Strategic Plan 2018-2021

Overview of design considerations and process

Informal consultation with the Executive Board

14 December 2016

Purpose

- This document updates and further develops the roadmap on the development of the new Strategic Plan 2018-2021, which was presented to the Executive Board in September 2016.
- It further defines key considerations that will need to be taken into account in the design of the plan, thus outlining a 'scope of inquiry' for UN Women to address in the new plan.
- It is intended as a basis for discussion at the Executive Board informal consultation to be held on 14 December.
- This presentation provides a general overview, which is complemented by other documents submitted ahead of the informal consultations

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1 Design principles and approach

2 Sources of information

3 Key elements and design considerations

4 Updated process and timeline

5 Key questions for the Executive Board

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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 evaluations
- Further strengthen the **alignment with Beijing+20** findings and in support of the gender-responsive implementation of the 2030 Agenda for Sustainable Development
- Fully integrate the **QCPR guidance**
- Ensure **synergies and joint initiatives with other UN agencies** and **system-wide coherence**
- 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 •Engagement with relevant UN agencies •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

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What will inform the design of the Strategic Plan

- Midterm Review of Strategic Plan
- Synthesis of evaluations and assessments
- Analysis of Strategic Notes and country priorities
- Internal think pieces and papers
- Internal and external consultations

The design of the Strategic Plan will build on lessons learned from the midterm review

- Extensive contextual analysis
- Continued relevance of the Strategic Plan and its results framework in the context of the 2030 Agenda for Sustainable Development
  - Ensuring alignment with SDGs and Beijing+20
  - Adjustments to the results framework
- Leveraging and better integrating UN Women's triple mandate
- Building results-oriented partnerships
- Greater programmatic focus to scale up impact
- Addressing increased demand for support
- Operational effectiveness and financing strategy
  - Including cost effectiveness

Other key sources of information that will be presented at the first informal consultation:

- Sustainable Development Goals indicators as a basis for the new Strategic Plan results framework
  - See presentation
- Leveraging Programme Management Information Systems and results monitoring as a data source
  - Presentation forthcoming
- Overview of relevant evaluations
  - See presentation

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Components of the Strategic Plan "package"

Narrative

- A compelling vision of what UN Women wants to achieve by 2021
- A contextual analysis, building on the MTR
- Clearly articulating UN Women's contribution to the 2030 Agenda, reflecting its principles and how they apply to UN Women's mandate (Leaving no one behind, universality, human rights based approach)
- Alignment with the QCPR
- System-wide approach and synergies with other UN agencies
- 2020 as a major milestone

Results Framework

- From a DRF/OEEF to an Integrated Results and Resources Framework
- Streamlined framework with more focused outcomes, outputs and indicators
- A robust and logical results chain
- Better quantitative measurement of UN Women's contribution and impact
- Integration of FPIs
- Annual milestones
- Linking results and resources

Integrated Budget

- Aligned with results framework
- Adequately supporting UN Women's structure and the achievement of results
- In line with realistic resource envelopes
- Possible scenarios
- Taking into consideration the full cost recovery policy implementation

5 areas of focus and design considerations

WHAT – Priority areas and the results framework

- Strengthen the Strategic Plan's link and contribution to the 2030 Agenda and the SDGs
- Review and streamline the overall structure of the results framework
- Fully integrate the priorities identified in Beijing+20
- Fully align and integrate the FPIs to the results framework
- Define indicators that capture UN Women's impact with annual milestones

WHO – Beneficiaries, primary and secondary

- Fulfilling the commitment of leaving no one behind
- Addressing multiple and intersecting forms of discrimination

HOW – Strategies and tactics

- Leveraging the triple mandate
- Human rights based approach
- Institutional strategies

WHERE – Field presence and organizational design

- Responding to the universal mandate and universal nature of the 2030 Agenda
- Operationalizing the recommendations of the evaluation on the regional architecture

