has also significantly increased.
- There are new responsibilities pertaining to normative work emanating from Agenda 2030, the SDGs, the AAAA, WSIS+10, and the Paris agreement.
- This has not been accompanied by a commensurate increase from assessed contributions and resources from voluntary contributions have been drawn to provide substantive inputs, preparatory work, opportunities for stakeholder participation and contribution, facilitation of interactive dialogues and side events.

The way forward

UN-Women is engaging with Member States and relevant General Assembly bodies to ensure that normative support functions are adequately resourced.

Engagement beyond impact areas

- As the global leader and the only UN entity fully dedicated to the achievement of gender equality, and women's empowerment, there is an expectation for UN-Women to be able to engage on gender equality issues comprehensively, including beyond the impact areas identified in the Strategic Plan. This also includes driving and being attentive to latest thinking on gender issues broadly.
- UN-Women is successfully working in specific areas, such as education, ICT, sustainable urban development, climate change, or migration, seeing them as key enablers or special contexts in support of implementation of the Strategic Plan.
- UN-Women can leverage partnerships and play a catalytic role in such areas. Nevertheless, there are capacity and resourcing issues associated with additional areas of work. Greater clarity is needed in UN-Women's approach to other new and emerging areas, including by fully leveraging its normative, coordination and operational mandate, as well as its advocacy and knowledge-hub functions.

The way forward

UN-Women will fully leverage multi-stakeholders partnerships and its knowledge-hub function, including in the context of its normative support mandate, to cover the gender equality agenda as comprehensively as possible. In the context of the new Strategic Plan, UN-Women will reflect on how best to leverage its triple mandate to ensure that it support the gender equality agenda as a whole.

Strong partnerships with gender equality advocates

- UN-Women's strong partnerships with civil society and gender equality advocates have played a key role in achieving results. In addition to civil society and governments, UN-Women has also been successful in mobilizing allies in the private and philanthropic sector and academia. There is a large constituency of champions for the gender equality agenda.
- UN-Women's convening role and its ability to build and coordinate multi-stakeholder coalitions have also been recognized by civil society and governments alike as a major asset.
- However, the work of gender equality advocates still remains too fragmented. There is a need for greater focus and coordination, including among global actors, to scale up results.

The way forward

UN-Women will lead the development of broad-based global coalitions around selected themes with the greatest potential for transformative change, particularly in relation to SDG implementation. It will also continue and further enhance its efforts to build strategic alliances, especially bringing together government, parliamentarians and civil society. It will enhance its support to gender equality advocates and the women's movement, both through institutional mechanisms, such as the CSAGs, and by creating greater spaces for women's voices to be heard.

Expanding constituencies

- Addressing structural causes of gender inequality requires a transformation in power relations that can only take place with the engagement of society as a whole. UN-Women has engaged stakeholders that are critical to this transformation both through campaigns and specific programmes in countries to support them in becoming agents of positive change. These include men and boys, youth, faith-based organizations, the private sector, academia and the media.
- The emerging recognition and emphasis on intersectionality has opened the door to forming new strategic alliances with other social justice movements, such as environmental organizations.
- At the same time, this requires managing tensions and addressing criticism, particularly in a resource constrained environment.

<u>The way forward</u>
UN-Women will build on and further refine positive experiences from the last two years, including HeForShe, the roll-out of its youth strategy, develop a common discourse with faith-based groups, and a media compact with global outlets in order to expand the engagement of non-traditional stakeholders in advancing the gender equality agenda.

Innovation is essential

- Achieving gender equality requires transformation of social structures, value systems, institutions, behaviors and practices. Innovative approaches that disrupt “business as usual” can significantly help leapfrog progress.
- UN-Women has been developing and piloting innovative approaches. These include the use of technology, including for mapping, new approaches to partnerships and to convening stakeholders, creative ways of generating and capturing knowledge, and behavior change initiatives. UN Women is also leveraging cloud based and mobile technologies with innovative business models that connects women in business and agriculture to the global supply chain, information, social networks and technologies. More investment is needed to identify innovation trends with the potential to be brought to scale.
- Exposure to alternative approaches and tools that complement traditional programmatic approaches, foster dedicated spaces as well as incentives are critical to an enabling environment for “out of the box” thinking. UN-Women has been piloting an “innovation incubator” to allow new ideas to emerge and be tried.
- There are major opportunities for technology solutions, including in the context of Flagship Programming Initiatives, particularly for women’s economic empowerment.

The way forward

Building on the innovation incubator and other successful initiatives, innovation will be fostered more systematically at UN-Women. In particular, innovative approaches that can scale up transformative results and support the implementation of Flagship Programming Initiatives will be developed and implemented. UN-Women will also document its efforts in this area in order to capture what works and what doesn’t.

Greater programmatic focus

- UN-Women needs to address weaknesses in project design, often linked to overambitious objectives and unclear theories of change, as well as the excessively short time frames and limited scale of many projects.
- UN-Women needs to consolidate a large number of small scale, short duration, UN-Women only projects into a small number of larger, multi-stakeholder transformative programmes.
- Despite recent progress in improving the focus and scale of programmes, country level programmes are often thinly spread across several areas of the Strategic Plan, even when resources are limited.

The way forward

Flagship Programming Initiatives include comprehensive theories of change, which articulate the causal linkages and actions required to achieve transformative results. They aim to consolidate small projects into large programmes and provide a unified framework to monitor and report results. Further to a revised guidance on the preparation of Strategic Notes and Annual Work Plans, field offices are required to be highly selective in their programming priorities and concentrate resources in a limited number of areas where support is most needed and there is a significant likelihood of impact.

Addressing operational constraints

- UN-women is working to close some programme management information gaps including result-based management, programme monitoring, donor reporting and others.
- UN-Women is also aiming to address cumbersome and/or unclear business processes.
- UN-Women needs to fully complete the decentralization of its business procedures in line with its decentralized structure.

The way forward

UN-Women is undertaking a business process mapping and streamlining initiative which will be completed by the end of the year. This includes improvements in the areas mentioned above, including decentralization of business procedures.

It also includes the establishment of key systems, such as a programme resource mobilization planning system, a pipeline management system and a contract management system. UN-Women is developing a comprehensive IT programme management architecture to support its programming and operations.

Indicators - capturing impact

- Most results and indicators in the DRF of the Strategic Plan focus on legal and policy frameworks, complemented by increased capacity of duty bearers and rights holders.
- While these indicators may capture whether an enabling environment is in place and UN-Women's contribution to it, they do not measure the bigger transformational results of UN-Women's interventions and the direct impact it has on women and girls (the 'last mile'). At the same time, the nature of gender equality work is not conducive to quick wins and require long-term investments and engagement.
- UN-Women's lack of adequate systems for results tracking and reporting and smaller country presence at the time the Strategic Plan was drafted influenced the choice of indicators.

