

## Annex I

### Integration of lessons learned into the 2018-2021 Strategic Plan

The 2018-2021 Strategic Plan is informed by key lessons learned from the Mid-Term Review of the 2014-2017 Strategic Plan and a number of internal and external evaluations<sup>1</sup>. The table below relates specific lessons learned to elements of the new Strategic Plan. Collectively the overall response to the lessons learned is to strengthen focus, achieve transformational impact and bring programmes to scale by leveraging UN-Women’s normative, operational and coordination functions in a holistic manner.

Lesson learned	Integration in the SP
<p>UN-Women’s priorities and interventions are relevant and aligned to key normative agreements for gender equality and the empowerment of all women and girls</p>	<p>The new Strategic Plan includes an outcome area dedicated to UN-Women’s normative function, and the normative work of the entity is streamlined across all other outcome areas.</p> <p>Throughout the Strategic Plan, UN-Women has:</p> <ul style="list-style-type: none"> <li>• Detailed the normative foundations for its priority areas.</li> <li>• Described the ways in which its normative, operational and coordination roles are complementary and mutually supportive, including specifically the ways in which operational activities are aligned with, inform and focus on implementation of intergovernmental norms and standards.</li> <li>• Emphasised that its coordination function is founded upon bringing together the diverse capacities of partners, in particular UN partners, to support efforts for implementation on intergovernmental norms and standards.</li> </ul> <p>In addition, UN-Women’s FPIs are explicitly aligned to intergovernmental norms and standards, with a priority to alignment with the 2030 Agenda and the SDGs.</p>
<p>While progress has been made in implementing the Women, Peace and Security normative agenda, many initiatives remain <i>ad hoc</i> and short-term, and good practice has not been brought to scale<sup>2</sup></p>	<p>UN-Women is moving away from short duration, small scale and UN-Women-only projects into larger scale, longer duration and multi-stakeholder impactful initiatives. The integration of the Flagship Programming Initiatives in the Strategic Plan is designed in large part to drive changes in this regards. Joint programming in partnership with UN agencies is an integral part of the Flagship Programme Initiative approach. Gender equality became the thematic area with the highest concentration of joint programming (106 of 365) in 2016. Specifically in the area of Women, Peace and Security, UN-Women is focusing on longer-term and transformative change through its Flagship Programme Initiative “Women’s Engagement in Peace, Security and Recovery”, looking particularly at more structural interventions that promote women’s leadership in peace and security as a durable contribution. These interventions address determinants of the enabling environment for Women, Peace and Security</p>

<sup>1</sup><http://gate.unwomen.org/Search/Result?RegionIds=&RegionalOfficeIds=&MultiCountryOfficeIds=&CountryOfficeIds=&HeadQuarters=100&HeadQuarterIds=100&CountryIds=&SpGoalIds=&EvaluationTypeIds=&CompletionYears=&gridSearch-pageSize=50&IsJoint=false&Keyword>

<sup>2</sup> Meta analysis of Evaluations, UN-Women, 2014

	<p>including: attitudinal and cultural biases; establishment of national action plans; finance including financing for women’s organisations; capacity development; strengthening of accountability and justice mechanisms; and promotion of women’s political participation in peace and security through technical support and capacity development.</p> <p>The Strategic Plan contains reference to its enhanced knowledge management capacities which are also intended to identify, analyse and disseminate good practice.</p>
<p>UN-Women’s ability to leverage its composite mandate has been a major asset, allowing UN-Women to strengthen global frameworks and translate them into national and regional standards and implementation plans, while bringing on-the-ground realities to the development of those frameworks<sup>3</sup>.</p>	<p>The new Strategic Plan fosters even greater synergy across the three functions of the entity. It explicitly references the different aspects of UN-Women’s mandate in a manner that emphasizes their interdependence and indivisibility. It positions the combined impact of these mandate elements as a UN-Women comparative advantage.</p> <p>The Strategic Plan also includes examples of ways in which the three elements of the mandate combine to demonstrate impact as a means of communicating this more effectively.</p> <p>The Flagship Programmes are explicitly designed to leverage the different elements of UN-Women’s mandate, serving as multi-partner vehicles as a coordination lever to achieve operational results toward implementation of international norms and standards.</p>
<p>UN-Women’s convening role has led to catalytic change, but partnerships need to become more results-orientated<sup>4</sup></p>	<p>The Strategic Plans details ways in which UN-Women will continue to scale up partnerships, both with member states and non-traditional donors, civil society actors and other UN entities, in terms of number, depth and breadth of partnerships.</p> <p>The Flagship Programmes, which represent the primary orientation of UN-Women’s operational activities, are designed to serve as a partnership vehicles. As such they bring partners together around a shared Theory of Change, with collective results. The institutionalization of shared Theories of Changes as the basis for cooperation and partnership in UN-Women convened programmes ensures a results-orientation for UN-Women’s operational partnerships through the FPIs.</p> <p>For example, the UN-Women FPI on Disaster Risk Reduction (“Addressing the Gender Inequality of Risk in a Changing Climate”) has a foundational partnership of UN-Women, UNISDR and the IFRC. It is orientated around a set of agreed theories of change: a common global ToC agreed with the foundational partners; four regional RoCs (for Latin America and Caribbean, Africa, Europe and Central Asia and Asia Pacific) for four regional portfolios, each based on the global</p>