INSTITUTIONAL ENABLERS – Organizational effectiveness and efficiency

- Internal essentials to ensure that UN Women is able to deliver

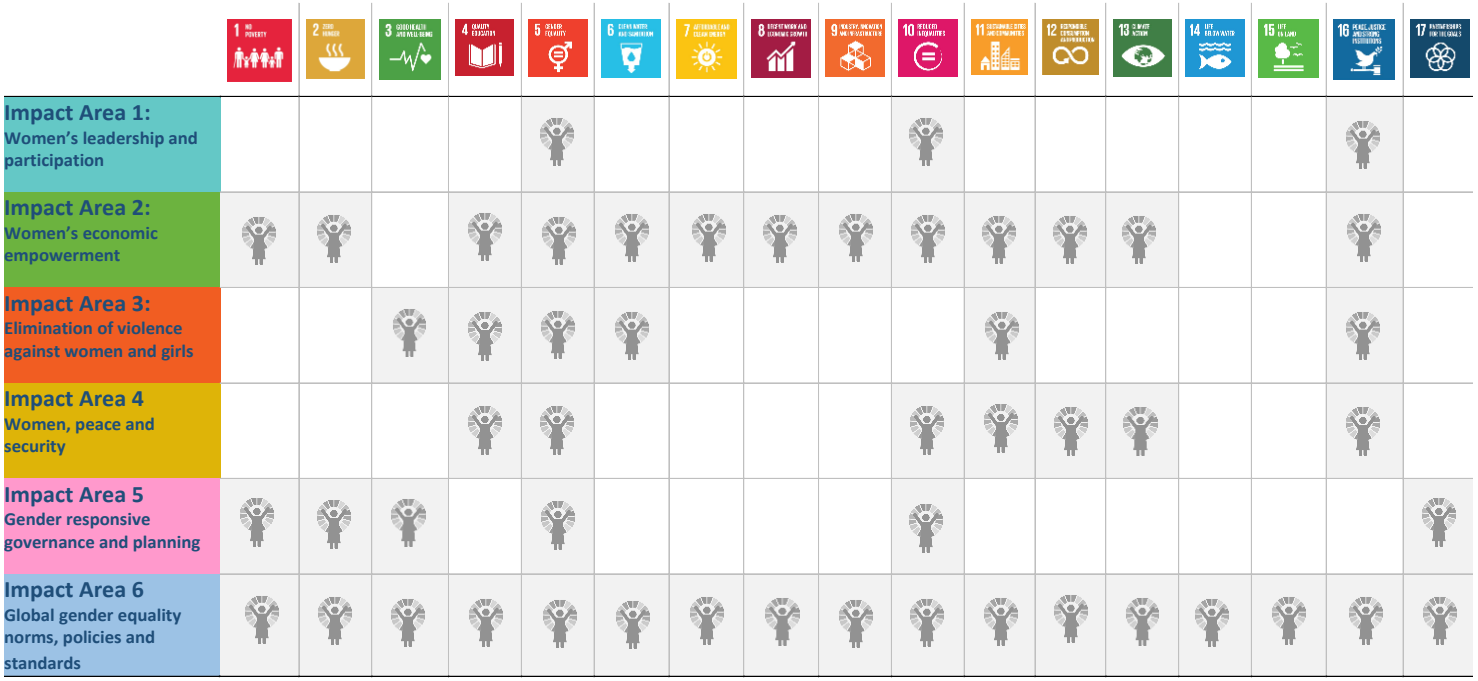
"WHAT"

Results Framework

UN Women's contribution to the 2030 Agenda for Sustainable Development

- Not just SDG 5 but ensuring that the entire agenda delivers for women and girls
- Relevant SDG indicators will be integrated in the results framework

The contribution of UN Women Strategic Plan Impact Areas to the implementation of the SDGs



"WHAT"
Results Framework
Impact areas

- Moving from six impact areas to a single one
  - Provides a clear vision of success
  - Aligns with the approach of other agencies
- Defining an impact statement