The way forward

Following the roll out of its results management system and the Flagship Programming Initiatives, UN-Women will propose in the new Strategic Plan a set of indicators aiming to measure more comprehensively the impact of its interventions on women and girls.

Resources

- Several evaluations and assessments have highlighted that the lack of sufficient resources has constrained UN-Women's ability to fully deliver on its Strategic Plan and mandate.
- The strong political commitment by Member States to gender equality and to UN-Women has failed to translate into commensurate financial commitments. Despite broadening and expanding its resource base and meeting its resource targets in 2014, UN-Women has been affected by the exchange rate and declining levels of ODA from traditional donors in 2015.
- As part of the Structured Dialogue on Financing with the Executive Board, UN-Women outlined some of the risks of not securing UN-Women's critical mass of resources.
- At the same time, there is a need for UN-Women to better cost and track resource gaps related to implementation of the Strategic Plan and more clearly demonstrate how the resource gap is negatively impacting results.

The way forward

UN-Women will continue to implement its resource mobilization strategy as discussed with the Executive Board. UN-Women's new results management system and its integration with its enterprise resource and financial tool (Atlas) will allow UN-Women and its partners to understand funding gaps and needs in a dynamic and transparent manner.

UN WOMEN

United Nations Entity for Gender Equality and the Empowerment of Women

Alignment with 2030 Agenda for Sustainable Development and Way Forward

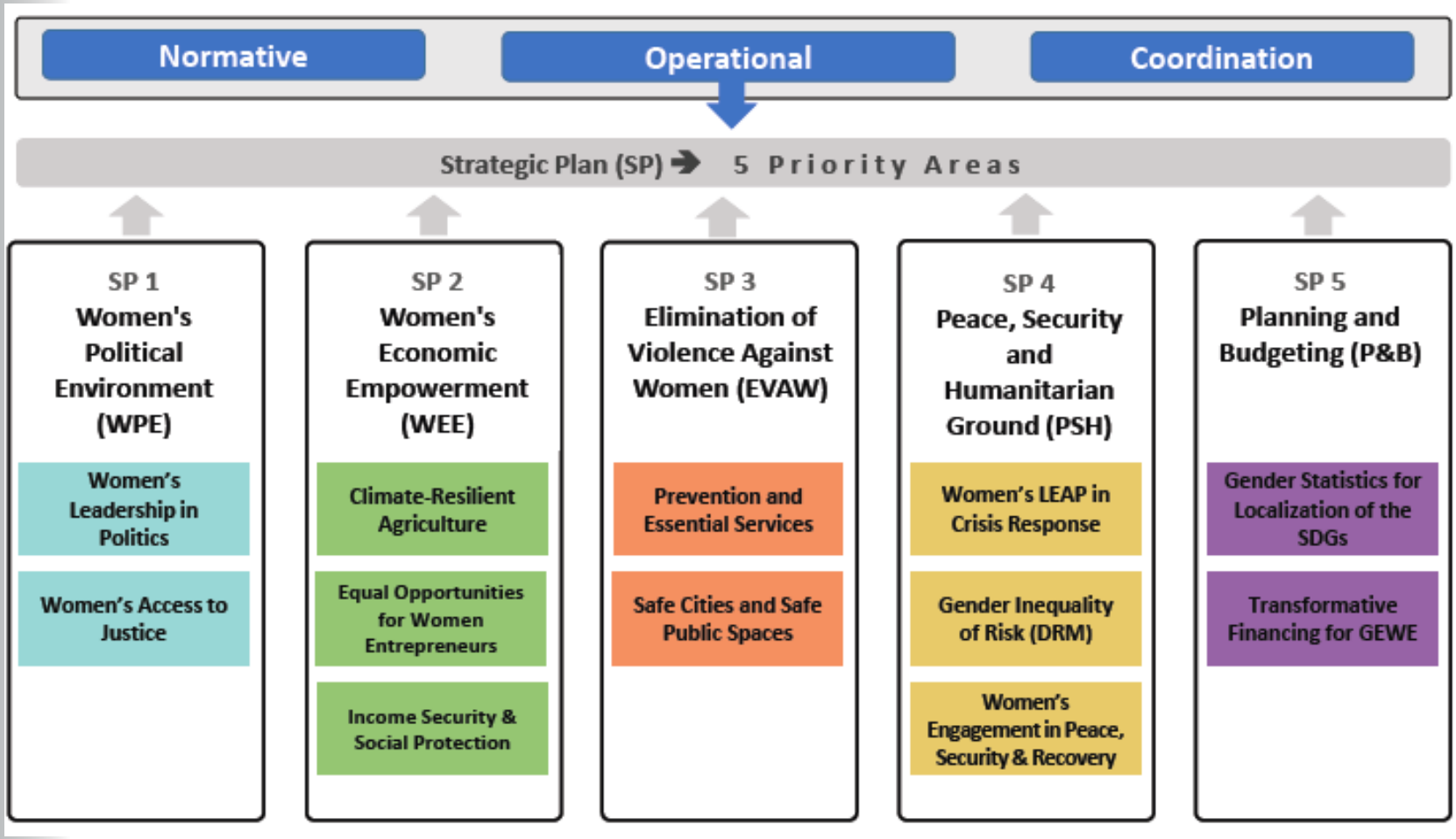
Workshop with members of the UN Women Executive Board on the Mid-Term Review of the Strategic Plan 2014-201
12 April 2016