<sup>3</sup> Evaluation of UN-Women’s contribution to the United Nations Coordination on Gender Equality and the Empowerment of Women, 2016; Thematic Evaluation on the Contribution of UN-Women to Prevent Violence Against Women and Expand Access to services, 2013; The contribution of UN-Women to Increasing Women’s Leadership and Participation in peace and Security and Humanitarian Response, 2013; Office of Internal Oversight Services (OIOS)’s evaluation of UN-Women’s Normative Support and its Operational Linkages, 2015

<sup>4</sup> Evaluation of UN-Women strategic partnerships on gender equality and women's empowerment, 2017

	<p>ToC but refined based on local context and designed with a broader range of regional partners; and country-specific ToCs prepared with national partners in particular government, local women’s organisations and UNCT partners. These ToCs are aligned and ultimately collectively are orientated towards the results of the overall GIR FPI, which are derived predominantly from the targets of the Sendai Framework for Action and SDG 11. Thus this FPI, like others, orientates a group of partners in a coordinated manner through operational activities to achieve the implementation of agreed norms and standards.</p>
<p>UN-Women’s strengthened field presence has achieved significant results, but requires stronger programmatic design and focus<sup>5</sup></p>	<p>UN-Women will respond to the evaluation of the regional architecture and make changes to its field presence which will aim to: enhance decentralization; reflect national context and capacity; consider more the financial viability in the determination of the typology of country presence; reduce the reliance on the Multi-Country office model; align better HQ support and field offices requirements.</p> <p>The application of the country typology is expected to lead to a greater focus of UN-Women’s resources, both human and financial, at country level.</p> <p>The Flagship Programmes also represent a tool for stronger programmatic design and focus. Each FPI has a centrally-developed programmatic design which is tailored to local context and modified as necessary with partners. This means that all UN-Women offices are able to draw on central technical expertise and resources in programme design to ensure high quality.</p> <p>Furthermore, the focusing of the normative, operational and coordination work of UN-Women at country level into twelve standard programmes provides a high degree of focus, and promotes UN-Women offices developing programming that is in line with corporate priority areas and adheres closely, within the boundaries of local context and partner engagement, with standard theories of change and overall programmatic design.</p>
<p>There is growing acknowledgement of the need for gender-responsive approaches in humanitarian action and a corresponding growth in demand for UN-Women’s engagement at the normative, coordination and operational levels in this area.</p>	<p>UN-Women has responded to increased attention to gender-responsive humanitarian action by including two outputs in the Strategic Plan relating to humanitarian action, each with corresponding Flagship Programmes. The Strategic Plan explains that UN-Women’s primary function in humanitarian action is to mainstream gender into the work of humanitarian actors through normative advances, supporting coordination mechanisms, and undertaking operational activities designed to add-value to the work of humanitarian actors, such as supporting strengthened gender analysis, providing technical expertise to the cluster system, supporting local actors focused on gender equality to play an active role in preparedness and response, and providing modest, catalytic and complementary</p>

