



Roadmap to the Strategic Plan 2018-2021

Purpose and content

The purpose of this roadmap is to provide the Executive Board with an understanding of the process that UN Women proposes for the development of its strategic plan 2018-2021. It outlines key contextual and design issues that will be taken into account in the process. The roadmap is divided in 5 parts:

- 1 Context
- 2 Design principles and approach
- 3 Lessons learned from the midterm review
- 4 Overall framework
- 5 Timeline



1 Context

Building on Beijing+20



- The development of the new strategic plan takes place shortly after a comprehensive stocktaking exercise that provided a detailed picture of progress and gaps on gender equality and women's empowerment
- A record number of 167 national reviews were conducted
- The CSW 59 Political Declaration provides guidance and identified key strategies for full, effective and accelerated implementation of the Beijing Declaration and Platform for Action
- The review also generated unprecedented political commitment at the highest level with 93 leaders making concrete commitments to advance the agenda

The next 4 years...

The next 4 years will be marked by a number of trends that will significantly influence UN Women's strategic plan, such as:

- Significant changes in the global context, presenting both opportunities and challenges
- A new development agenda that is ambitious, universal and transformative
- A new QCPR to guide the UN system

This requires UN Women to continue to focus its work to achieve maximum impact, building on its first 5 years of institutional-building

Global context

Challenges

- Slow pace of economic recovery and continued austerity measures
- Declining resources and competing donor priorities
- Shift in the nature and complexity of peace and security threats
- Climate change
- Rise in violent extremism, conservative attitudes towards gender equality, and shrinking of public space for civil society
- Unprecedented scope of humanitarian crises and human displacement
- Uneven implementation of legal frameworks
- Intersectionality

Opportunities

- Strong global normative frameworks
- Increased awareness and public debate on gender equality
- Greater recognition of women's empowerment as a precondition for sustainable development, peace and security and for economic growth
- Youth bulge and demographic dividend
- Technological changes that can help break the marginalization and isolation facing the poorest women
- Ongoing discussions about a UN that is "fit for purpose"

Positioning UN Women to support the implementation of the Beijing Platform for Action, the 2030 Agenda and accelerate progress for women and girls

A new development agenda that is ambitious, universal and transformative



- For the first time, an expiry date for gender inequality has been set
- This will be the first strategic plan fully in the context of the 2030 Agenda
- It should help ensure that SDG 5 is achieved and that the entire Agenda delivers for women and girls
- The 2020 Milestone will take place during the next cycle
 - Beijing+25 and SDG+5 will be key stocktaking moments

**PLANET 50-50
BY 2030** | **STEP IT UP FOR GENDER
EQUALITY**

A new and more strategic QCPR to guide the UN System

The new Quadriennial Comprehensive Policy Review for operational activities for development of the UN system (QCPR), expected in December 2016, builds on the “Fit for Purpose” discussions and the ECOSOC dialogue. It will have a major influence on the shaping of the new Strategic Plan.

The new QCPR may include guidance to the UN development system on the following elements:

Functions	Focus	Coherence	Effectiveness and efficiency
<ul style="list-style-type: none"> - Implementation of international norms and standards; - Integrated evidence-based policies; - Comprehensive data collection and root cause analysis; - Leveraging partnerships and resources for the SDGs; - Capacity development support at national and subnational levels; - Service delivery where needed - humanitarian crises and least developed/lower income countries. 	<ul style="list-style-type: none"> - Continued focus on poverty eradication and sustainable development; - Strengthening the development, humanitarian and peacebuilding nexus; - Leaving no-one behind, including by promoting and protecting human-rights; - Achieving gender equality and empowerment of all women and girls as an area for continued system-wide attention. 	<ul style="list-style-type: none"> - Maximizing the Delivering as One approach and rolling out new UN Sustainable Development Frameworks; - Transformative and empowered UN leadership including through a strengthened RC-system; - Harmonization of business practices. 	<ul style="list-style-type: none"> - Adopting flexible, cost-effective and highly collaborative business models and organizational arrangements at all levels; - Rolling out Business Operations Strategy for all UN Country Teams; - Fostering and repositioning staff capacities at all levels, and further advancing gender balance throughout all UN ranks.



