

Looking back to move forward:
Using evaluation to inform
the 2018-2021 Strategic Plan.



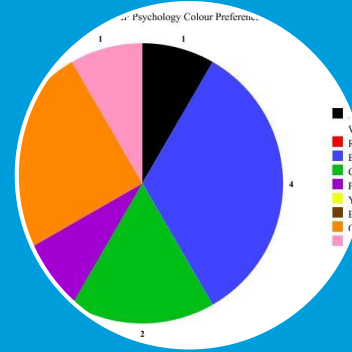
Relevance



Effectiveness



Efficiency



Sustainability



Impact

Systematic evidence on what works, why, for whom and in which circumstances

DRF	OEEF
EVAW ✓	UN System Coordination ✓
WEE ✓	Regional Architecture ✓
Peace & Security & Humanitarian ✓	Strategic Partnerships ✓
Global norms and standards ✓	Joint Evaluation of Joint Gender Evaluation Programmes ✓
Women's Political Participation (2017)	
Governance and Planning (2018)	

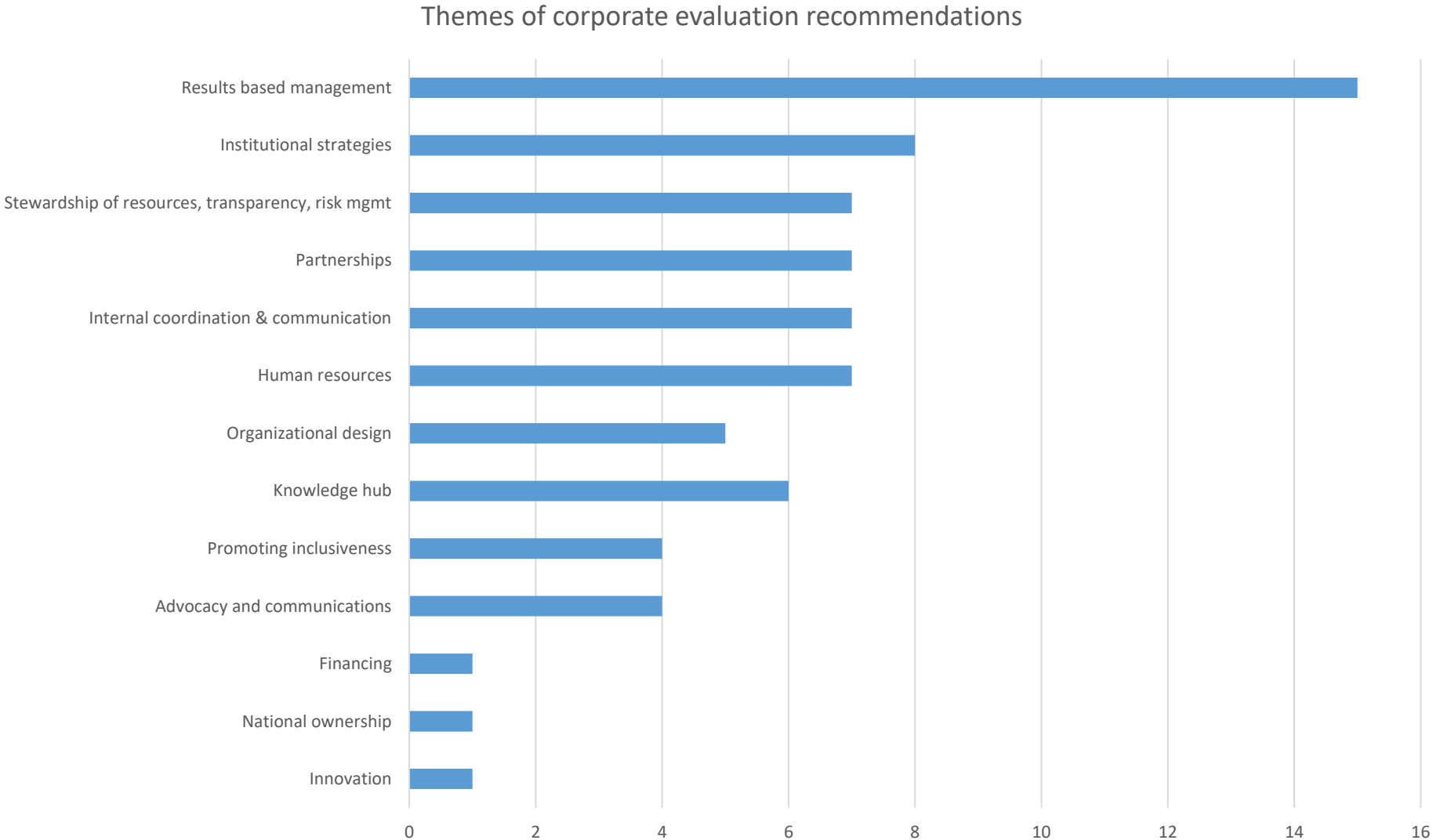
Meta-analysis (2013, 2014 & 2015) ✓

**What worked well during the implementation
of the previous Strategic Plans?**

- Interventions are relevant to both global and local normative frameworks, and to needs of target groups.
- Successfully delivered the majority of expected results, as well as secured positive benefits for target group members.
- Significant contributions to advance GEEW through its strategic partnerships.
- Normative work have been particularly effective across all thematic areas assessed.
- Recognized as a leading actor on GEEW producing an authoritative knowledge base.
- Developed rigorous gender analysis and human rights approaches in programme design and implementation.
- Contributed to increased visibility of GEEW.
- Initiated promising approaches (i.e. engaging men and boys, youth, faith-organizations, etc.)
- Commitment and passion of staff is instrumental in achieving these results.