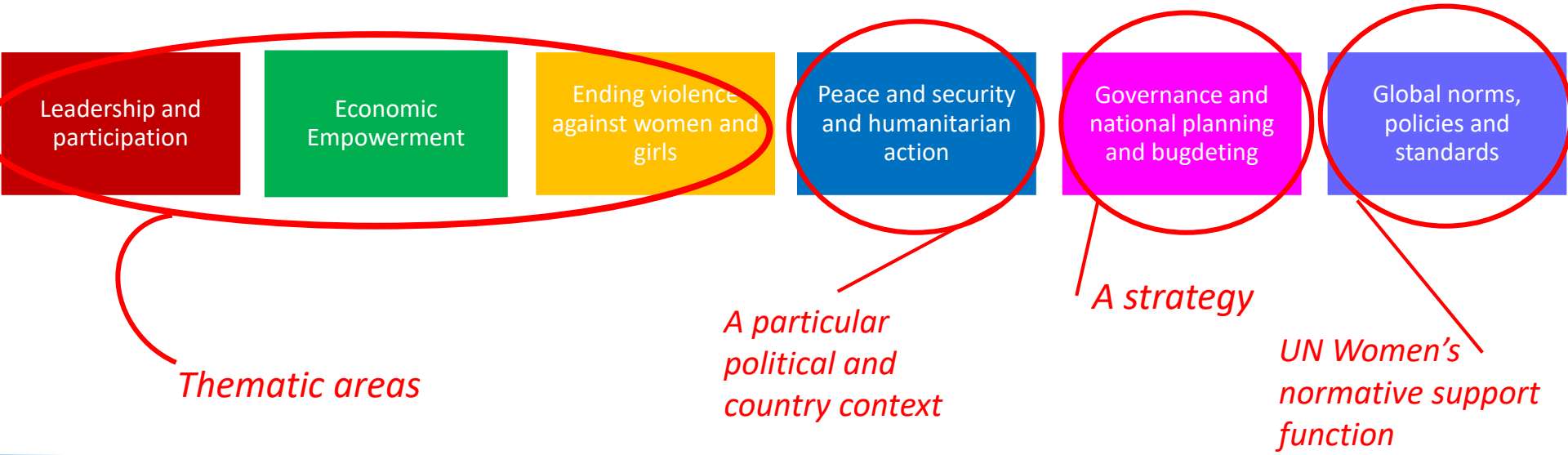
Example of a possible impact statement (illustrative only)

IMPACT:

Achieve gender equality, empower all women, and realize women's human rights

"WHAT"
Results Framework
Results structure

- While all areas remain relevant, there is a need for greater logic in the results structure
- Outcome areas that do not mix thematic priorities, contexts and strategies
- Integrating emerging and growing areas of work
- Challenge: streamlining and finding ways to capture outcomes that does not necessarily fit within given thematic areas



"WHAT"
Integration of Beijing+20 priorities and gender-responsive implementation of the 2030 Agenda

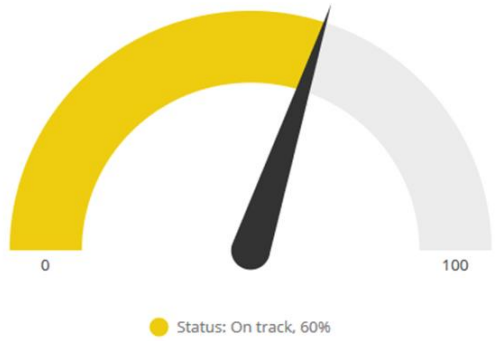
CSW 59 Political Declaration (Beijing+20):

- 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**.

CSW 60 agreed conclusions on the gender-responsive implementation of the 2030 Agenda for Sustainable Development:

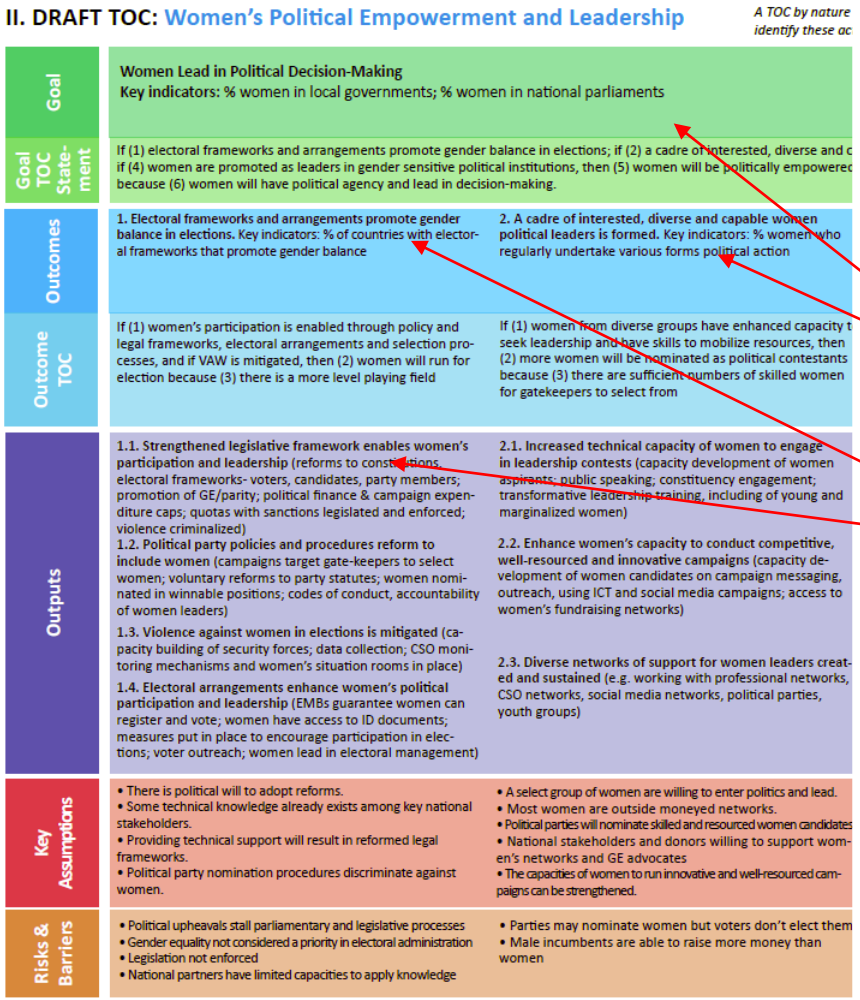
- Strengthening **normative, legal and policy frameworks**;
- Fostering **enabling environments for financing** gender equality and the empowerment of women and girls;
- Strengthening **women's leadership** and women's full and **equal participation in decision-making** in all areas of sustainable development;
- Strengthening **gender-responsive data** collection, follow-up and review processes;
- Enhancing **national institutional arrangements**.

“WHAT”
Results Framework
Indicators



- Full integration of SDG indicators
- Better quantifying UN Women’s contribution to transformative change in the lives of women and girls
- Selecting indicators that:
  - Support a robust results chain (link outputs, outcomes and impact)
  - Demonstrating how we leverage others
  - Capture the triple mandate within each outcome area
- Defining annual milestones

"WHAT"
Results Framework
Integrating Flagship Programming Initiatives (FPIs)



II. DRAFT TOC: Women's Political Empowerment and Leadership

A TOC by nature identify these ac

Goal	**Women Lead in Political Decision-Making** **Key indicators:** % women in local governments; % women in national parliaments	

Goal TOC Statement	If (1) electoral frameworks and arrangements promote gender balance in elections; if (2) a cadre of interested, diverse and c
	if (4) women are promoted as leaders in gender sensitive political institutions, then (5) women will be politically empowered
	because (6) women will have political agency and lead in decision-making.	