UN Women Flagship Programming Initiatives

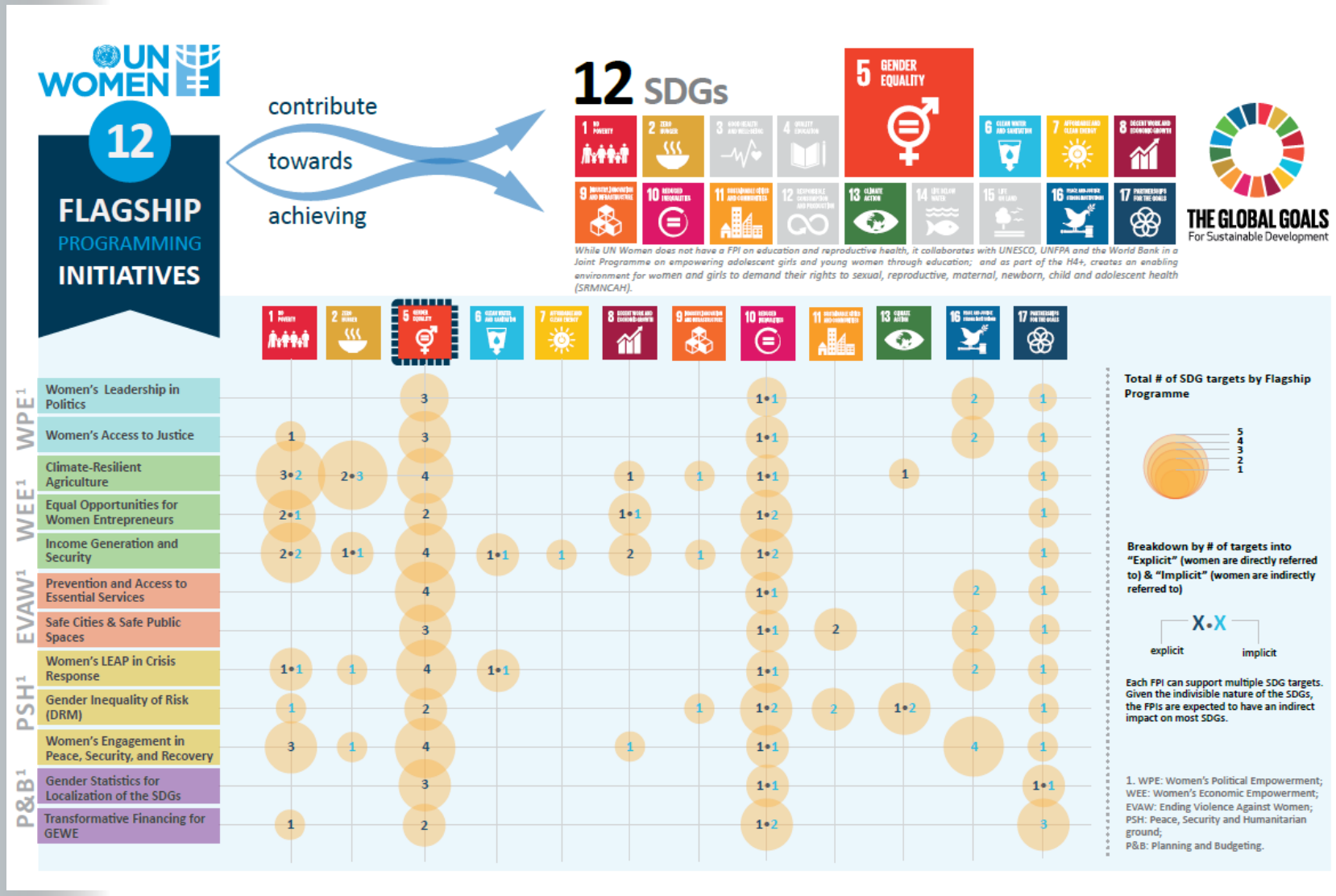
1. UN Women's support to localizing the SDGs
2. Flagship Programming Initiatives
3. SDG monitoring and accountability at global, regional and country level
4. Realizing a universal agenda -- differentiated country presence
5. Resources and cost-effectiveness

1. What are the Flagship Programming Initiatives?

Leveraging UN Women's normative, coordination and operations mandates within its Strategic Plan



Alignment with 2030 Agenda for Sustainable Development



Generic Theory of Change

II. DRAFT TOC: Women's Access to Land and Productive Resources for Climate-Resilient Agriculture

*A TOC by nature encompasses the actions required by **all partners** to achieve a transformative change. The aim of the TOC is to help UN Women identify these actions and strategic partnerships. Consequently this draft TOC reflects interventions beyond those that UN Women will do by itself.*

Goal	Women farmers are economically empowered and resilient in a changing climate **Key indicators:** Share of women among agricultural land owners by age and location (U/R); Legal framework includes special measures to guarantee women's equal rights to land ownership and control **Guiding normative frameworks** include CEDAW (article 14); Beijing Platform for Action; SDGs; CSW56; UNFCCC & UNCCD gender provisions			
Goal TOC State-ment	If (1) women farmers realize rights to land and secure land tenure; if (2) they have equal access to productive resources, services and technologies for sustainable farming; if (3) they attain the financial capacity to invest; and if (4) they participate fully in green value chains and markets; then (5) women farmers are economically empowered and resilient in a changing climate; because (6) the root causes and drivers of gender gaps in agriculture have been removed.			
Outcomes	**1. Women's land tenure security is increased.** Key indicators: Share of women among agricultural land owners by age and location (U/R); Legal framework includes special measures to guarantee women's equal rights to land ownership and control	**2. Women smallholder productivity in changing climate increased and physical burden of agricultural work reduced.** Key indicators: Value of production per labour unit by sex; Average daily time spent on agricultural work by sex	**3. Financing barriers removed and women's capacity to invest in climate-resilient agriculture increased. Key indicators:** % change in loans to women small-holder farmers; % change in women using financial services	**4. Opportunities for women farmers to move up the value chain promoted.** Key indicators: % of women's participation in cooperatives; % of women farmers with access to extension services
Outcome TOC	If (1) barriers to women's equal rights and access to land are removed; and if an enabling legislative framework, supported by strong technical capacities are in place, then (2) women's land tenure security will increase; because (3) discrimination against women to own, control and use land is removed.	If (1) women have access to climate-resilient productive assets, technologies and skills, and this is supported by enabling social norms and practices; then (2) women's productivity will increase and their labour burden will be reduced; because (3) increased access to productive assets improves productivity and reduces the labour intensity of sustainable farming systems.	If (1) women have access to affordable and safe finance, appropriate financing services and products, business skills, and insurance; then (2) women will have increased capacity to invest in climate-resilient agriculture; because (3) key financing barriers for rural women are removed.	If (1) the agency and decision-making capacity of women farmers is strengthened; and if they have access to local infrastructure, and are included in green agricultural supply chains; then (2) women will have opportunities to move up the value chain; because (3) they will have equitable access to markets.
Outputs	**1.1. Social, customary and political barriers to women's equal land rights and access removed** (assess root causes; engagement/advocacy with communities, traditional and religious leaders, CSOs, women's machinery and governments; increase public awareness) **1.2. Gender-biased statutory and customary land tenure frameworks, laws, policies reformed** (gender-based assessment of land and property rights and laws, South-South learning and technical assistance, advocacy with political and customary authorities, communities) **1.3. Strengthened capacity of land registry institutions to improve systems and ease access** (strengthen land mapping and registration systems; increase women's access to civil documents and application procedures)	**2.1. Improved access to productive, time-saving and climate-resilient assets, tools and technologies** (increase proportion of women with access to appropriate technologies, machinery, fertilizers, improved seeds, pest control, etc. for sustainable agriculture) **2.2. Improved access to climate–resilient agricultural extension services for women and households** (capacity development for women farmers on using new technologies and applying local and indigenous knowledge, increase proportion of trained women extension agents) **2.3. Recognition of women's roles in agriculture and favourable attitudes/practices about women using technology promoted** (assess root causes of negative attitudes/practices; advocacy strategies and media campaign; awareness raising with men and women farmers and families, extension workers, policymakers; outreach to community/religious leaders)	**3.1. Improved regulatory and economic incentives for public and private financial institutions to provide credit to women farmers** (e.g. directed lending, direct lending, credit enhancement mechanisms; capacity and awareness building of financial institutions to change gender-biased lending practices) **3.2. Development of financial intermediary services for women farmers at the local level** (e.g. micro-finance, savings and loans groups, mobile phone services, rental/lease finance, weather insurance, support opening of rural branches of national banks, gender-responsive training of financial intermediaries) **3.3. Improved and targeted access to training, peer to peer learning, and skills development** (capacity development of women farmers on financial and business skills at times that take into consideration their unpaid care and domestic work; trainings combined with legal support to help women open and use a bank account)	**4.1. Increased capacity of women farmers and cooperatives** (support establishment of women's cooperatives, facilitate training, increase access to machinery and technologies to move from production to aggregation, processing and distribution, increase voice and representation in decision-making bodies at all levels) **4.2. Local infrastructure developed to improve access to markets, reduce labour, and save time for women farmers** (rural roads and sustainable transport, post-harvest storage facilities, cooperative processing plants and quality control, etc.). **4.3. Increased inclusion of women small holders in green agricultural supply chains at the national, intra-regional and international levels** (promote fair trade, link private companies with women small holders and cooperatives, preferential access, quotas/targets, tax exemptions for women small holders and cooperatives)
Key Assumptions	-Lack of land and property rights is a structural cause of gender inequality; -Secure land tenure can be individual or collective in diverse land and resource management systems; -Land/water/forest rights are connected; -Women's demonstrated land tenure security or ownership is important collateral for access to finance.	-Gender gap exists for agricultural technologies, tools and practices; - New technologies and tools will save women time and be less physically intensive; - Women farmers have access to energy (covered by another FP).	- Gender gap in access to affordable finance and insurance; – Women are in a weaker intra-household bargaining positioning, which reduces their ability and/or willingness to save and invest.	- Gender gap in women's access to markets and in the value chain (aggregation, processing, distribution, decision-making) - Greater access to markets and moving higher in the value chain will increase incomes. – Women farmers have access to ICTs.
Risks & Barriers	- Social and cultural attitudes and political will cannot be changed in favour of equal land rights; -Equal rights in laws and policies are not translated into practice.	- Uncertain social acceptance of new technologies and practices; - Women's unpaid domestic and care work reduce time for learning new technologies; - Men resent women having access to new technologies if they do not have the same; -Macroeconomic policies do not support sustainable climate-resilient agriculture	- Social and cultural attitudes, and political will cannot be changed in favour of increasing women's equal access to finance; - Macroeconomic policies do not support micro-lending and financial services for the poor; -Local financial institutions are under-capitalized.	- Social/cultural/political/trade barriers to women moving up the value chain and having preferential access to markets; - Private sector unwilling to pay slightly more for products from women small holders or engage with new women distributors; -Macroeconomic policies do not support women farmers in national/global value chains.

