



## 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

1. Midterm review objectives and process
2. Global context
3. Assessment of development results
4. Assessment of organizational effectiveness and efficiency
5. Lessons learned
6. Strategic initiatives

- 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**

## 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

## Challenges

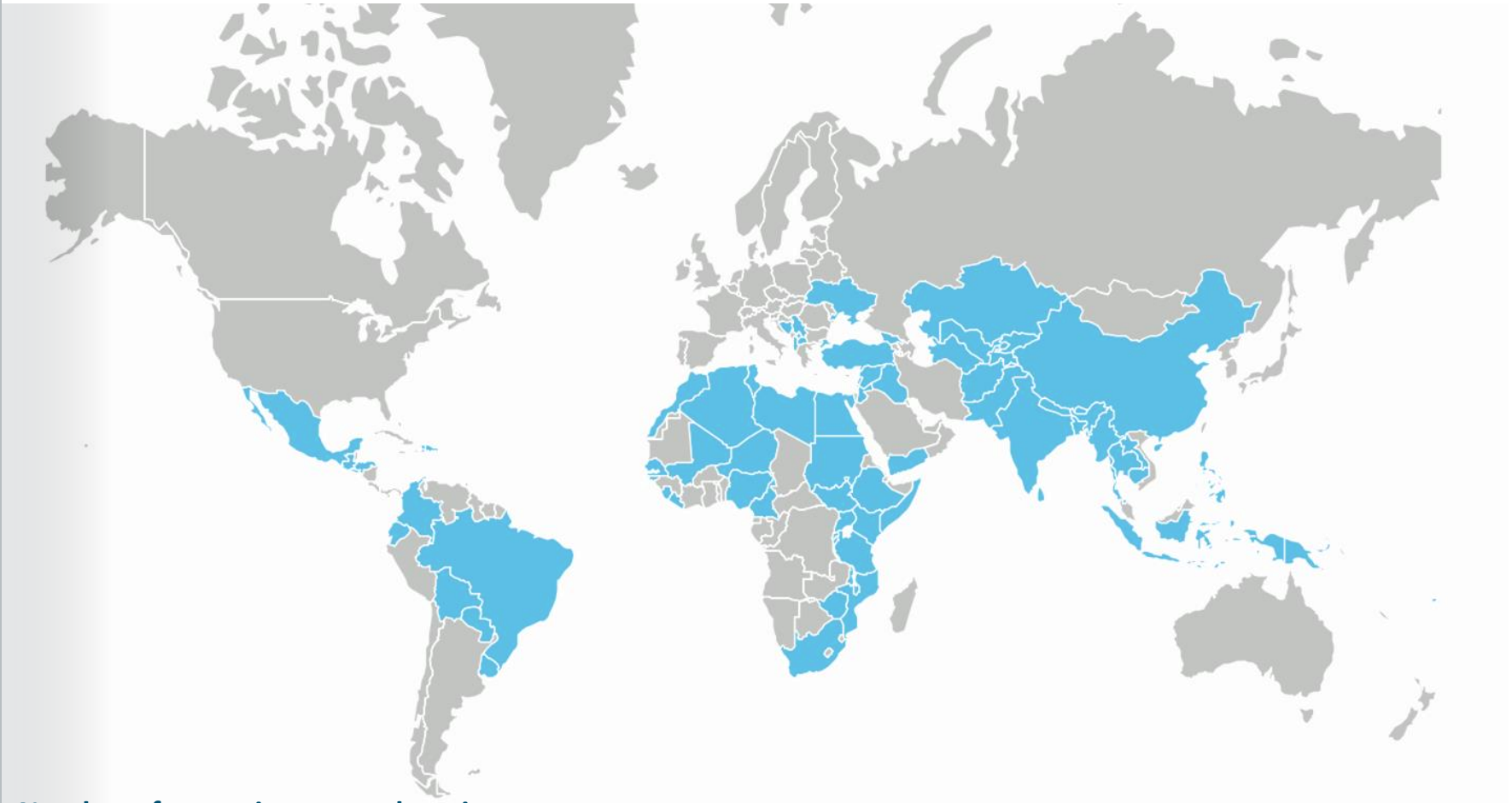
- Slow pace of economic recovery and continued austerity measures
- Unprecedented scope of humanitarian crises and human displacement
- Shift in the nature and complexity of peace and security threats
- Rise in violent extremism, conservatism and shrinking of civil society space
- Poor implementation of legal frameworks
- Intersectionality of issues

## Opportunities

- 2030 Agenda for Sustainable Development and an expiry date for gender inequality
- Greater recognition of women's empowerment as a precondition for sustainable development
- Youth bulge and demographic dividend
- Technological changes that can break the marginalization and isolation facing the poorest women
- Ongoing discussions about a UN that is "fit for purpose"

*Positioning UN Women to deliver on the 2030 Agenda and accelerate progress towards gender equality*