2 Design principles and approach

The design of the Strategic Plan 2018-2021 will follow a number of principles:

- **Build on lessons learned** from midterm review of the strategic plan 2014-2017 and on recommendations from key evaluations
- Further **strengthen the alignment** with Beijing+20 findings and in support of the gender-responsive implementation of the 2030 Agenda
- Fully integrate the **QCPR guidance**
- Ensure **complementarity with other UN agencies**
- Strengthen **link between resources and results**, including in the context of the Integrated Budget 2018-2019

The approach for the development of the Strategic Plan 2018-2021 will build on good practices used for the midterm review

Integrated

- Close alignment between the development of the strategic plan and integrated budget

Inclusive

- Regular consultations with the Executive Board and Member States
- Multi-stakeholder consultations with donors, civil society, the private sector and others
- Internal engagement

Evidence-based

- Use of new systems and tools for data generation and analysis
- Lessons learned from evaluations and assessments, including on UN coordination, the regional architecture, and strategic partnerships, and risk analysis

Innovative

- Use of innovative approaches to planning – design thinking, scenario building and forecasting approaches
- Leveraging technology, web-based tools and visuals to process and present information



3 Lessons learned

Midterm Review of the Strategic Plan 2014-2017

- The midterm review identified a number of findings and lessons learned on:
 - the relevance of the strategic plan
 - The triple mandate and partnerships as enablers of results
 - Programmatic and operational issues
 - The impact of resource constraints
- The development of the next strategic plan will provide an opportunity to explore in greater depth some topics that emerged during the midterm review but could not be comprehensively addressed.

The full midterm review can be accessed [here](#).

Lesson learned:

Continued relevance of the strategic plan

- The Strategic Plan, its impact areas and the results framework remain relevant
- The Strategic Plan allowed for flexibility in face of a changing environment and adaptability to respond to emerging challenges
- The Strategic Plan contributes to the implementation of the Beijing Platform for Action and of the 2030 Agenda for Sustainable Development.



This has been confirmed in Executive Board decision 2016/1

Lesson learned:

Leveraging UN Women's triple mandate



- Enabled a multipronged approach for the achievement of results
- Helped strengthen normative-operational linkages
- Proved to be essential in areas requiring multi-sectoral approaches

But:

- Greater synergies between the 3 functions and a more integrated approach are needed, and
- In particular, greater capacity and resources are required for enhanced UN coordination

Lesson learned:

Strong partnerships are results enablers

- There is a large constituency of champions for the gender equality agenda
- Partnerships and the unique relationship with the women's movements are major assets for UN Women
- Engaging stakeholders that are critical to transforming gender relations, “non committed power holders”, is critical to success but requires managing tensions and addressing criticism
- Fragmentation among partners requires greater focus and coordination, including among global actors, to scale up results.



Lesson learned:

Programmatic focus and operational effectiveness



- There has been successful delivery of planned activities and outputs but weaknesses need to be addressed
- Flagship Programming Initiatives consolidate small-scale, short-duration projects into large, high-impact, scalable multi-stakeholder programmes
- Greater focus needed in country level programming
- Business process reengineering to deliver on time, on scope and on budget and eliminate bottlenecks

Lesson learned:

Increased demand for support

There is increasing demand for UN Women's support, including in the context of the 2030 Agenda. Examples of increased demand include:

CSW leadership

- Expansion of preparatory activities and consultations
- Large increase in number of participants and in side events (from 73 to 200+)
- NGO participation nearly doubled in 5 years

Normative support

- Requests from Member States to provide technical policy advice on sectoral processes
- For example Rio+20, post-2015, SIDS, FfD, DRR, Climate Change, LDCs, etc.
- New responsibilities emanating from the 2030 Agenda, such as support to SDG indicators methodology development and monitoring