Localized Theory of change

Goal	**WOMEN FARMERS ARE ECONOMICALLY EMPOWERED AND RESILIENT IN A CHANGING CLIMATE** *if (1) women farmers have secure land tenure; if (2) if they attain the financial capacity to invest in climate resilient (CR) assets, tools and technologies; if (3) they have access to CR information; and if (4) they participate fully in green value chains and markets; then (5) women farmers are economically empowered and resilient in a changing climate; because (6) the root causes and drivers of gender gaps in agriculture have been removed.*			
Outcomes	**1. Women's land tenure security is increased.** If barriers to women's equal rights and access to land are removed; and if an enabling legal, customary and technical environment is created; then women's land tenure security will increase; because discrimination against women to own, control and use land is removed	**2. Women's capacity to invest in climate-resilient and time-saving assets, tools and technologies is increased.** If women have access to affordable and appropriate financing services, products, insurances and skills; then women will have the capacity to invest in climate resilient and time saving assets, tools and technologies; because the key financing barriers for rural women are removed.	**3. Women small holder farmers access to climate resilient information is increased.** If extension services and digital technology are accessible for women, and if women have the capacity to use such services in an enabling social environment; then women's access to climate resilient information will increase; because they have the required means, skills and social support.	**4. Opportunities for women farmers to access markets and move up the value chain promoted.** If the agency of women farmers is strengthened, if they have access to local infrastructure, processing and storage capacities, and if they are included in the green supply chain; then women will have opportunities to move up the value chain, because they will have equitable access to markets
Outputs	**1.1. Social norms, and customary and political barriers to women's equal land rights and access removed** *(assess root causes; engagement/advocacy with communities, traditional and religious leaders, CSOs, women's machinery and governments; increase public awareness)*	**2.1. Improved regulatory and economic incentives for public and private financial institutions to provide credit to women farmers, including potentially establishing a new financial institution for women** *(study of options of new financial mechanisms and incentives for women, including directed lending, direct lending, credit enhancement mechanisms; capacity building for financial institutions to change gender-biased lending practices)*	**3.1 Improved access to climate–resilient agricultural extension services for women** *(capacity development for women farmers on using new technologies and applying local and indigenous knowledge, increase proportion of trained women extension agents,)*	**4.1. Increased capacity of women farmers and cooperatives to move up the value chain** *(support establishment of women's cooperatives, facilitate training, promote use of digital technology to connect farmers, increase access to machinery and technologies to move from production to aggregation, processing and distribution)*
	1.2. Gender-biased statutory and customary land tenure laws and policies are reformed *(gender-based assessment of land and property rights and laws, South-South learning and technical assistance for legal reform)*	**2.2. Development of financial intermediary services for women farmers, including through digital finance at the local level** *(e.g. micro-finance, savings and loans groups, working capital fund; mobile phone services, rental/lease finance, weather insurance, support opening of rural branches of national banks, gender-responsive training of financial intermediaries, increasing access to digital finance)*	**3.2. Improved access to digitally enabled agricultural information for women farmers** *(promote use of technology to share agricultural information, e.g. locally produced videos on improving agricultural practices; agricultural hotline with text messages containing up to date agronomic information)*	**4.2. Local infrastructure, processing and storage capacity developed to improve access to markets** *(rural roads and sustainable transport, post-harvest storage, Facilities and training, cooperative processing plants and quality control, etc.).*
	1.3. Strengthened capacity of land registry institutions to improve systems and ease access *(strengthen land mapping and registration systems; increase women's access to civil documents and application procedures)*	**2.3. Improved and targeted access to training, peer to peer learning, and skills development** *(capacity development of women farmers on financial and business skills at times that take into consideration their unpaid care and domestic work; trainings combined with legal support to help women open and use a bank account, apply for loans etc.)*	**3.3. Increase women's voice and agency to promote recognition of women's role in agriculture and their use of technology** *(assess root causes of negative attitudes/practices; advocacy/media campaign; awareness raising with men and women farmers, extension workers, policymakers; outreach to community/religious leaders)*	**4.3. Dedicated production and procurement platform for women smallholders to link them to the national and global agricultural supply chains** *(promote fair trade, link private companies with women small holders, preferential access, quotas/targets, tax exemptions for women small holders and cooperatives)*
Assumptions	-Lack of land is a structural cause of gender inequality; -Secure tenure can be individual or collective; -Women's land tenure security is important collateral for access	- Gender gap in access to affordable finance and insurance; – Women are in a weaker intra-household bargaining positioning, which reduces their ability and/or willingness to save and invest. - Women farmers have access to energy. New technologies and tools will save women time and be less physically intensive	-Gender gap exists for agricultural practices, information and digital technology; - Women's use of technology is not always supported by enabling social norms and practices.	- Gender gap in women's access to markets and in the value chain- Greater access to markets and moving higher in the value chain will increase incomes.
Risks	- Social/cultural attitudes and political will on equal land rights cannot be changed; -Equal rights in laws are not translated into practice	- Social/cultural attitudes and political will cannot be changed to increase women's equal access to finance; - Macroeconomic policies do not support financial services for the poor; -Local financial institutions are under-capitalized.	- Uncertain social acceptance of new practices; - Women's unpaid work reduce time for learning; - Resentment from men on women's access to new technologies.	- Social/cultural/political/trade barriers to women moving up the value chain; - Private sector unwilling to engage with women suppliers; -Macroeconomic policies do not support women in national/global value chains.