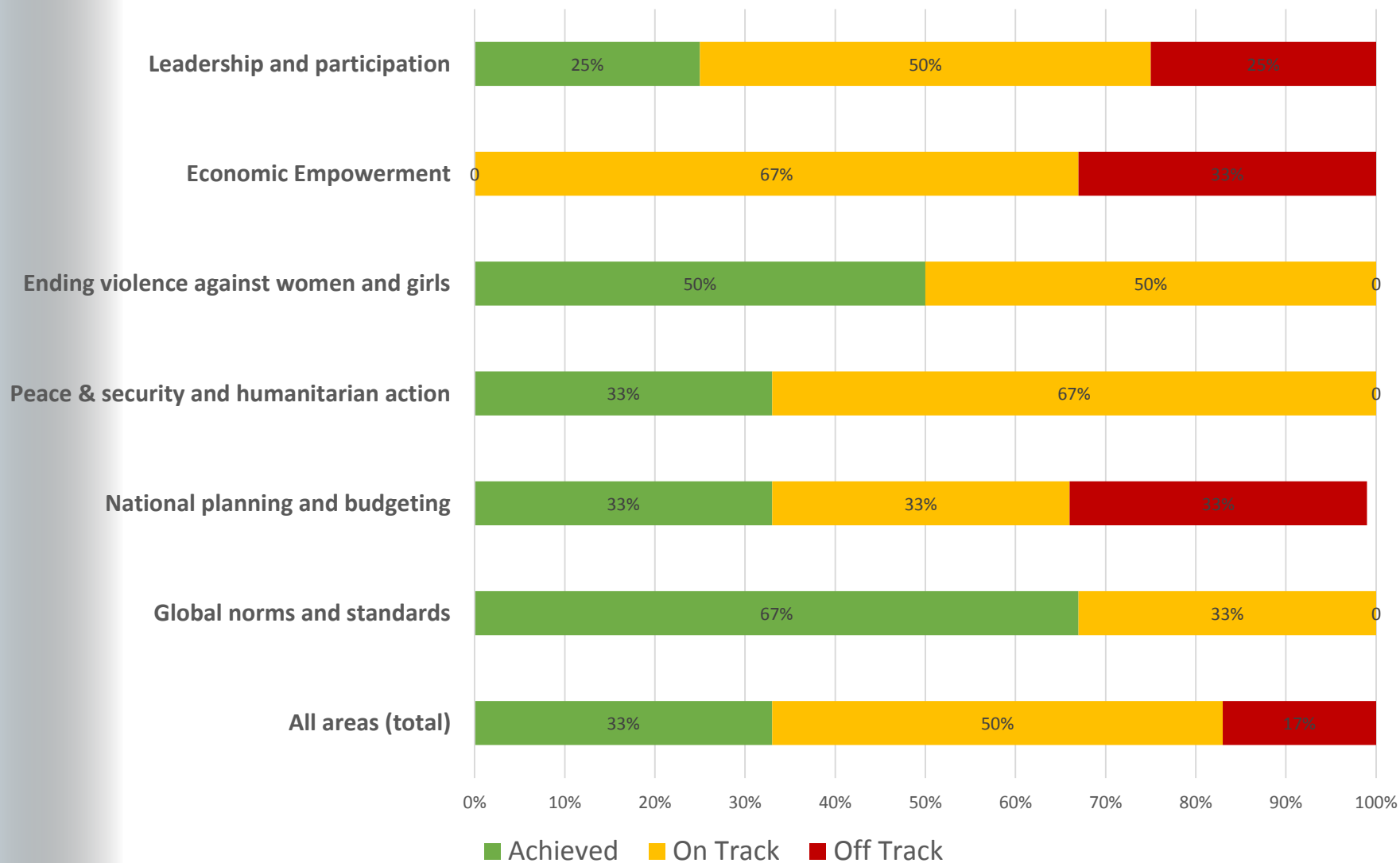
Programmes in a total of 93 countries



## Number of countries covered per impact area

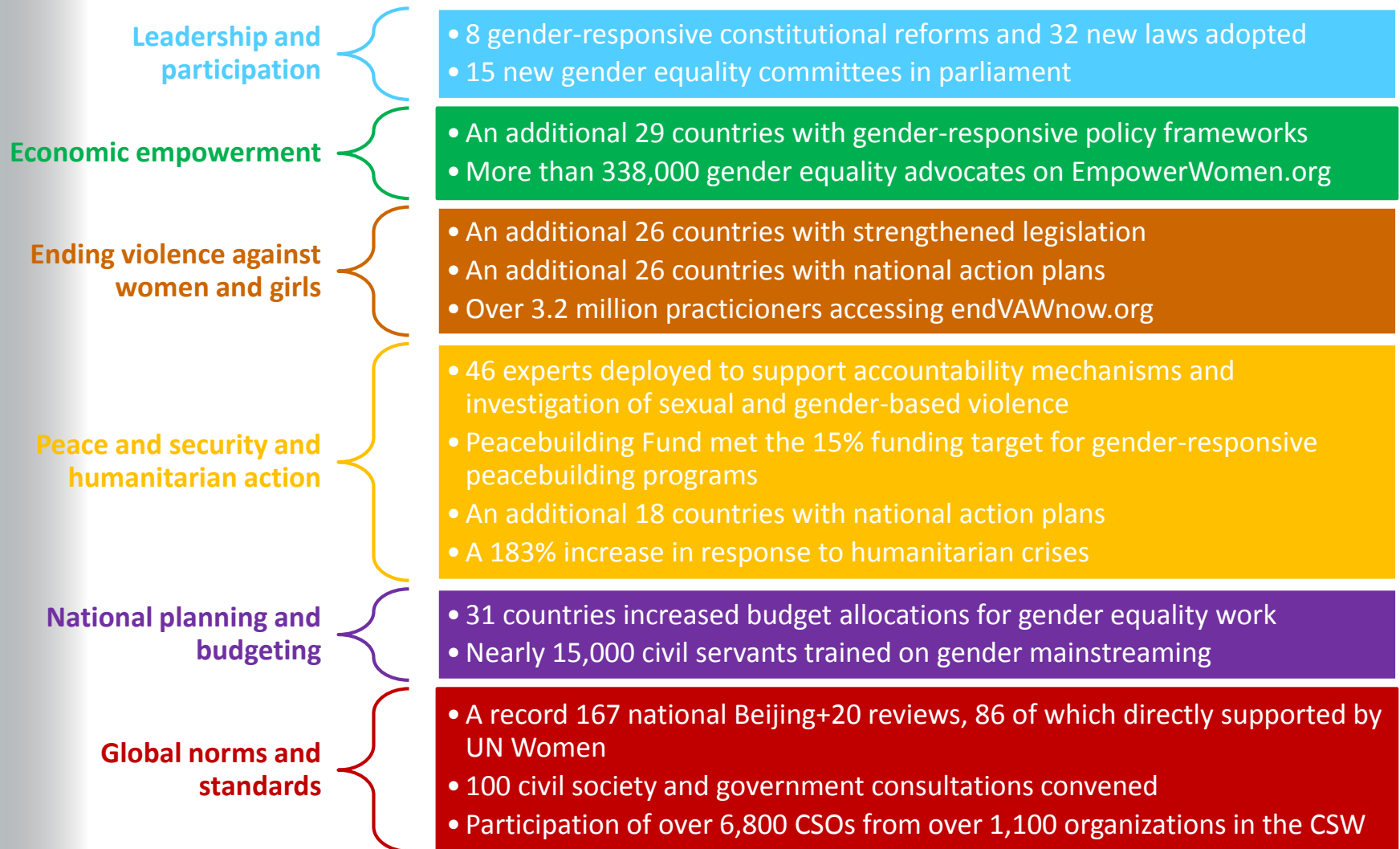
- Leadership and participation: 86
- Economic Empowerment: 83
- Ending violence against women and girls: 85
