

DEVELOPING UN-WOMEN INTEGRATED RESULTS AND RESOURCES FRAMEWORK FOR THE STRATEGIC PLAN 2018-2021

Options of the
results
structure

ANALYSIS OF THE RESULTS FRAMEWORK OF THE CURRENT SP 2014-2017

**Options of the results
structure**



- **UN-Women's current strategic plan remains a sound instrument for the achievement of the Entity's mandate**

The midterm review of the Strategic Plan 2014-2017 noted the continued relevance of the Strategic Plan in the context of the 2030 Agenda for Sustainable Development. It also found that UN-Women's six impact areas contribute in an integrated manner to a large number of SDG targets. However, the review also noted the need to further align the results framework with the 2030 Agenda, notably by fully integrating relevant SDG indicators in the framework

- **UN-Women's strategic plan is a good vehicle for communicating UN-Women's work to both internal and external audiences**

Its thematic pillars (i.e. leadership and political participation; economic empowerment; elimination of violence against women and girls; women, peace and security and humanitarian action; governance and national planning) and a pillar on global norms and standards are clearly understood by all key partners and allow for effective management of expectations and the efficient communication of results and impact

- **UN-Women's current results framework is large and complex.**

The framework is long with 118 indicators across all results and, during the period of the current plan, the number of offices and units reporting against results grew to over 100, producing a large amount of data annually. If all offices reported against all indicators, this would represent over 10,000 values per year

- **UN-Women's current strategic plan is fully supported by the Entity's results management system.**

UN-Women uses its results management system for all corporate annual work planning, monitoring and reporting processes. The strategic plan results framework is the basic results architecture to which all other results are related and linked through the system. Any revision to the results framework will therefore entail changes in UN-Women's programme information management systems with corresponding implications in terms of timeline and cost for completion.

- **The current results framework does not adequately capture the contribution of UN-Women's composite mandate to development results**

UN-Women's current results framework isolates its normative, UN coordination and operational work. The new results framework provides an opportunity to better reflect the integrated nature of UN-Women's composite mandate and logically articulate how all three parts of the mandate come together in support of global outcomes

- **Independent assessments have found impact and outcome level statements in UN-Women's current strategic plan and results framework to be technically sound. However, UN-Women must better capture the Entity's contribution to outcomes**

Several assessments and evaluations have noted that it is difficult to pinpoint UN-Women's specific contributions to expected results at each level of the results chain because many output-level results appear to be at the outcome level.

- **Leaving no one behind**

While the current results framework provides disaggregated information for relevant indicators, the commitment of the 2030 Agenda to “leaving no one behind” requires an even stronger focus on those at risk of being most marginalized

- **Linking results to resources**

The current results framework is not linked to specific resource envelopes, which are contained in the Integrated Budget. UN-Women has prioritized the integration of its results management system and its financial planning system (Atlas), which will provide valuable information to strengthen the results to resources linkage in the new results framework