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.

High and middle income countries

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.

Low Middle income countries

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

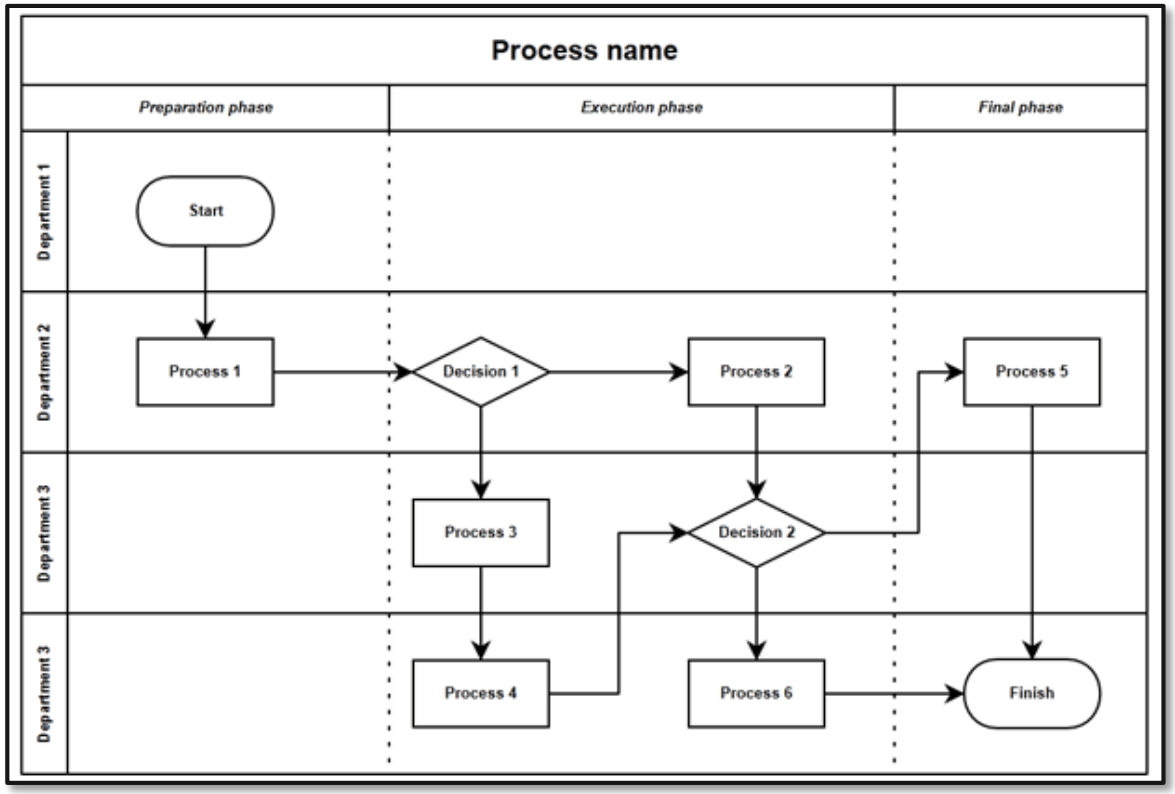
Low income and fragile states

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

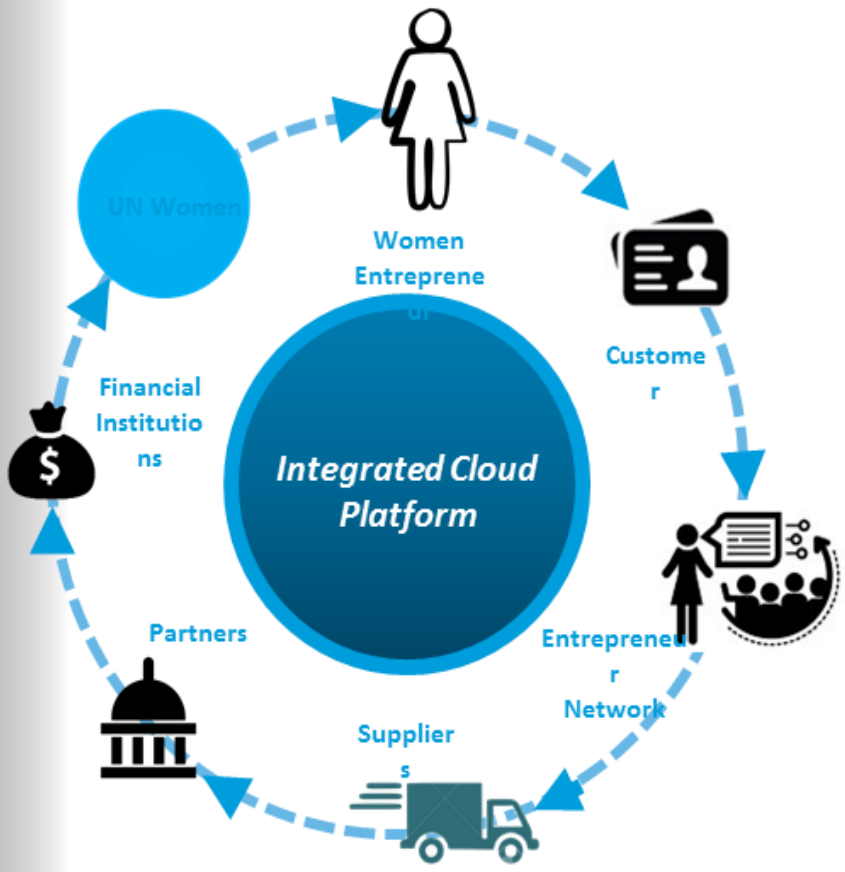
Improving UN Women's Operational Capacities