Outcomes	1. Electoral frameworks and arrangements promote gender balance in elections. Key indicators: % of countries with electoral frameworks that promote gender balance	2. A cadre of interested, diverse and capable women political leaders is formed. Key indicators: % women who regularly undertake various forms political action
Outcome TOC	If (1) women's participation is enabled through policy and legal frameworks, electoral arrangements and selection processes, and if VAW is mitigated, then (2) women will run for election because (3) there is a more level playing field	If (1) women from diverse groups have enhanced capacity t seek leadership and have skills to mobilize resources, then (2) more women will be nominated as political contestants because (3) there are sufficient numbers of skilled women for gatekeepers to select from
Outputs	1.1. Strengthened legislative framework enables women's participation and leadership (reforms to constitutions, electoral frameworks- voters, candidates, party members; promotion of GE/parity; political finance & campaign expenditure caps; quotas with sanctions legislated and enforced; violence criminalized) 1.2. Political party policies and procedures reform to include women (campaigns target gate-keepers to select women; voluntary reforms to party statutes; women nominated in winnable positions; codes of conduct, accountability of women leaders) 1.3. Violence against women in elections is mitigated (capacity building of security forces; data collection; CSO monitoring mechanisms and women's situation rooms in place) 1.4. Electoral arrangements enhance women's political participation and leadership (EMBs guarantee women can register and vote; women have access to ID documents; measures put in place to encourage participation in elections; voter outreach; women lead in electoral management)	2.1. Increased technical capacity of women to engage in leadership contests (capacity development of women aspirants; public speaking; constituency engagement; transformative leadership training, including of young and marginalized women) 2.2. Enhance women's capacity to conduct competitive, well-resourced and innovative campaigns (capacity development of women candidates on campaign messaging, outreach, using ICT and social media campaigns; access to women's fundraising networks) 2.3. Diverse networks of support for women leaders created and sustained (e.g. working with professional networks, CSO networks, social media networks, political parties, youth groups)
Key Assumptions	• There is political will to adopt reforms. • Some technical knowledge already exists among key national stakeholders. • Providing technical support will result in reformed legal frameworks. • Political party nomination procedures discriminate against women.	• A select group of women are willing to enter politics and lead. • Most women are outside moneyed networks. • Political parties will nominate skilled and resourced women candidates • National stakeholders and donors willing to support women's networks and GE advocates • The capacities of women to run innovative and well-resourced campaigns can be strengthened.
Risks & Barriers	• Political upheavals stall parliamentary and legislative processes • Gender equality not considered a priority in electoral administration • Legislation not enforced • National partners have limited capacities to apply knowledge	• Parties may nominate women but voters don't elect them • Male incumbents are able to raise more money than women

Using the FPIs Theories of Change

Aligning FPI indicators with SP indicators

Mapping of outcomes and outputs and define how they come together at the SP level

Challenge: keeping to a streamlined results framework

"WHO"
Beneficiaries

- **Leaving no one behind**
  - …and reaching those furthest behind first
- Addressing **multiple and intersecting** forms of discrimination
- This will require:
  - Building on UNDG guidance
  - Analyzing inequalities within and across countries
  - Disaggregated data
  - Strategic focuses
  - Implications for resource allocations

“WHERE”
Country presence and organizational design

- Building on the evaluation of the regional architecture (to be presented to the Executive Board in February)
- Responding to UN Women’s universal mandate and the universal nature of the 2030 Agenda
- Differentiated country presence
  - Policy Presence
  - Programme Presence
  - Full fledged Country Offices
  - Role of Regional Offices and HQ
- Rethinking the role of National Committees

"HOW"
Strategies and approaches

- Human rights based approach
- Integrating the triple mandate
  - Integrate normative support, UN coordination and operational activities in support of development results
  - Identifying indicators that reflect each function within each outcome area
- UN coherence and system-wide approach
  - Strengthening UN coordination and UN system accountability
  - Revised UN Coordination strategy and Theory of Change in response to the evaluation presented to the Executive Board in September 2016
  - Leveraging UNDAFs and country programming in support of gender equality
- Flagship Programming Initiatives
  - Scalable delivery models through partnerships
- Capacity development
- South-South and triangular cooperation
- Advocacy
- Disruptive innovation
  - Technologies, businesses models, financing instruments, etc.