- Peace and security and humanitarian action: 54
- National planning and budgeting: 76

# Development results: Progress by impact area at the outcome level



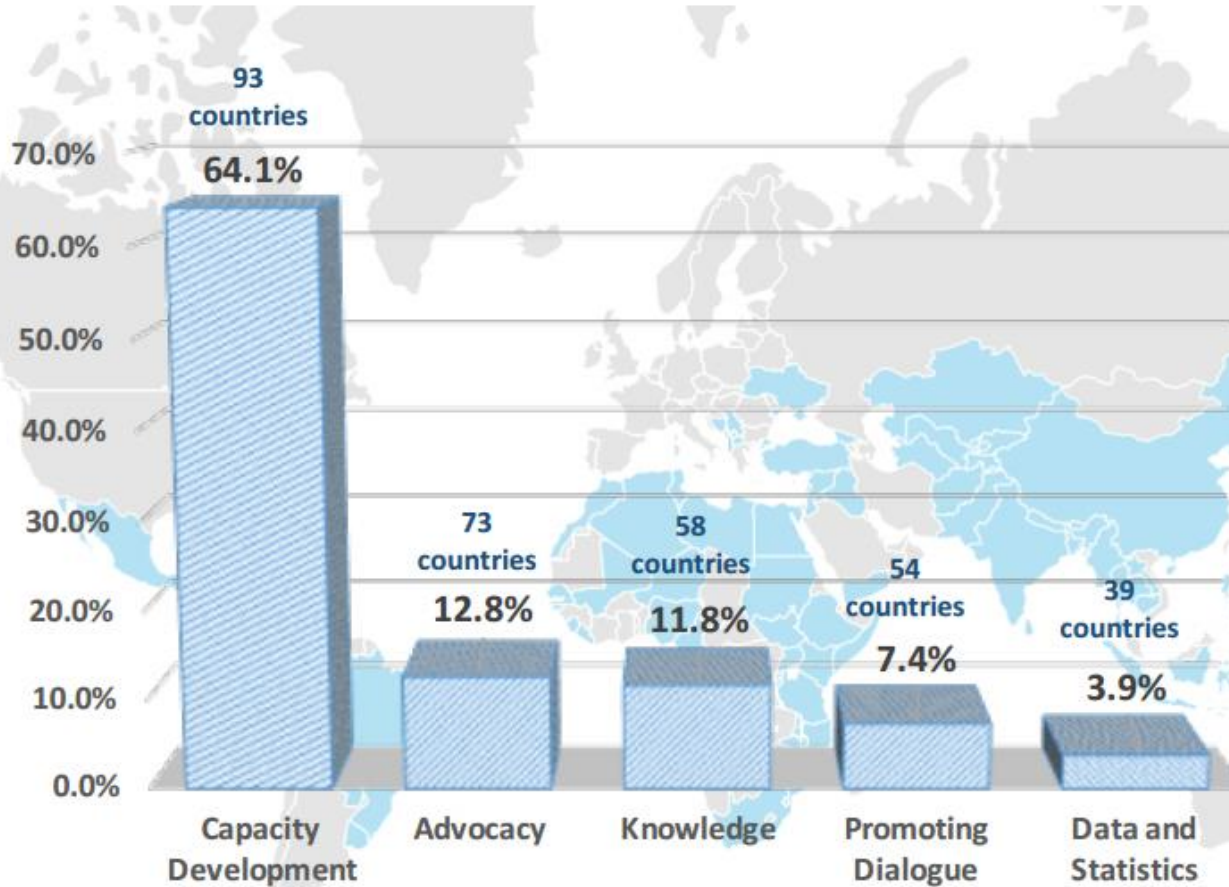
# Illustrative results per impact area

In 2014 and 2015, UN-Women contributed to:

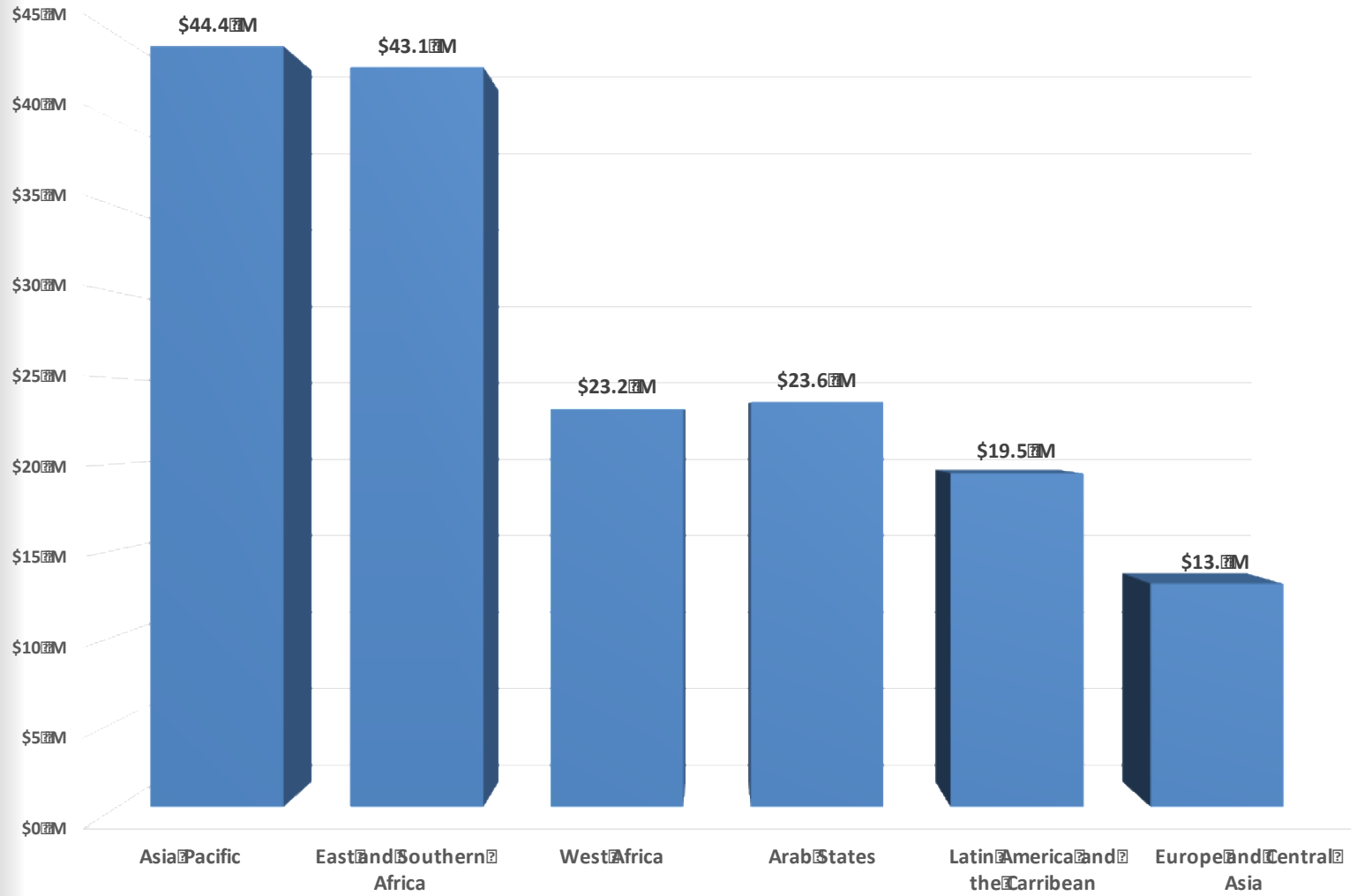




Type of UN Women contribution at the output level



# 2015 programme expenditures by region



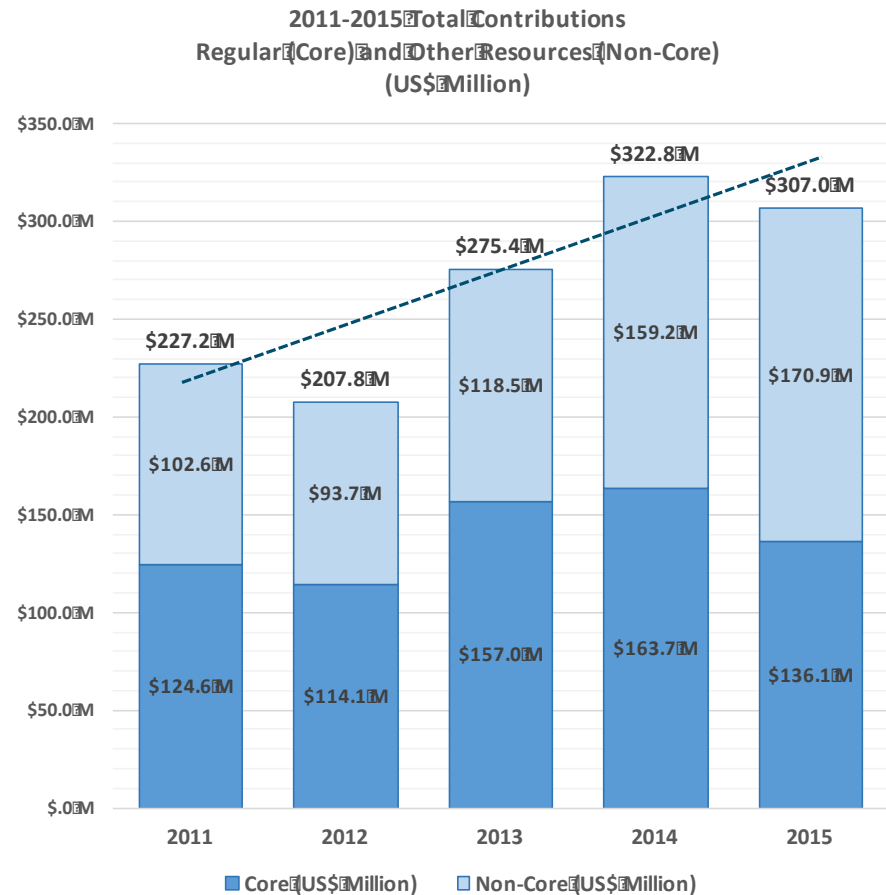
25 targets achieved (66%)

## Some illustrative results

- UN-SWAP: 64 entities report and a 15% increase in entities meeting or exceeding requirements
- 62% of Gender Theme Groups led or co-led by UN Women
- Over 1,000 companies have signed on to the Women Empowerment Principles
- Training Center: 27 courses developed and 26,000+ participants trained
- Over 11,500 UN staff have completed the *I Know Gender* course
- Over 700,000 men have signed up to HeForShe and new website launched
- 32,000 news reports generated about UN Women's work
- 6.6 million visitors to the UN Women and WomenWatch websites
- 3 million followers on UN Women social media platforms

## Resource mobilization:

- Steady growth in contributions
- A record 146 countries contributing
- 2015 exchange rate challenges



# Lessons learned

Relevance of the  
strategic plan

Leveraging the  
triple mandate

Importance of  
partnerships

Programmatic  
focus

Operational  
effectiveness

Resource  
constraints

- 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.

## Related Strategic Initiatives

- *Gender-responsive implementation of the Sustainable Development Goals*
- *Flagship Programming Initiatives*



## Limited adjustments to results framework:

- No changes in 6 impact areas
- 19 targets revised upwards or downwards to correct the fact that some targets set in 2013 were conservative, as they did not take into account the actual field presence that UN-Women was able to reach in 2014-2015, as well as the greater-than-anticipated level of demand
