



Strategic Plan 2018-2021

Design process and timelines

UN Women's Strategic Plan

- A guiding document to enhance the impact of UN Women's work:
 - Aligning the work of different parts of the organization around common goals and strategies
 - Defining strategic focus and choices
 - Communicating what UN Women is about and what it aims to achieve
 - A common accountability framework between UN Women and the Executive Board
- Current strategic plan ends in 2017
- Process for the new Strategic Plan 2018-2021 has started

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

- Build on lessons learned from **midterm review** conducted in 2016
- Integrate recommendations from **evaluations**
- Support the gender-responsive implementation of the **2030 Agenda for Sustainable Development**
- Strengthen the **alignment with Beijing+20**
- 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

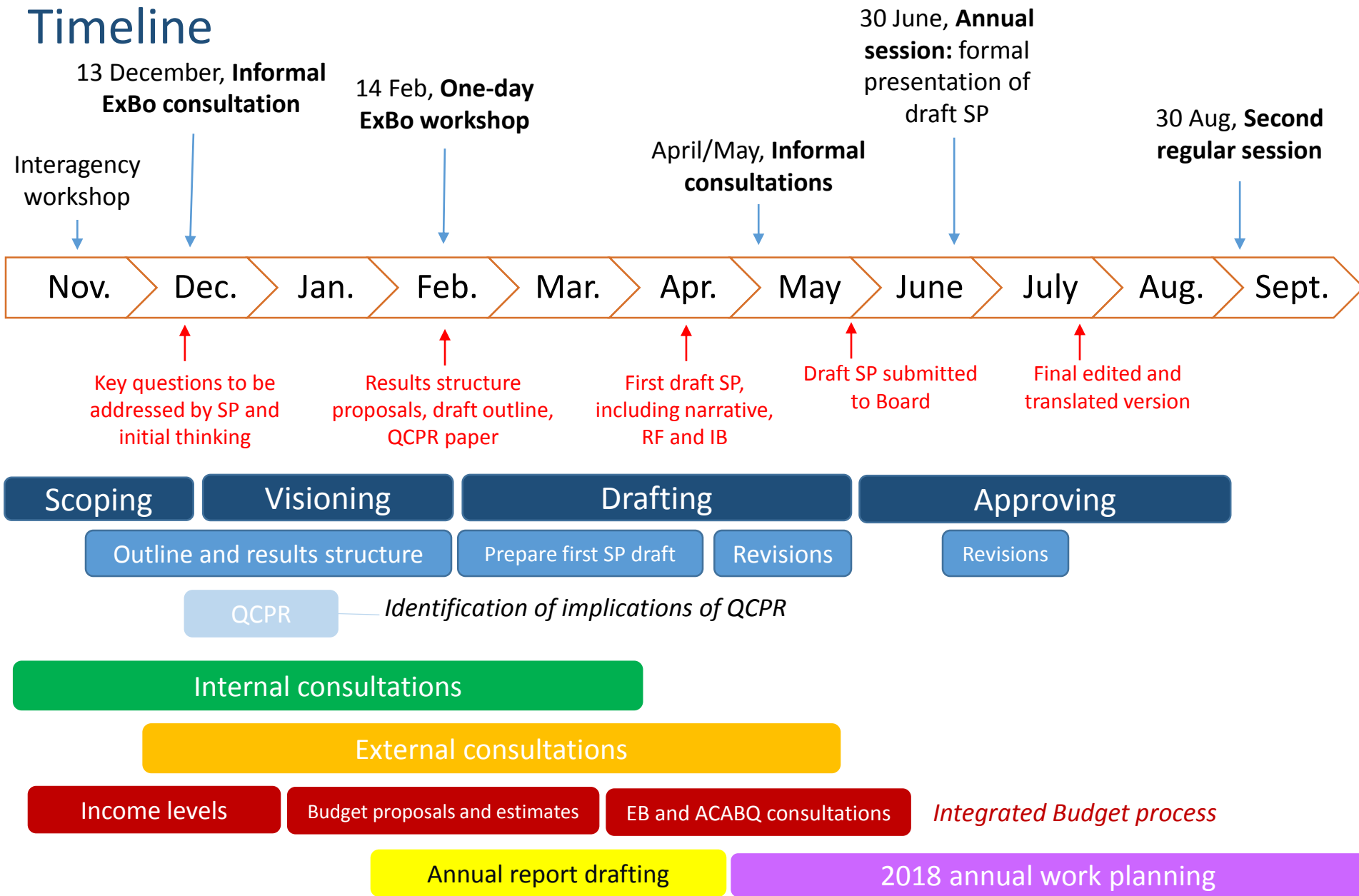
Innovative

- 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

Midterm review of the Strategic Plan 2014-2017

- Presented to the Executive Board in June 2016
- Extensive contextual analysis
- Continued relevance of the Strategic Plan and its results framework in the context of the 2030 Agenda for Sustainable Development
- 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

Timeline



Interagency consultations

- Interagency group bringing together UNDP, UNFPA, UNICEF and UN Women to develop common approaches and alignment
- Main focuses:
 - Joint contribution 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 workshops
- UN Women will also consult with gender focal points of relevant entities

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

- Clearly define the contribution to the 2030 Agenda and the SDGs
- Review and streamline the overall structure of the results framework
- Fully align and integrate the Flagship Programming Initiatives
- Define indicators that better capture UN Women's impact with annual milestones

WHO – Beneficiaries

- 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

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

The challenge of integrating all elements in a cohesive framework

Impact	<i>Example of a possible impact statement:</i> 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	<i>Women, Peace and Security and Humanitarian Action</i>		
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	<ul style="list-style-type: none"> Political Empowerment Access to Justice 	<ul style="list-style-type: none"> Agriculture Women Entrepreneurs Income and Social Protection 	<ul style="list-style-type: none"> Prevention and Services Safe Cities 	<ul style="list-style-type: none"> LEAP in crisis Gender inequality of risk WPS and recovery 	<ul style="list-style-type: none"> Gender Statistics Financing 	
Contexts	Stable Middle Income and High Income countries		Stable Low Income Countries		Crisis situations and emergencies	
<i>Institutional strategies</i>	Knowledge-hub	Advocacy	Innovation	Partnerships	South-South cooperation	Capacity development
<i>Institutional enablers</i>	Results-based management and Evaluation	Financing	Stewardship of resources, transparency and risk management	Knowledge management	Human Resources	Organizational design

Next steps

- Informal workshop on 13 February
- Informal consultations and exchange
- First draft presented at the end of April