Complementary options to scale up UN Women's Operations

- Leveraging economies of scale (budget per FPI outcome is 0.56 M against 0.27 M per non-FPI outcome
- Strengthening UN Women's operational capacity through business process mapping and streamlining
- Contracting some operational activities to another UN agency
- Joining a UN common operational facility
- Fast Tracking



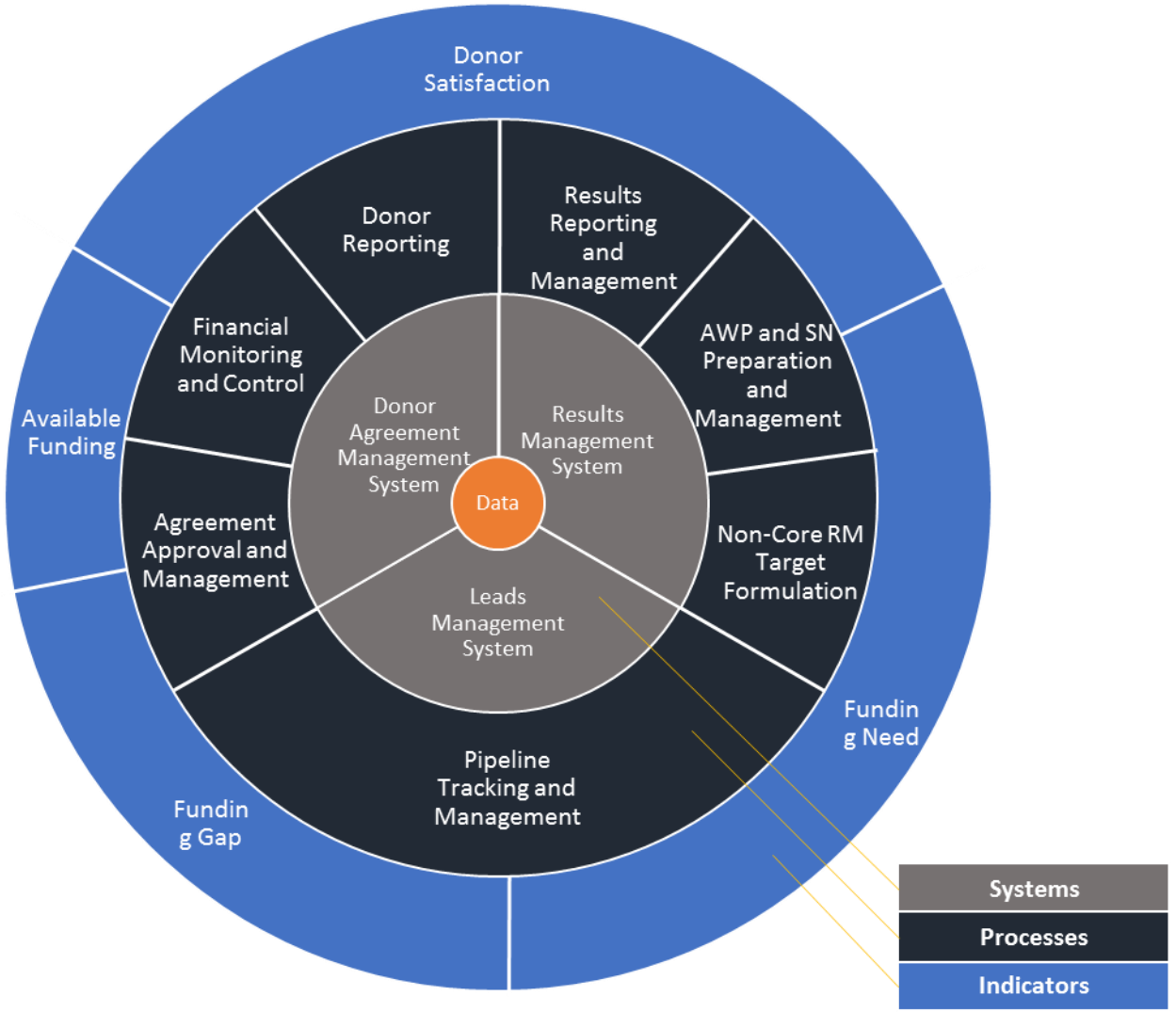
Programming Innovations



Integrated cloud platforms can link women farmers and rural entrepreneurs with information, debt and equity finance, quality-assured goods and service suppliers, customers, leads, and markets.

With this platform, women farmers and entrepreneurs can circumvent traditional barriers to entry and participate directly in global supply chains