- 12 indicators revised to allow for greater clarity in measurability. Whenever relevant, alignment with proposed SDG indicators were considered. Minor edits were proposed for 8 indicators.
- 6 new indicators have been proposed to improve measurement of the related outcome or output.
- 5 indicators that were non-functional (data unavailable or measurement/reporting challenges) were deleted.

## Consistency with original results framework approved by the Executive Board in 2013:

- 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.



- Enabled a multipronged approach for the achievement of results
- Articulate comparative advantage according to each context
- 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.

### Related Strategic Initiatives

- *Gender-responsive implementation of the SDGs*
- *Flagship Programming Initiatives*
- *Organizational design and delivering on the universal mandate*

- A large constituency of champions for the gender equality agenda
- Considered a major asset
- Unique relationship with the women's movement
- Mobilizing allies in the private and philanthropic sector and academia
- 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.

## Related Strategic Initiatives

- *Gender-responsive implementation of the SDGs*
- *Flagship Programming Initiatives*

- 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.
- Indicators tend to be process-based and lack measurement of the bigger transformational results of UN-Women's interventions
- Operational bottlenecks, cumbersome procedures and unclear or overly centralized processes.

### Related Strategic Initiatives

- *Flagship Programming Initiatives*
- *Business processes reengineering*
- *Fostering innovation*
- *New Strategic Plan, 2018-2021*

- 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 its 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.