Institutional enablers

Essentials to ensure that UN Women delivers effectively and efficiently

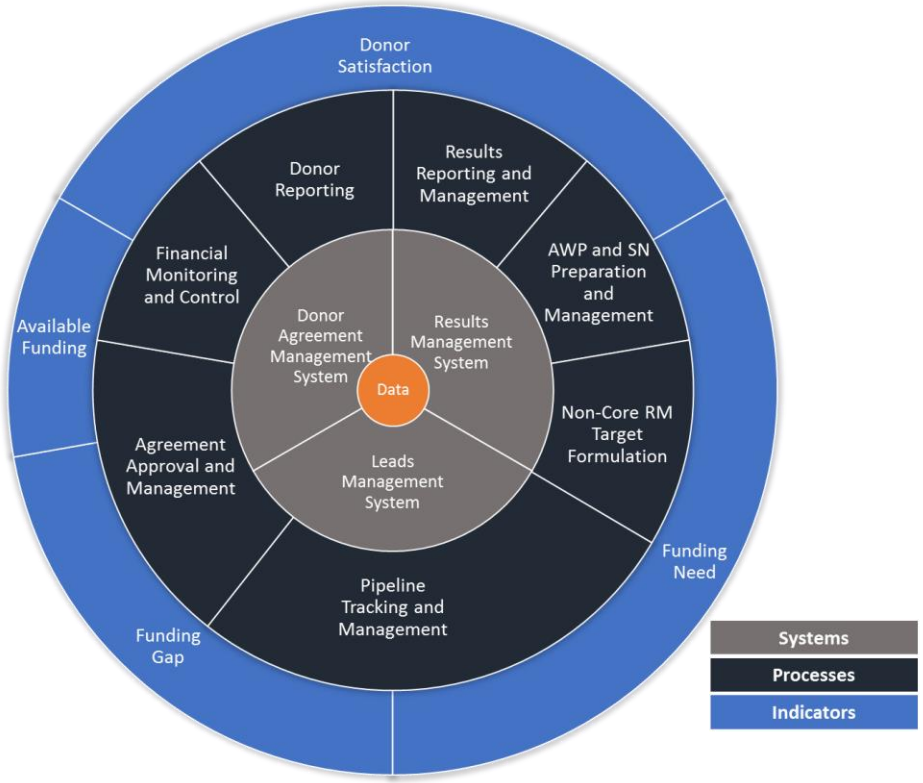
- Excellence in programming and results-based management
- Financing strategy
- Stewardship of resources
  - Transparency
  - Risk management
- Human resources and talent management
- Branding and visibility
- Knowledge management

Institutional enablers

Essentials to ensure that UN Women delivers effectively and efficiently

Corporate and programme information systems to increase operational efficiencies and result management

- **Results Management System (RMS);**
- **Leads Management System**;
- **Non-standard Agreement Clearance System** and;
- **Donor Agreement Management System (DAMS)**,



Institutional enablers

Essentials to ensure that UN Women delivers effectively and efficiently

Knowledge management

Developing communities of practice

The challenge of integrating all elements in a cohesive framework

Impact	*Example of a possible impact statement:* Achieve gender equality, empower all women and realize women's human rights					
Thematic areas	Leadership and participation	Economic Empowerment	Ending Violence against Women and Girls	*Women, Peace and Security and Humanitarian Action*		
Functions	Normative support	UN Coordination	Operational activities			
Beijing+20 priorities	Strengthening and implementing laws and policies	Strengthening institutions and mechanisms	Transforming social norms and stereotypes	Increasing investments	Strengthening accountability	Enhancing capacity-building, data and access and use of ICT
FPIs	• Political Empowerment • Access to Justice	• Agriculture • Women Entrepreneurs • Income and Social Protection	• Prevention and Services • Safe Cities	• LEAP in crisis • Gender inequality of risk • WPS and recovery	• Gender Statistics • Financing	
Contexts	Stable Middle Income and High Income countries	Stable Low Income Countries	Crisis situations and emergencies			

Institutional strategies	Knowledge-hub	Advocacy	Innovation	Partnerships	South-South cooperation	Capacity development
Institutional enablers	Results-based management	Financing	Stewardship of resources, transparency and risk management	Knowledge management	Human Resources	Organizational design

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Strategic Plan 2018-21 design process

Elements

- Vision of success, including key outcomes
- Analysis
  - *Situational, Stakeholders, Comparative*
- Lessons learned
- Priorities
- Risk management
- Scenario planning
- Critical success factors

Process

- Visioning
- Analysis and consultations
- Results framework
- Strategic choices and trade offs
- Scenario planning
- Executive Board approval

Implementing the SP

- Change management
- Business and work planning
- Monitoring and evaluating results
- Communicating internally and externally

Timeline

Interagency workshop

13 December, **Informal ExBo consultation**

14 Feb, **One-day ExBo workshop**

April/May, **Informal consultations**

30 June, **Annual session:** formal presentation of draft SP

30 Aug, **Second regular session**

Nov. | Dec. | Jan. | Feb. | Mar. | Apr. | May | June | July | Aug. | Sept.