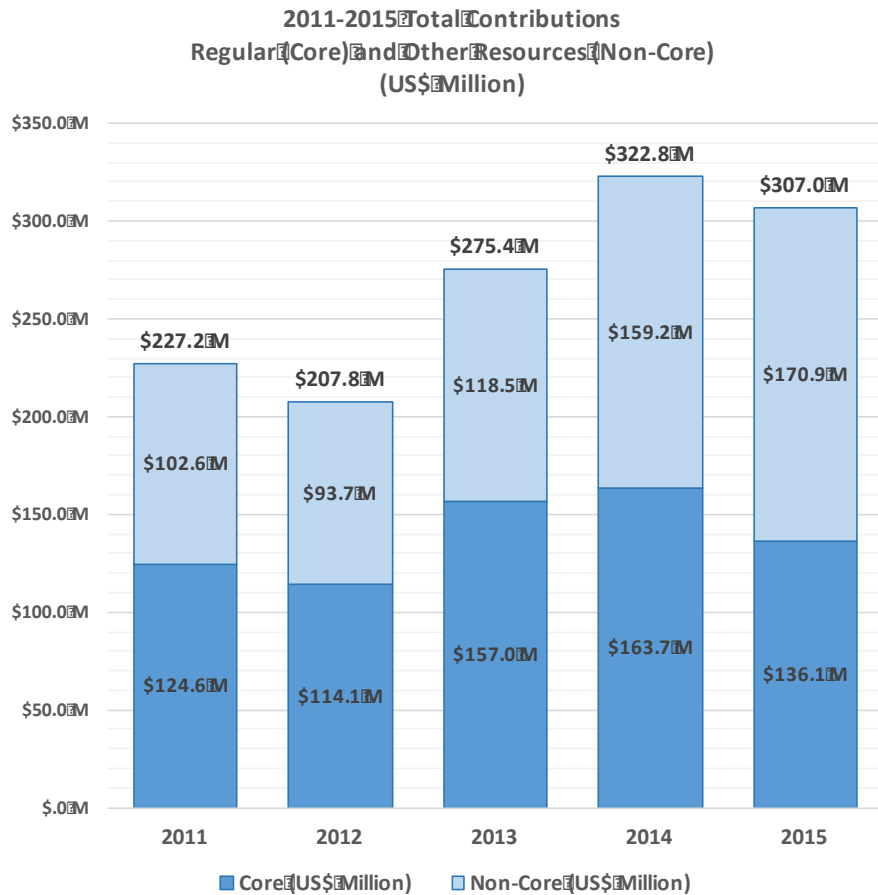
UN Coordination

- Reporting on UN-SWAP increased from 55 to 64 entities in 2 years
- Greater leadership at regional and country level and within UNCTs
- Greater demand for joint programmes on gender equality and women's empowerment

Field presence

- Requests for support (7 additional countries in 2015)
- Increased demand to collaborate with regional bodies

Lesson learned: Resource constraints




- Political commitment has failed to translate into commensurate financial commitments
- Still far from a \$500 million entity, although integrated budget target was met in 2014
- Resource gaps constrain UN Women’s ability to fully deliver on the Strategic Plan and are a threat to programme sustainability
- Need for an adequate level of core resources and high quality, soft-earmarked non-core resources
- UN Women has undertaken efforts to track resource gaps and more clearly demonstrate how they negatively impact the achievement of results



4 Overall framework

5 main areas



WHAT	<ul style="list-style-type: none">• Overall areas
WHO	<ul style="list-style-type: none">• Target groups and partners
HOW	<ul style="list-style-type: none">• Strategies and tactics
WHERE	<ul style="list-style-type: none">• Presence
INSTITUTIONAL ENABLERS	<ul style="list-style-type: none">• Capacity, resources, etc.

WHAT

- **Impact areas:** the continued relevance of impact areas was confirmed by the midterm review of the strategic plan 2014-2017. However, a key consideration should be whether the overall structure of the results framework requires reorganizing.
- **Emerging areas:** emerging areas of work, such as access to justice, climate change, migration, education, and greater clarity on UN Women's contribution in these areas should be reflected in the new strategic plan.
- **Composite mandate:** adequately reflecting the composite mandate will require a rethink in the way normative support and UN Coordination functions are included in the strategic plan.
- **Results framework:** the results framework should be streamlined, practical and easy to monitor and report on.
- **Indicators:** results indicators should more directly measure UN Women's contribution and direct impact, moving away from process-based indicators to product indicators.
- **Milestones:** introduction of annual milestones to better track progress