POSSIBLE STRUCTURE OF THE RESULTS FRAMEWORK FOR THE STRATEGIC PLAN 2018- 2021

Options of the results
structure

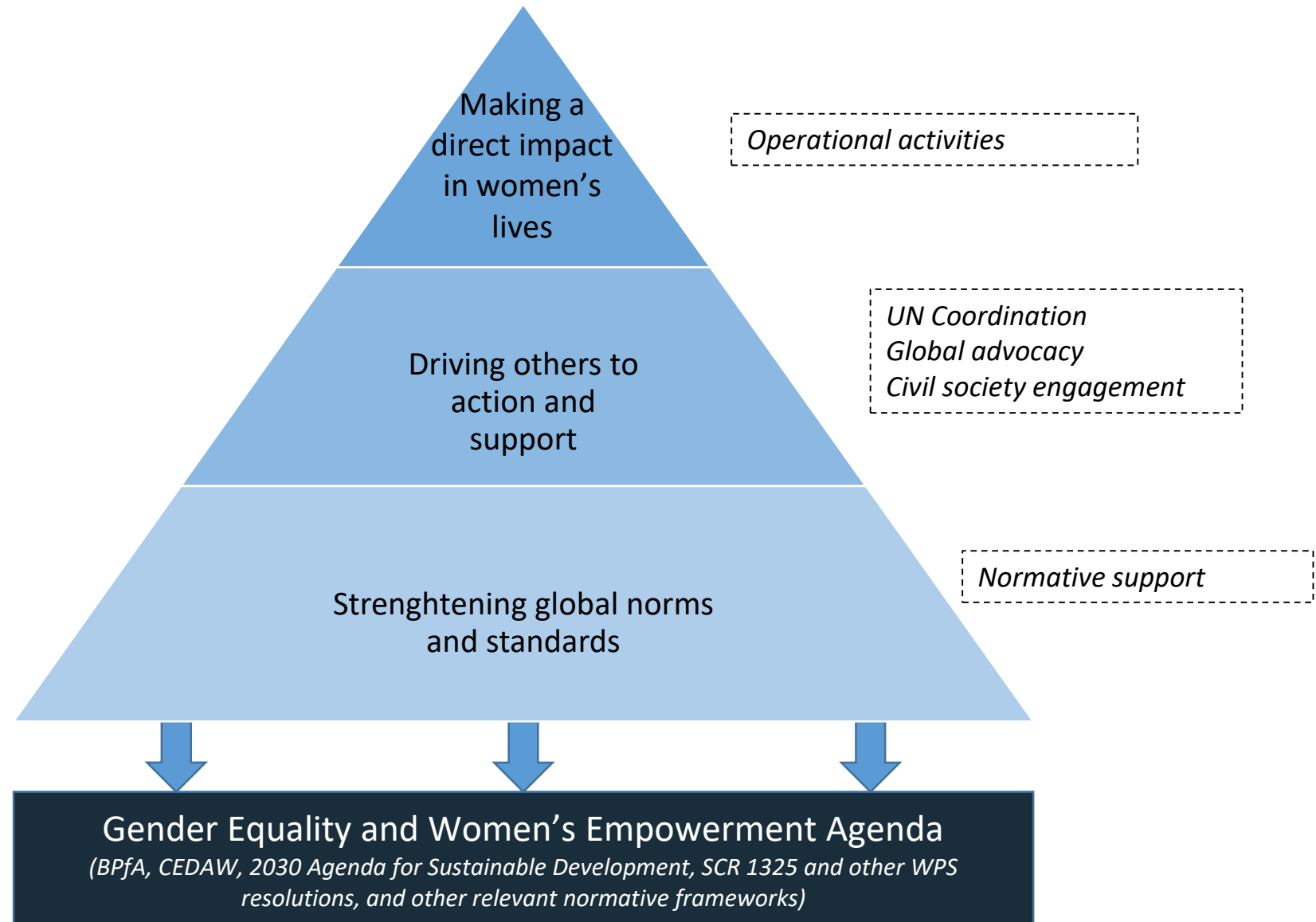


Possible structure of the Results Framework for the Strategic Plan 2018-2021

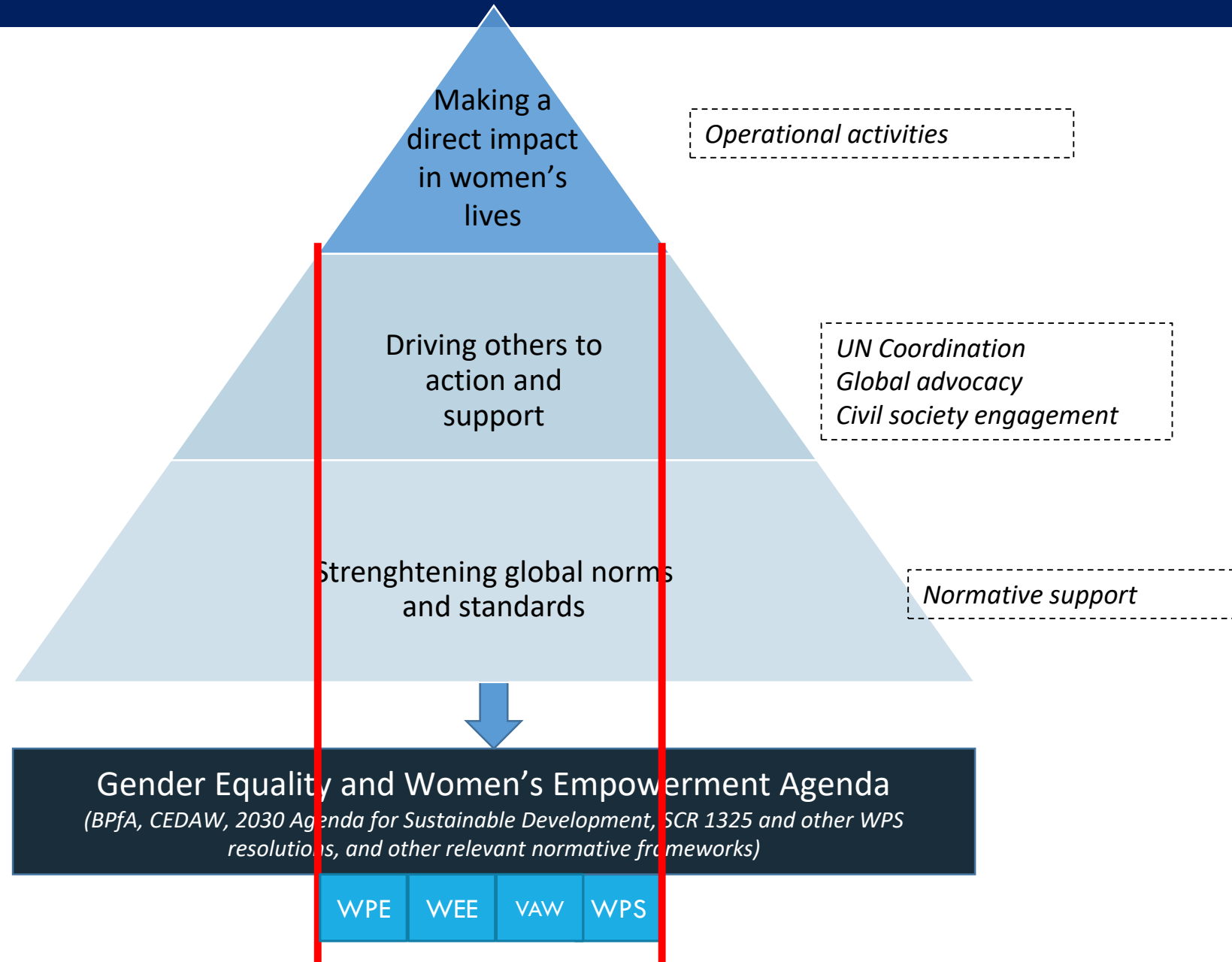
Based on the analysis above, a number of new elements and key considerations will inform the development of the new results framework:

- Strong alignment with the **2030 Agenda for Sustainable Development**, including through the integration of relevant SDG indicators;
- Integration of strategies identified in the **CSW 59 Political Declaration on Beijing+20**;
- Integration of the **triple mandate**;
- Easy to communicate priorities aligned with a **theory of change**;
- **Simplification and streamlining** of the result framework by reducing the number of impacts, outcomes, outputs and indicators;
- Clarity on UN-Women's contribution at the output level and linked to **Flagship Programming Initiatives**;
- Results and indicators that capture the commitment to **“leaving no one behind”**;
- Strengthened linkage between **results and resources**.

The complexity of capturing UN Women's results



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Key highlights

- In line with other UN entities, UN-Women proposes to include a **single impact area** (rather than six) in its new results framework.
- UN-Women's performance in supporting the development of a comprehensive set of **global norms, policies and standards on gender equality and women's empowerment** would be captured as a second level impact,
- The thematic areas of work ("impact areas" in the current framework) would become **outcomes**.
- The thematic area of '**leadership and participation**' would be merged with '**governance and national planning**' so as to demonstrate more clearly the causal linkages between the two areas of work.
- Results of the important work on **women, peace and security and humanitarian action** would continue to be captured through a stand-alone outcome, but would also include shared indicators or outputs across other outcome areas in order to better demonstrate and capture linkages between them



VISUAL REPRESENTATION OF THE PROPOSED RESULTS FRAMEWORK STRUCTURE

Options of the results structure

New Elements

Proposed changes to the current results framework would also include new elements: the inclusion of drivers of change, corporate output indicator categories, strategic enablers and flagship programme initiatives

■ **Drivers of change:**

In addition to specific results, a number of change strategies would be identified as a key contribution to results. These may be similar to 'output categories' but closer to a programme or development strategy. These change strategies are the 'red threads' that run through UN-Women's programmes regardless of thematic area or operational context

■ **Corporate output indicator categories :**

In order to improve the definition of outputs, UN-Women suggests introducing corporate output indicator categories. These would allow to better articulate and measure UN-Women's contribution to change and specifically what the organization delivers/produces with its resources and for which it can be held accountable

■ **Strategic enablers:**

These enablers are based on the priorities identified by the Commission on the Status of Women in its Political Declaration on the occasion of Beijing+20. They represent the key elements encapsulating the nature of UN-Women's thematic work and the levers that UN-Women uses to catalyze change and deliver results for women and girls.

■ **Flagship Programming Initiatives**

FPIs) are a programming modality supporting the achievement of results in the Strategic Plan. FPIs will contribute to the achievement of outputs and FPI indicators will be fully aligned with the results framework. The analysis of the roll-out of FPIs to date will constitute valuable information to define outputs that accurately capture UN-Women's contributions to results.

Visual representation of the proposed results framework structure