## Related Strategic Initiatives

- *Financing strategy*
- *Structured dialogue on financing*

Gender-responsive localization of the SDGs

Flagship Programming Initiatives

Business process reengineering

Universal mandate and differentiated country presence

Financing strategy

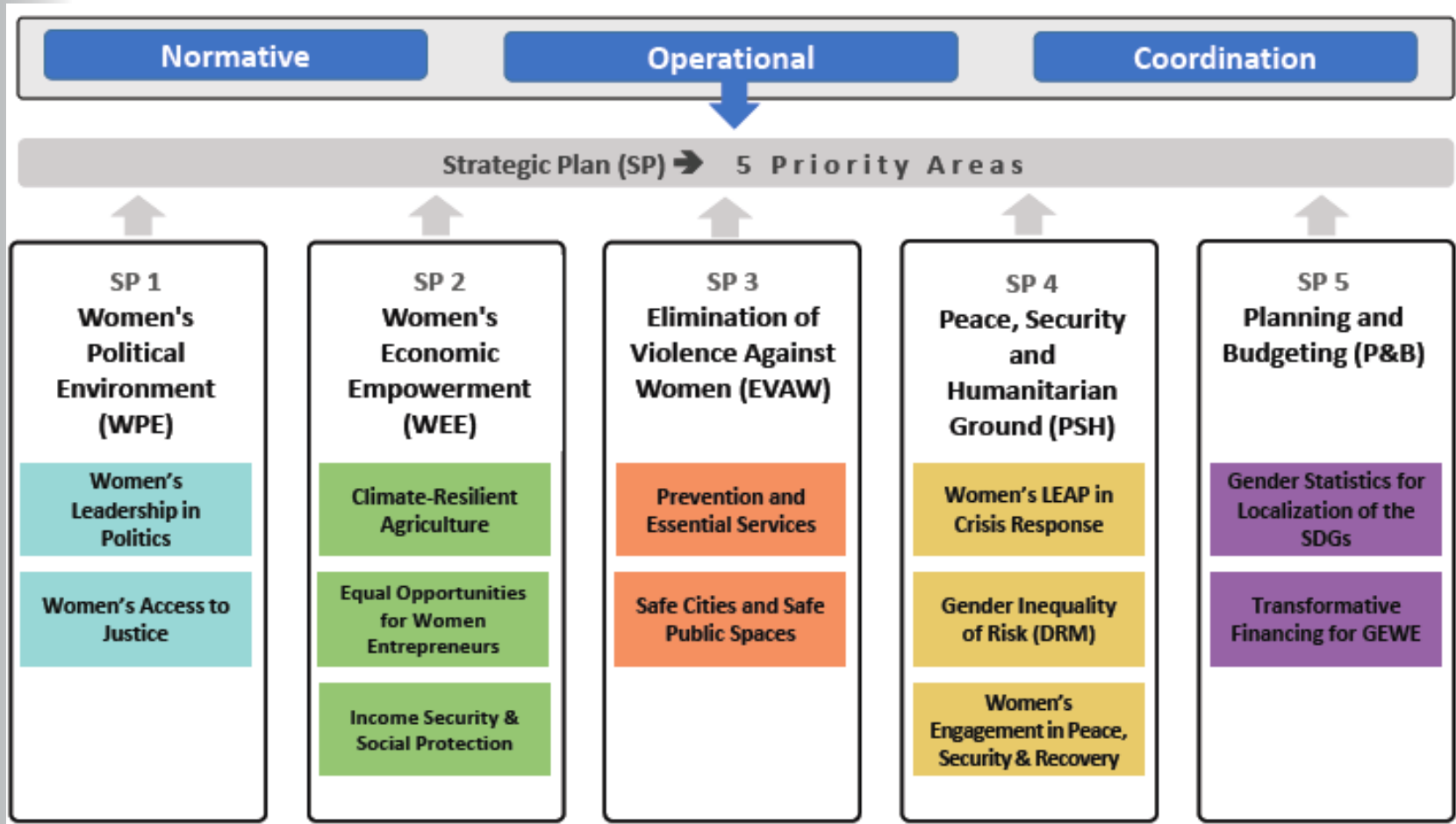
Fostering innovation

- CSW 60 provides a roadmap
- Support to Member States to “localize” the 2030 Agenda
- Leveraging expertise in gender-responsive planning and budgeting
- Support to national machineries
- Gender statistics
- Support to follow-up and review processes, including HLPF
- Engagement of civil society
- Global multi-stakeholder coalitions on “game-changing” issues
- Leaving no one behind

- Evolution in UN Women's programming strategy
- Consolidation of small-scale, short-duration projects into large, high-impact, scalable multi-stakeholder programmes
- Fully leverage the composite mandate
- Strengthen normative-operational linkages
- Theories of Change as a common platform to map all contributions to transformative results
- Aligned with Strategic Plan impact areas and support their implementation
- Address multiple SDGs in a synergistic manner
- Access high-quality non-core resources

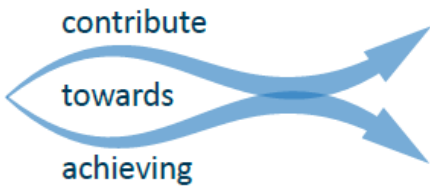
# Flagship Programming Initiatives

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





**12**  
**FLAGSHIP PROGRAMMING INITIATIVES**



## 12 SDGs



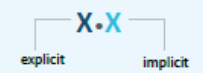
While UN Women does not have a FPI on education and reproductive health, it collaborates with UNESCO, UNFPA and the World Bank in a Joint Programme on empowering adolescent girls and young women through education; and as part of the H4+, creates an enabling environment for women and girls to demand their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