WHAT *(continued)*

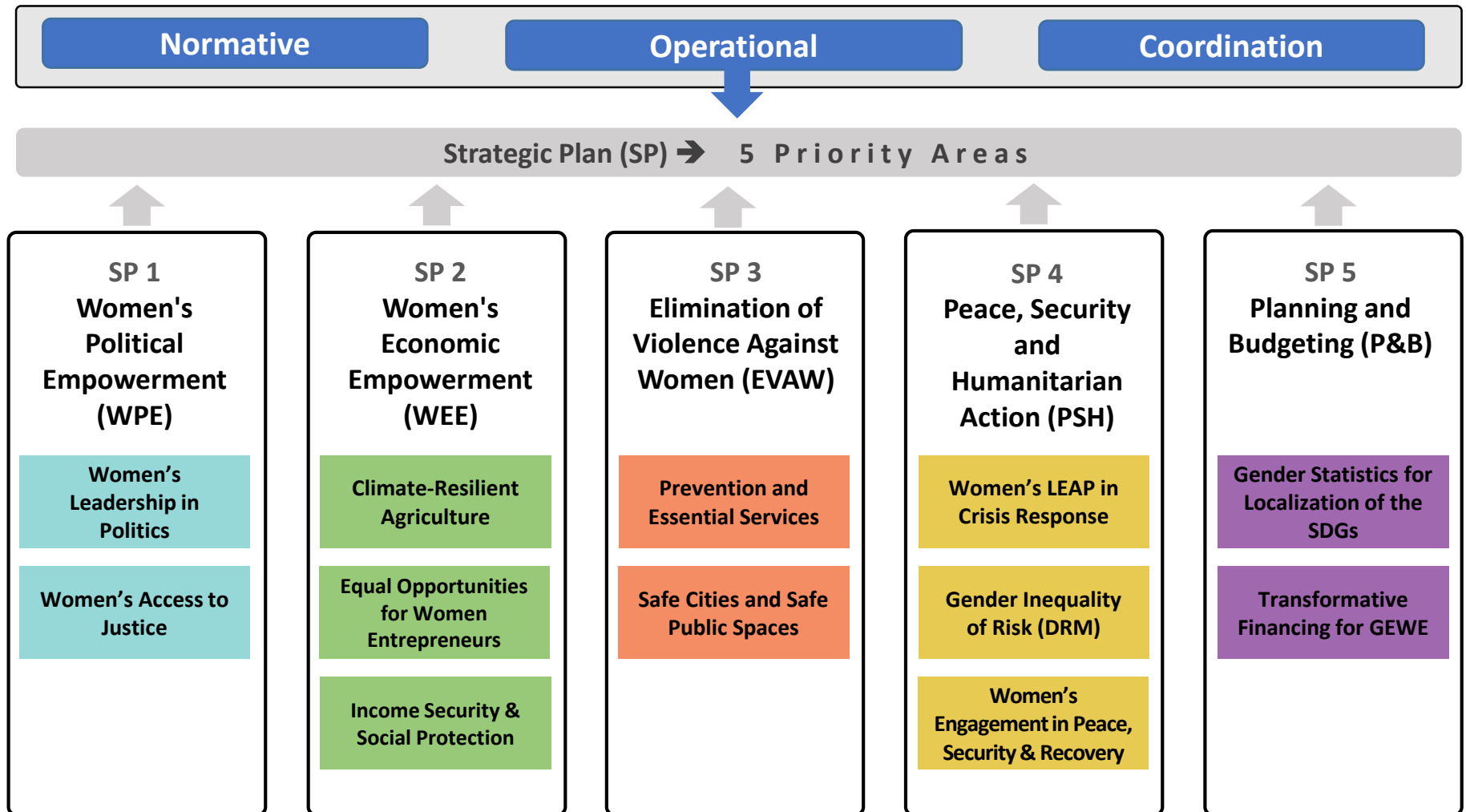
Strategic initiatives identified in the midterm review will be fully integrated in the new Strategic Plan



For more detailed information on these initiatives, click [here](#)

WHAT *(continued)*

Building on lessons from the first year of implementation of Flagship Programming Initiatives, the Strategic Plan will fully integrate them in the results structure



WHO

- Integration of key principles of the 2030 Agenda, such as **leaving no one behind** and reaching those behind first:
 - Continued and enhanced focus on the **poorest and most excluded**
 - Addressing **multiple and intersecting** forms of discrimination
- Taking full advantage of **multi-stakeholder partnerships** to deliver results