Programme IT Systems



Country Office Peer Review Table

Country Office comparison

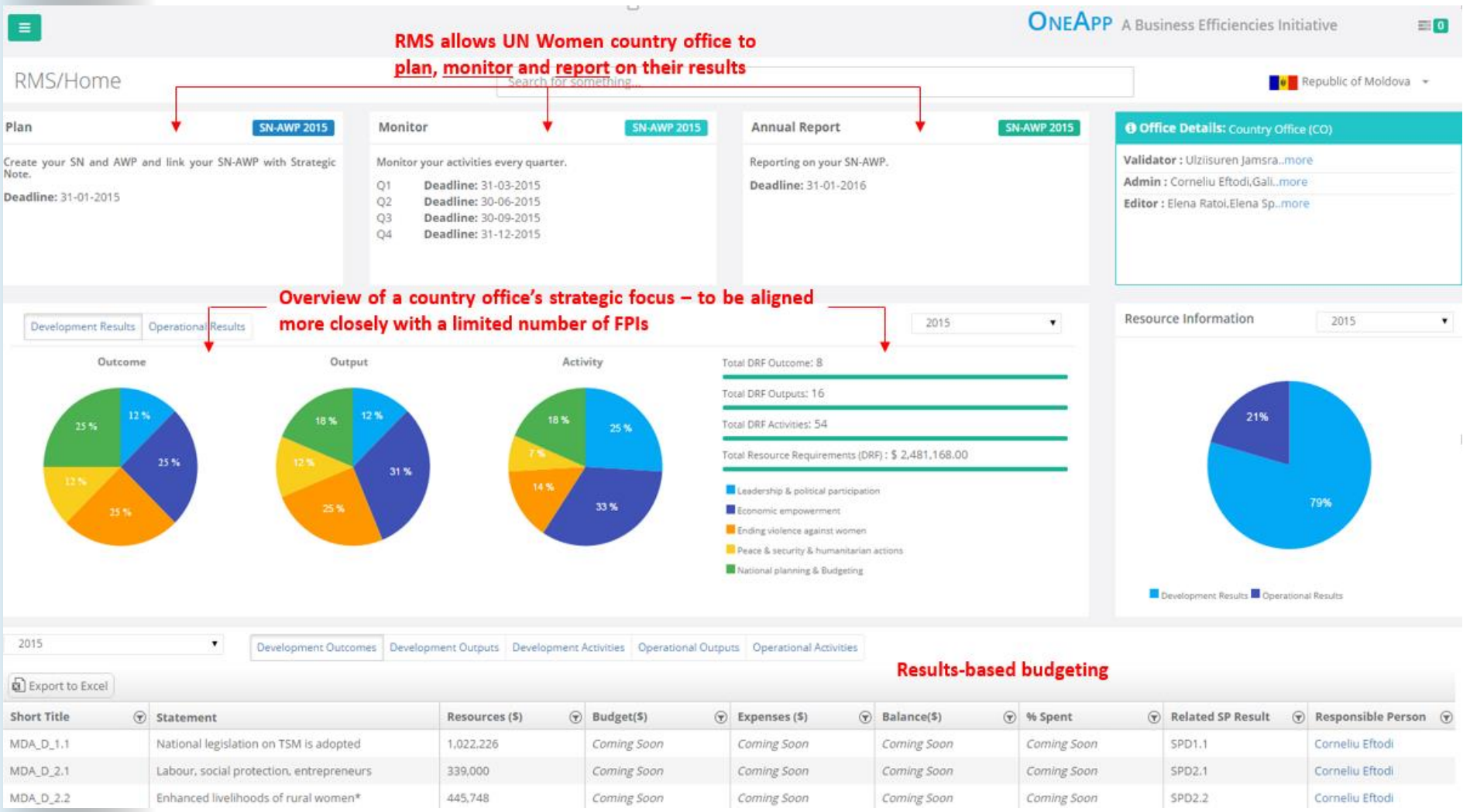
Current year Funding Gap

Evaluate Office performance based on previous year data

Multi-year funding projections

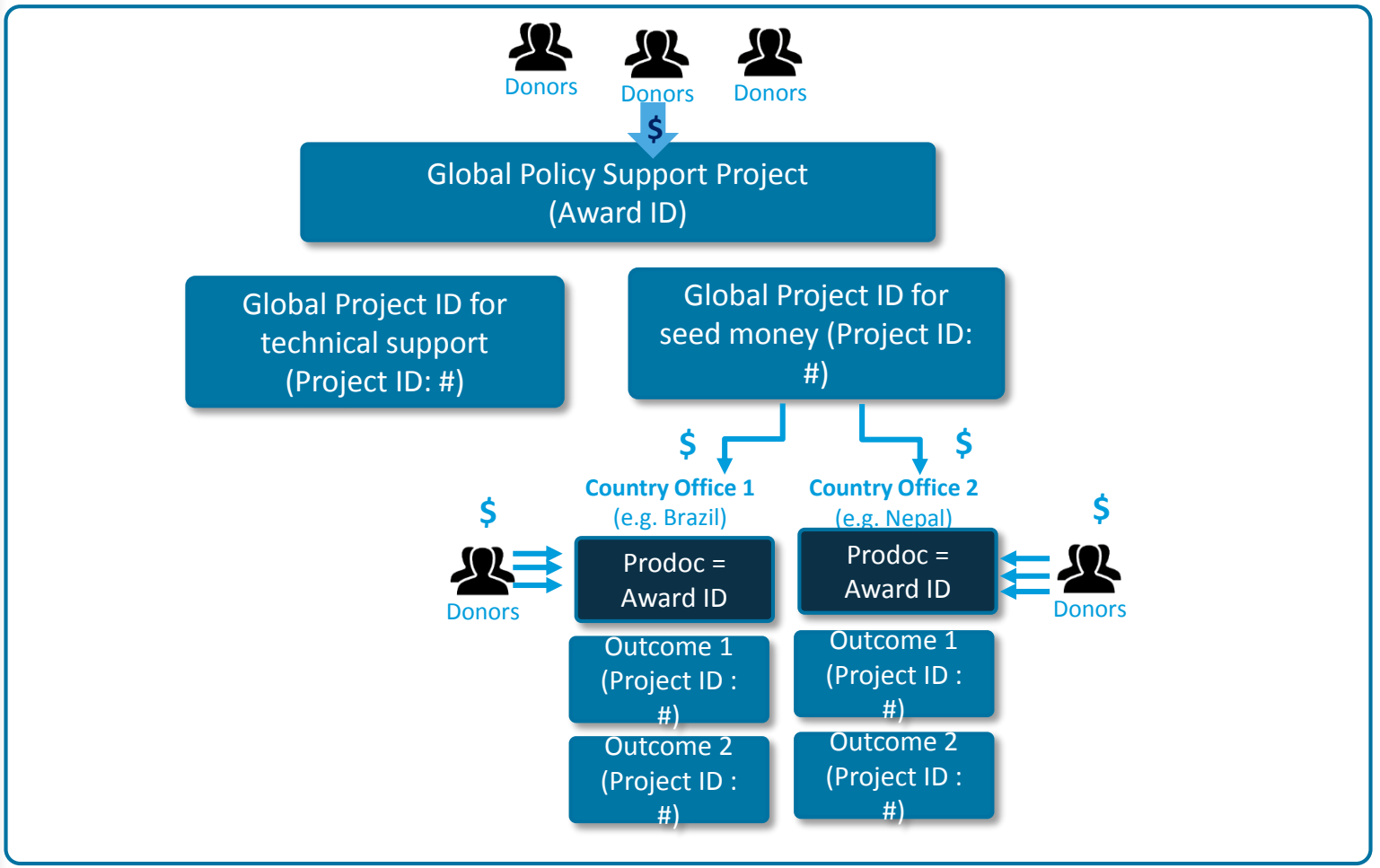
Table 1 : Focus, potential transformational impact of results & DRF funding gap