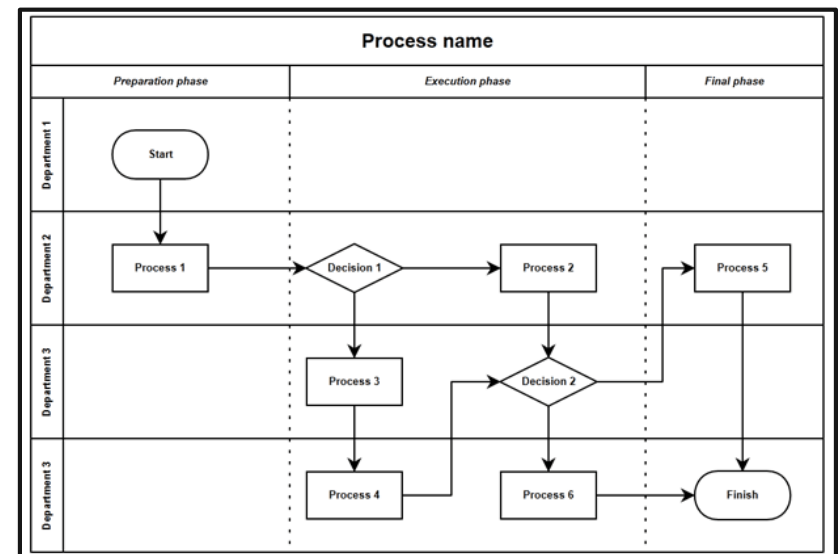
1. WPE: Women's Political Empowerment; WEE: Women's Economic Empowerment; EVAW: Ending Violence Against Women; PSH: Peace, Security and Humanitarian ground; P&B: Planning and Budgeting.

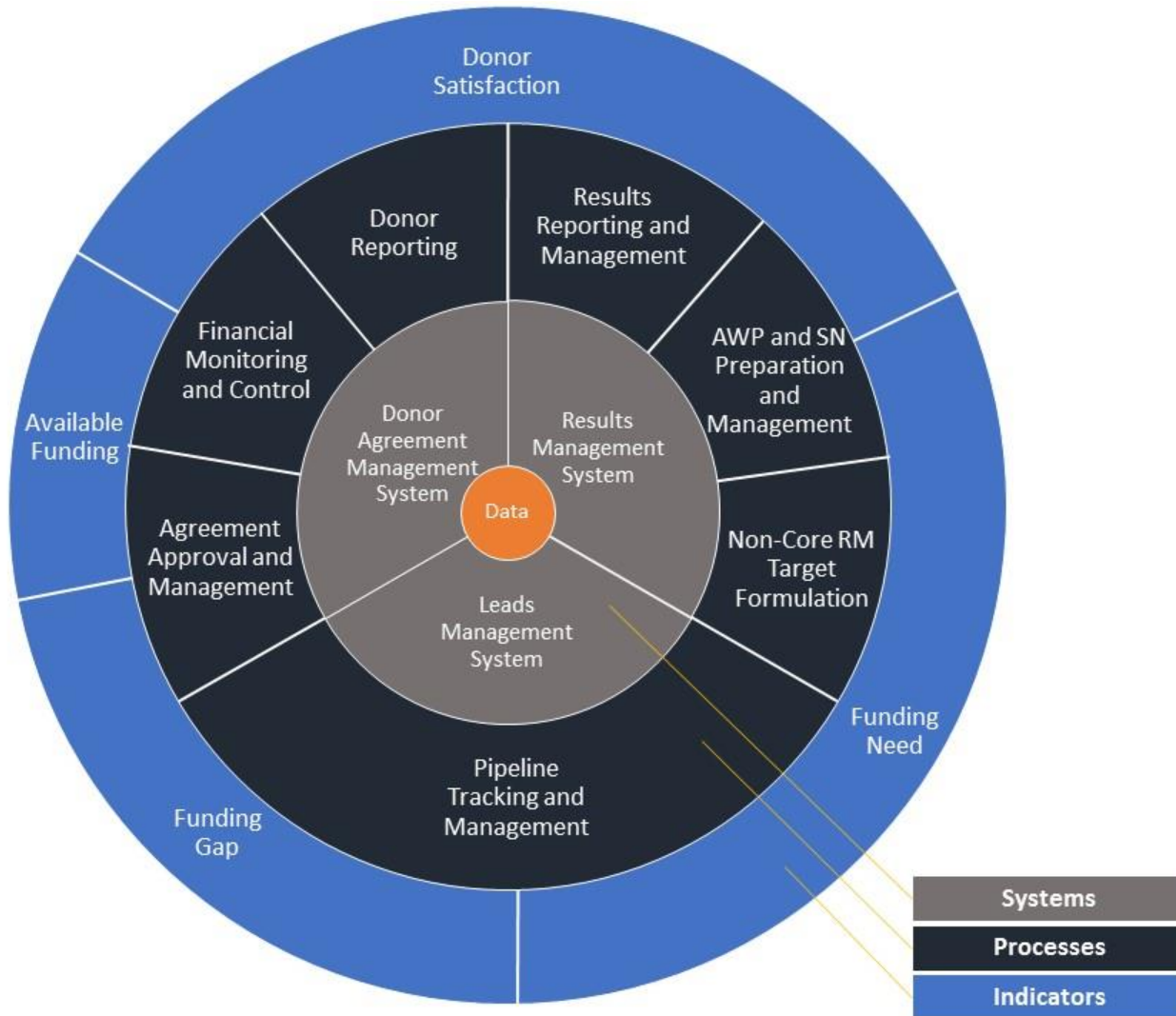
## II. DRAFT TOC: Women's Access to Land and Productive Resources for Climate-Resilient Agriculture