HOW

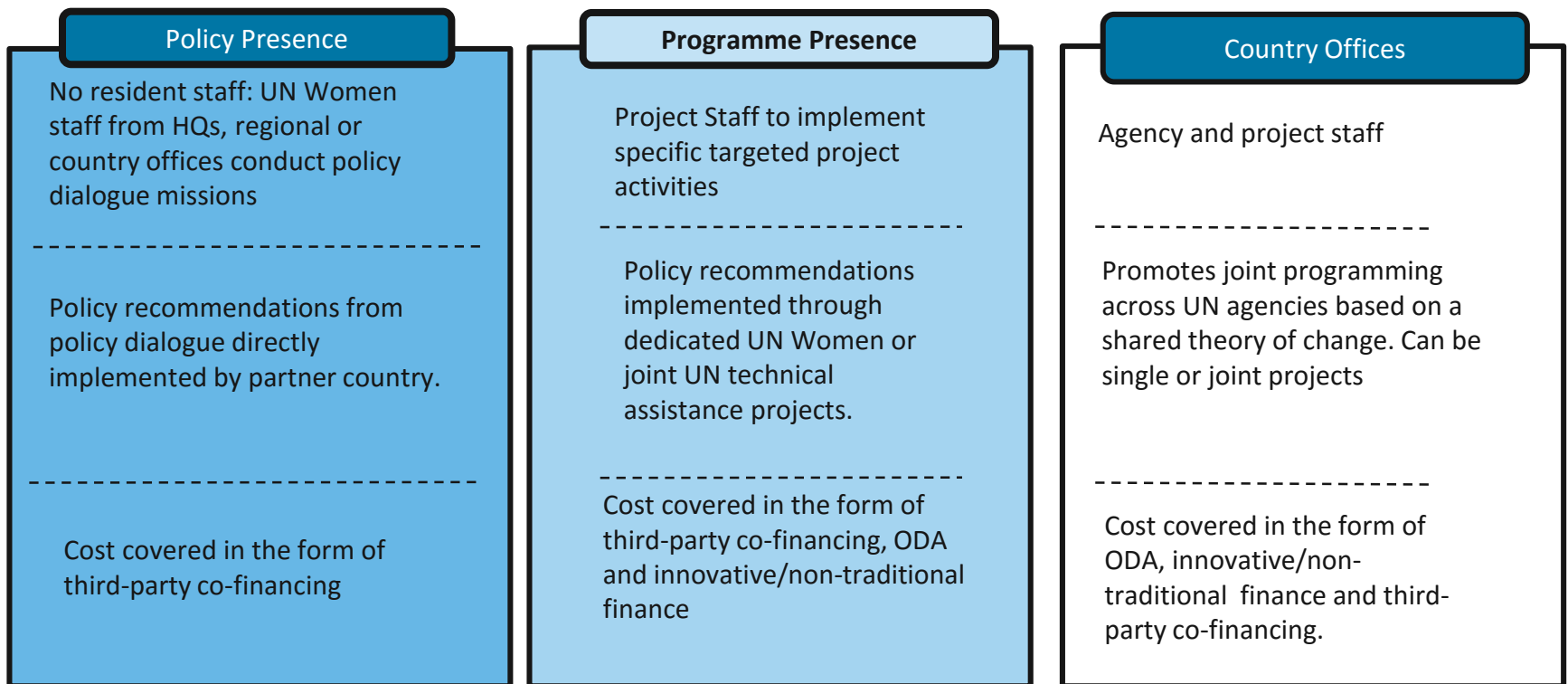
- Frontloading catalytic approaches and key drivers of change
- Articulating key strategies to support implementation, such as the strategies identified in Beijing+20
- Continuing to articulate and strengthen normative-operational linkages
- Developing scalable delivery models engaging strategic partnerships
- Enhancing South-South cooperation and capacity development
- Fostering innovation as a key programmatic strategy

Key strategies in the CSW 59 Political Declaration (Beijing+20):

- implementation of **laws, policies, strategies and programmes**;
- support for **institutional mechanisms** at all levels;
- **transformation of discriminatory norms and gender stereotypes** and the promotion of social norms and practices that recognize the positive role and contribution of women and eliminate discrimination against women and girls;
- significantly **increased investment** to close resource gaps;
- strengthened **accountability** for the implementation of existing commitments; and
- enhanced **capacity-building, data collection, monitoring and evaluation**, and
- access to and use of **information and communications technologies**.

WHERE

- Maximizing impact and using resources strategically
- Fulfilling UN Women's universal mandate through a differentiated country presence



INSTITUTIONAL ENABLERS

The development of a solid organizational effectiveness and efficiency framework will be essential so that:

- Organizational design supports programme delivery
- Resource levels match results ambition
- Business processes support the delivery of results
- Results-based management is further strengthened
- Human resources and talent management support organizational goals
- UN Women's brand is visible
- Risks are identified and mitigated
- The International Aid Transparency Initiative (IATI) is fully leveraged



UN Women is institutionally strong



5 Timeline

	September	October	November	December	January	February	March	April	May	June
Phases	Planning phase	Brainstorming phase		Narrowing down phase		Finalization phase		Production phase		
Key deliverables	Finalization of detailed plan	- Overall orientation, key content and considerations		- Development of the results framework - First drafts of narrative		- Post-QCPR adjustments - Outcome, output, indicator and target setting - Resources and results alignment		Final drafts and clearances	Editing and translation	Presentation
Consultations	Internal consultations	- Consultations with external partners, including donors, civil society, private sector - Regional consultations - Programme countries consultations					Final round of consultations with selected partners			
Executive Board engagement	Executive Board Second Regular Session Presentation of roadmap		Informal consultation		Executive Board First Regular Session Informal workshop		Informal consultation		Informal briefing	Executive Board Annual Session Presentation of draft plan
Relevant Intergovernmental processes		GA Second and Third Committee		QCPR finalized COP22 – new gender work program			CSW			
Other relevant processes						Preparation of 2016 Annual Report				
							Preparation of country Strategic Notes			
	Preparation of Integrated Budget, 2018-2019									



Thank you