**Areas of focus for the Strategic Plan 2018-2021
based on evaluation recommendations**

59 Recommendations from 11 Corporate Evaluations were categorized according themes related to institutional strategies / enablers



- The Strategic Plan should present clear theories of change for reflecting the composite mandate and thematic areas of the organization, with indicators of achievement to measure contributions towards impact.
- A robust monitoring and reporting system and staff capacity to implement is necessary to support implementation of the Strategic Plan.
- The overarching framework of the Strategic Plan should be translated into clear institutional strategies that guide internal and external understanding about UN Women's niche and means for implementation.

- While stakeholders should ensure that promises of budget are maintained to match coherence between mandate and institutional set up, enhanced stewardship of resources can be achieved through alignment of planning with actual resource base.
- UN-Women should build greater flexibility into the regional architecture and deploy its types of presence strategically.
- Human resources: Organizational support and attention is required to ensure a match between the ambitions of the Strategic Plan and the ability of the organization (in both numbers and skillsets of staff) to deliver on the promise.

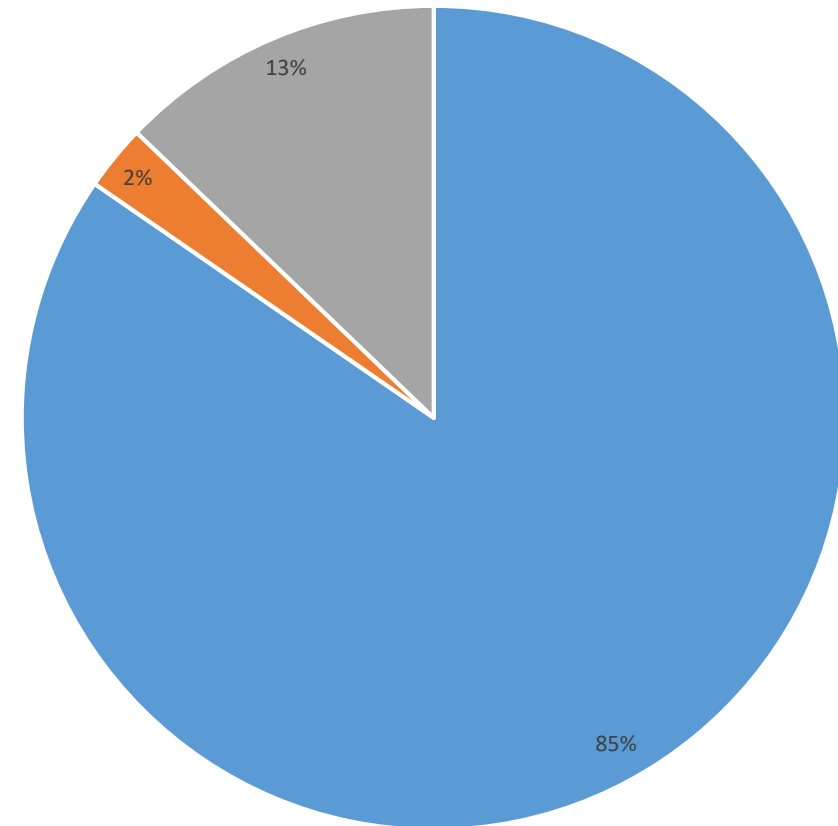
- Organizational design: Enhanced clarity within HQ divisions and the regional architecture on roles and responsibilities and enhanced flexibility and linkages between these levels is recommended. UN Women should also be a model gender-responsive organization.
- In a global and complex organization such as UN Women, systems to support internal coordination and communication should be strengthened.

- A comprehensive system for becoming a knowledge hub is required for UN Women to fulfil its key Strategic Plan approach of “Acting as a global broker of knowledge and experience”.
- Partnerships at UN Women require a clear vision and comprehensive policy framework for operationalization, and can serve to best leverage the organizations limited resources by creating catalytic change.
- Promoting inclusiveness is fundamental to UN Women’s work – this approach should be deepened at planning stage and flexibility embedded in operational tools and modalities.

UN Women has made significant progress implementing recommendations

Implementation Status of Corporate Management Response

- 100% of corporate evaluations have a Management Response that was presented to Executive Board and staff
- 98% of agreed actions have been completed or are being implemented.



■ Initiated ■ Not Initiated ■ Completed

2018-2021 Corporate Evaluation Plan

“Piggy back” on the consultations on the Strategic Plan:

- Extended Management Group
- Executive Board (February, June, September)
- Civil Society

Additional consultations:

- United Nations Evaluation Group members

- Annual meta-analysis based on 100% of UNWomen-managed evaluations
- Governance and Gender-responsive budgeting
- Humanitarian
- FPI modality
- Strategic Plan

Plus two additional corporate evaluations (TBC on availability of funds)

- Evaluation of UN Women contribution to Beijing in the context of 2030 Agenda
- TBD (Joint evaluation?)
- OIOS-led evaluation



Thank You