<sup>5</sup> Evaluation of UN-Women’s Regional Architecture

	<p>services dedicated to women and girls where appropriate in partnership with key humanitarian actors.</p> <p>UN-Women seeks to undertake all its work in humanitarian action through partnerships. For example, its work in disaster risk reduction is founded on a partnership with UNISDR and the International Federation of the Red Cross/ Red Crescent Societies.</p>
<p>While UN-Women’s application of results-based management is strong it needs to be improved, including through stronger theories of change</p>	<p>This Strategic Plan will include an overarching theory of change, which will be presented as an annex.</p> <p>Futhermore, each output of the Strategic Plan has a corresponding Flagship Programme Initiative with its own individual theory of change. As a result, this Strategic Plan in effect has one overarching Theory of Change, and twelve Theories of Change relating to its outputs.</p> <p>Furthermore, in line with the Flagship Programming approach, all country programming aligned with the FPIs are aligned with contextualized and amended theories of change, based on the corporate templates, that are agreed with partners.</p>
<p>UN-Women’s Strategic Plan indicators need to deliver more quantitative assessments of the entity’s substantive impact in the lives of women and girls, alongside qualitative indicators designed to capture transformative change</p>	<p>The Strategic Plan Results Framework moves away from the previous practice of measuring the number of countries in which UN-Women worked in a particular area and instead focuses more directly on development impact by examining quantitative changes in the lives of women and girls, or in systemic elements such as resource allocations or existence/content of legislation.</p>
<p>UN-Women’s impressive growth still leaves it short of the resources required to meet demand, and this needs to be reflected in strategic planning.</p>	<p>The Strategic Plan details improvements in UN-Women’s ability to link results to resources. UN-Women has established more prudent targets for resources in the IRRF which are based previous performance, trends in resource allocations by outcome, and projected income based on UN-Women’s newly established LEADS system. The LEADS system is a mechanism by which the organization manages pipeline.</p> <p>UN-Women recognizes that the organisation’s capacity to effectively use the new LEADS system is still developing, and that as a consequence it anticipates refining projected outcome level targets may be subject to adjustment as UN-Women develops its capacity to use the LEADS-system and the data therein becomes more effective as a predictive basis for strategic planning.</p>
<p>UN-Women’s SP continues to be relevant and contributes to the implementation of the Beijing Platform for action and supports the implementation of the 2030 Agenda for Sustainable Development<sup>6</sup></p>	<p>The Strategic Plan is closely aligned to implementation of the BpFA and 2030 Agenda. The linkages with the SDGs in particular are explicit in the Strategic Plan and in the Flagship Programmes aligned with the SP outputs.</p>

<sup>6</sup> Multilateral Organizational Performance Assessment Network’s Assessment of UN-Women (MOPAN), 2014; Corporate Evaluation of UN-Women’s Contribution to Women’s Economic Empowerment (WEE), 2015; Meta-Analysis of Evaluations managed by UN-

	<p>The Strategic Plan is also explicit on the principle of Leave No One Behind, in line with relevant provisions of the BPfA and 2030 Agenda.</p> <p>The Strategic Plan is also informed by the 20-year review of the BPfA. For example, there is additional content on addressing social norms, an identified area in the review that needs additional attention.</p>
<p>Partnership with gender equality advocates has played a key role in achieving results. The importance of engaging the non-committed is also essential for transformative change. There is a need for greater focus and coordination to achieve the full gender equality agenda<sup>7</sup></p>	<p>The Strategic Plan contains a number of elements relating to partnership, including with gender equality advocates in the governmental, non-governmental and private spheres. For example, this is explicitly referenced as one of the tools employed by the HeForShe campaign. It also details the ways in which UN-Women works with, draws upon, and support civil society organisations and the women’s movement.</p> <p>The Strategic Plan section on partnerships is explicit in UN-Women’s efforts to engage the “non-committed” (referred to as “non-traditional partners”) in a number of areas.</p> <p>The Strategic Plan makes numerous references to the importance of focus and coordination to achieve the gender equality agenda.</p>
<p>UN-Women continues to be hampered by a resource constrained environment that prevent sustainability and scaling up of successful interventions. Ensuring adequate financing will be critical to the successful implementation of the 2030 Agenda and UN-Women can do more to track resources gaps and quantify its implications<sup>8</sup></p>	<p>The Strategic Plan notes the while core resources have remained relatively flat, UN-Women’s non-core resources have risen impressively during the previous Strategic Plan period. It details the ways in which UN-Women will seek to secure the resources necessary to implement the Strategic Plan and secure the targets of the Integrated Budget.</p> <p>The Strategic Plan also states UN-Women’s commitment to the continuing Structured Dialogue on Financing as a means to track resource flows and understand their impact on the achievement of the Strategic Plan. It notes that this is done in the context of vastly improved capacities for linking results to resources, in particular through the successful alignment of UN-Women’s Results Management System and its Enterprise Resource Platform (ATLAS).</p> <p>The Strategic Plan also notes that the overall environment for financing gender equality goals remains constrained, and commits UN-Women to increase its capacity to analyse, understand and engage with financial flows from multiple sources so that it can support effective financing strategies, including through catalytic use of its own resources and the use of mechanisms such as pooled finance as a means to support</p>

Women, 2014, Office of Internal Oversight Services (OIOS)’s evaluation of UN-Women’s Normative Support and its Operational Linkages, 2015

<sup>7</sup> Meta-analysis of Evaluations managed by UN-Women, 2014

<sup>8</sup> Office of Internal Oversight Services’s evaluation of UN-Women’s Normative Support and its Operational Linkages,2015; Evaluation of UN-Women’s Contribution to United Nations Coordination on Gender Equality and Empowerment of Women, 2016; Meta-analysis of Evaluations, UN-Women, 2014

	and incentivize coordinated action within the UN system and more broadly.
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