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	<p>Women farmers are economically empowered and resilient in a changing climate</p> <p>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</p> <p>Guiding normative frameworks include CEDAW (article 14); Beijing Platform for Action; SDGs, CSW56; UNFCCC &amp; UNCCD gender provisions</p>			
Goal TOC Statement	<p>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.</p>			
Outcomes	<p><b>1. Women's land tenure security is increased.</b> 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</p>	<p><b>2. Women smallholder productivity in changing climate increased and physical burden of agricultural work reduced.</b> Key indicators: Value of production per labour unit by sex; Average daily time spent on agricultural work by sex</p>	<p><b>3. Financing barriers removed and women's capacity to invest in climate-resilient agriculture increased.</b> Key indicators: % change in loans to women small-holder farmers; % change in women using financial services</p>	<p><b>4. Opportunities for women farmers to move up the value chain promoted.</b> Key indicators: % of women's participation in cooperatives; % of women farmers with access to extension services</p>
Outcome TOC	<p>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.</p>	<p>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.</p>	<p>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.</p>	<p>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.</p>
Outputs	<p><b>1.1. Social, customary and political barriers to women's equal land rights and access removed</b> (assess root causes; engagement/advocacy with communities, traditional and religious leaders, CSOs, women's machinery and governments; increase public awareness)</p> <p><b>1.2. Gender-biased statutory and customary land tenure frameworks, laws, policies reformed</b> (gender-based assessment of land and property rights and laws, South-South learning and technical assistance, advocacy with political and customary authorities, communities)</p> <p><b>1.3. Strengthened capacity of land registry institutions to improve systems and ease access</b> (strengthen land mapping and registration systems; increase women's access to civil documents and application procedures)</p>	<p><b>2.1. Improved access to productive, time-saving and climate-resilient assets, tools and technologies</b> (increase proportion of women with access to appropriate technologies, machinery, fertilizers, improved seeds, pest control, etc. for sustainable agriculture)</p> <p><b>2.2. Improved access to climate-resilient agricultural extension services for women and households</b> (capacity development for women farmers on using new technologies and applying local and indigenous knowledge, increase proportion of trained women extension agents)</p> <p><b>2.3. Recognition of women's roles in agriculture and favourable attitudes/practices about women using technology promoted</b> (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)</p>	<p><b>3.1. Improved regulatory and economic incentives for public and private financial institutions to provide credit to women farmers</b> (e.g. directed lending, direct lending, credit enhancement mechanisms; capacity and awareness building of financial institutions to change gender-biased lending practices)</p> <p><b>3.2. Development of financial intermediary services for women farmers at the local level</b> (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)</p> <p><b>3.3. Improved and targeted access to training, peer to peer learning, and skills development</b> (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)</p>	<p><b>4.1. Increased capacity of women farmers and cooperatives</b> (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)</p> <p><b>4.2. Local infrastructure developed to improve access to markets, reduce labour, and save time for women farmers</b> (rural roads and sustainable transport, post-harvest storage facilities, cooperative processing plants and quality control, etc.).</p> <p><b>4.3. Increased inclusion of women small holders in green agricultural supply chains at the national, intra-regional and international levels</b> (promote fair trade, link private companies with women small holders and cooperatives, preferential access, quotas/targets, tax exemptions for women small holders and cooperatives)</p>
Key Assumptions	<p>-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.</p>	<p>-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).</p>	<p>- 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.</p>	<p>- 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.</p>
Risks & Barriers	<p>- 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.</p>	<p>- 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</p>	<p>- 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.</p>	<p>- 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.</p>

- 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
- A comprehensive IT programme management architecture
- Alignment with IATI
- Capacity-building and staff training





## Policy Presence

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

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Policy recommendations from policy dialogue directly implemented by partner country.

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

## Programme Presence

Project Staff to implement specific targeted project activities

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

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

## Country Offices

Agency and project staff

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

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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
- Quantifying the funding gap and its consequences

## 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 | **FP6 Prevention and Access** | Go

Total Outcomes	82
Total 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

Total Outcomes	1
Total Outputs	5
FPI	FP6
Total Resources	\$5.071M
Total Funding Gap	\$0.898M

Development Results	Progress	Value
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



- Lessons from the midterm review will feed into the new SP
- Opportunity to explore some topics in greater depth, such as:
  - Reflecting composite mandate in results framework
  - Enhancing indicators and measuring results
  - Cross-cutting strategies, such as addressing gender stereotypes and social norms
- Systems and tools in place to inform thinking
- Roadmap to be discussed in September

- Full report and annexes available on the [Executive Board website](#)
- Annexes:
  - Data companion and scorecard\*
  - Revised Results Framework
  - Overview of financial results
  - List of existing offices
  - Report on the implementation of the QCPR
  - Report on the Trust Funds
  - Overview of FPIs
- Mini-online version to be launched next week\*

For more information on UN-Women's  
midterm review, please contact  
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[sonya.thimmaiah@unwomen.org](mailto:sonya.thimmaiah@unwomen.org)