Key questions to be addressed by SP and initial thinking

Results structure proposals, draft outline, QCPR paper

First draft SP, including narrative, RF and IB

Draft SP submitted to Board

Final edited and translated version

Scoping | Visioning | Drafting | Approving

Outline and results structure | Prepare first SP draft | Revisions | Revisions

QCPR — *Identification of implications of QCPR*

Internal consultations

External consultations

Income levels | Budget proposals and estimates | EB and ACABQ consultations — *Integrated Budget process*

Annual report drafting | 2018 annual work planning

Consultations with the Executive Board

14 December **Informal consultation**	Overview of scope of inquiry – issues that the new SP will need to take into account UN Women's initial thinking on these issues Detailed roadmap of consultations and opportunities for the Board to engage
13 February **One day informal workshop**	Implications of the QCPR on the SP design Presentation of draft outline and building blocks of the SP Proposals for possible results frameworks and indicative indicators Methodologies for selection of indicators and target-setting Methodologies for results/resource link
14 February **First Regular Session**	Paper on key takeaways of the QPCR and implications for the SP Summary of outcomes of informal workshop and way forward
Late April/Early May **Informal consultation**	Presentation of first proposed SP draft, results framework and IB for feedback
End May **Informal briefing**	Informal briefing Final presentation of draft SP before annual session
30 June **Annual Session**	Annual session Formal feedback from the Board on draft SP (decision) Presentation of 2016 Annual Report
30 August **Second Regular Session**	Second Regular Session Final SP presented for adoption

Interagency consultations

- Interagency group bringing together UNDP, UNFPA, UNICEF and UN Women to develop common approaches and alignment
- Main focuses:
  - Coordinated approach to contributing to the 2030 Agenda and the SDGs
  - Results framework: harmonized approach and structure
  - Common methodologies and approaches on key issues, such as results-resources links
- Monthly meetings and working groups
- Monthly meeting of the Secretaries of Executive Boards to ensure coherence
- Interagency workshop held in November 2016
- UN Women will also consult with gender focal points of relevant entities

External consultations

- Global/regional consultations
  - Global consultations coordinated by HQ
  - Regional/country consultations decentralized to Regional Offices
- Key partners
  - Donors and governments
  - Civil society (including CSAGs), National Committees, private sector, regional institutions, media partners
  - Other UN agencies and IFIs
- New constituencies
  - Youth, faith-based organizations, men and boys
  - Non-traditional government partners (e.g. Ministries of Finance)
  - Leveraging HeForShe, Trust Fund grantees
- Scope of inquiry
  - UN Women's comparative advantage and positioning
  - Trends in context, programmatic focus and funding
  - Validation of priorities and results framework

Internal arrangements

Management Team guidance and oversight

Interdivisional task force and working groups

Core team

Global sounding board

Provides inputs and reacts to proposals

Supports internal and external consultations

Two-way communication - webinars and discussion groups

Address issues not on the radar screen of management

Identify innovative solutions

Communicate core directions of SP with partners

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We would like your feedback!

- What do you see as UN Women's biggest contribution towards the coherence of the UN system to deliver on gender equality?
- What is the key deliverable that you expect of UN Women in the next Strategic Plan?
- Do you have any specific expectations on the Strategic Plan and the process to develop it that you would like to see reflected?
  - Scope of inquiry and key considerations
    - Too narrow? Too broad?
    - Any elements missing?
    - Greater or less emphasis on some aspects?
  - Process and timeline
    - Timeline and content of informal consultations

Thank you!