Country Office	Total DRF Budget	# Outcomes	Average Budget per Outcome	Total Funding Gap	% of Funding Gap by Total DRF	Hard Pipeline	Soft Pipeline	Undefined	Non-core target previous yr	% Non Core Target Met previous yr	Funding deficit previous yr	Funding need 2017	Funding projection 2018	Funding projection 2019	Funding projection 2020
Americas and the Caribbean															
AC-RO	$ 3,600,000	22	$ 163,636	$ 3,000,000	83%	$ 700,000	$ 390,000	$ 1,910,000							
Barbados MCO	$ 3,102,352	12	$ 258,529	$ 1,586,500	51%	$ 525,500	$ 921,000	$ 140,000							
Bolivia	$ 2,671,584	6	$ 445,264	$ 2,225,000	83%	$ 125,000	$ 1,800,000	$ 300,000							
Brazil	$ 3,354,173	12	$ 279,514	$ 2,716,551	81%	$ 1,037,551	$ 251,000	$ 1,428,000							
Chile	$ 493,428	4	$ 123,357	$ 200,000	41%	$ -	$ -	$ 200,000							
Colombia	$ 5,559,883	12	$ 463,324	$ 2,140,305	38%	$ 921,053	$ 1,219,252	$ -							
Dominican Republic	$ 280,000	2	$ 140,000	$ 250,000	89%	$ -	$ -	$ 250,000							
Ecuador	$ 2,789,307	7	$ 398,472	$ 2,300,000	82%	$ 418,900	$ -	$ 1,881,100							
El Salvador	$ 2,116,193	8	$ 264,524	$ 1,520,000	72%	$ -	$ -	$ 1,520,000							
Guatemala	$ 3,128,348	8	$ 391,044	$ 1,000,000	32%	$ 220,000	$ 250,000	$ 530,000							
Haiti	$ 5,736,048	7	$ 819,435	$ 5,002,000	87%	$ -	$ 1,574,404	$ 3,427,596							
Honduras	$ 522,401	12	$ 43,533	$ 215,500	41%	$ -	$ -	$ 215,500							
Mexico	$ 2,982,694	9	$ 331,410	$ 1,500,000	50%	$ -	$ 1,500,000	$ -							
Paraguay	$ 1,824,148	7	$ 260,593	$ 1,556,000	85%	$ 193,000	$ 1,307,000	$ 56,000							
Peru	$ 215,000	2	$ 107,500	$ 200,000	93%	$ -	$ -	$ 200,000							
Uruguay	$ 108,000	3	$ 36,000	$ 100,000	93%	$ -	$ -	$ 100,000							
Total	$ 38,483,558	133	$ 289,350	$ 25,511,856	66%	$ 4,141,004	$ 9,212,656	$ 12,158,196							
Arab States															
Algeria	$ 599,439	10	$ 59,944	$ -	0%	$ -	$ -	$ -							
AS-RO	$ 8,473,480	11	$ 770,316	$ 3,981,516	47%	$ -	$ 321,516	$ 3,660,000							
Egypt	$ 10,790,517	8	$ 1,348,815	$ 2,589,612	24%	$ -	$ -	$ 2,589,612							
Iraq	$ 6,383,179	6	$ 1,063,863	$ 3,591,823	56%	$ 2,991,823	$ 450,000	$ 150,000							



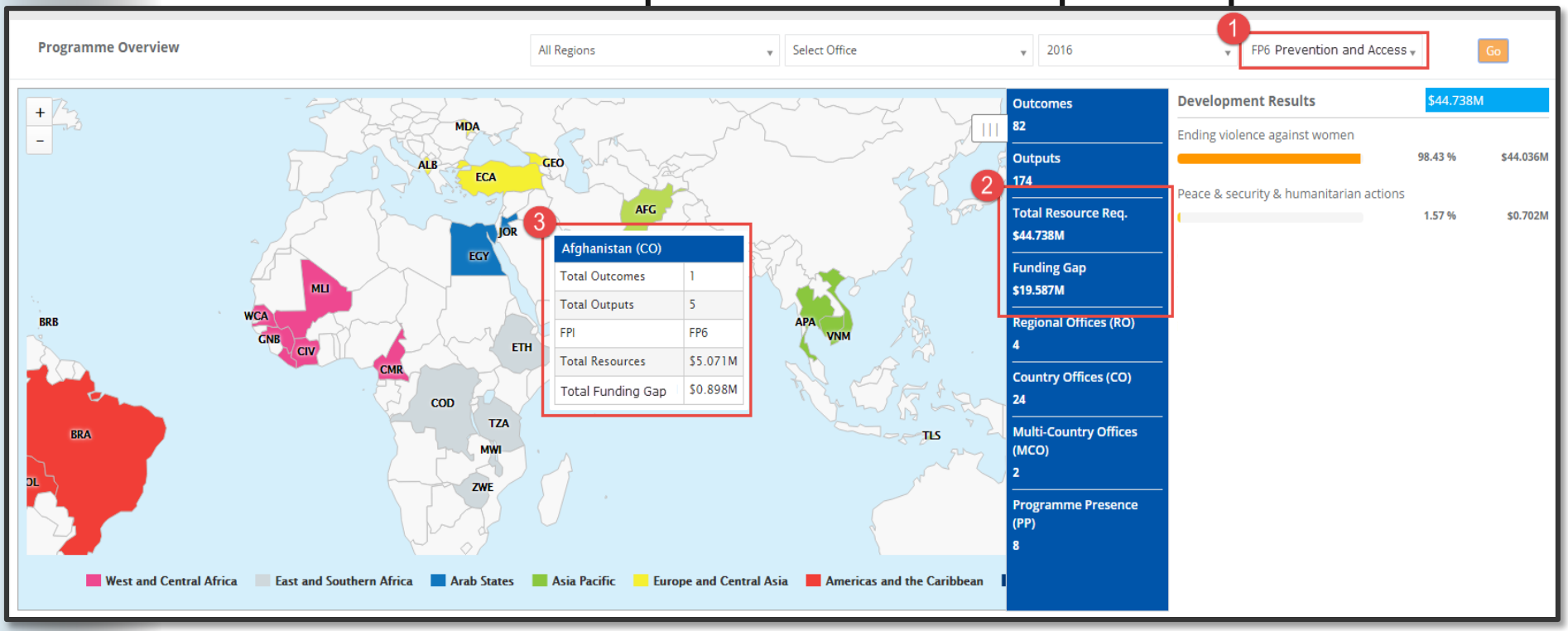
Short Title	Statement	Resources ($)	Budget($)	Expenses ($)	Balance($)	% Spent	Related SP Result	Responsible Person
MDA_D_1.1	National legislation on TSM is adopted	1,022,226	*Coming Soon*	*Coming Soon*	*Coming Soon*	*Coming Soon*	SPD1.1	Corneliu Eftodi
MDA_D_2.1	Labour, social protection, entrepreneurs	339,000	*Coming Soon*	*Coming Soon*	*Coming Soon*	*Coming Soon*	SPD2.1	Corneliu Eftodi
MDA_D_2.2	Enhanced livelihoods of rural women*	445,748	*Coming Soon*	*Coming Soon*	*Coming Soon*	*Coming Soon*	SPD2.2	Corneliu Eftodi

Increase the quality of non-core contributions: Soft earmarking at the thematic and geographic levels



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