



Mid Term Review  
of UN Women  
Strategic Plan 2018-2021

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**[2018-2019] Two years of implementation of our SP**

- 2018 EDAR demonstrated **overall positive results** for first year of implementation
- Yet progress under several indicators and collection of disaggregated data remains a **challenge**
- **Diagnostics based on the 2018 and 2019 reporting process** will inform MTR

**Opportunities for UN Women**

- Re-positioning of the **UN development system (UNDS) and other reforms**
- 2018 Multilateral Organization Performance Assessment Network (**MOPAN**) and other assessments, evaluations
- **Change Management** process

**[2020] MTR to take place in symbolic timeframe:**

- 25th anniversary of the **Beijing Declaration and Platform for Action**
- Five years of implementing the **2030 Agenda**
- 20 years of Security Council resolution **1325**
- **Ten years** of UN-Women

Occurring at the mid-point of the UN-Women 2018-2021 Strategic Plan, the MTR represents an opportunity to take stock of the achievements to date, reflect on lessons learned and **recalibrate the Entity's strategic direction, programming and business processes to strengthen its efforts for the full realisation of envisioned results** within the second half of the time frame of the Strategic Plan

The MTR will also set the stage for UN-Women's direction in 2022-2025 and beyond

# MTR will answer: 4 key questions

**Cross-cutting:  
What should be  
implemented  
immediately  
and what  
would set the  
stage for the  
next Strategic  
Plan?**

1

What are the implications of **UN development system reforms and other key developments**, such as **Beijing+25** review process, for UN Women's corporate strategy and implementation modalities?

2

How and where does UN Women's **programmatic focus** need to be further improved to make greater impact?

3

How can UN Women **leverage its partnerships approach and UN coordination mandate** to boost its contribution to the implementation of Agenda 2030?

4

What adjustments are needed to our **Integrated Results and Resources Framework** (indicators, targets, resources, etc.) to better articulate the changes UN Women generates, including its efforts to ***leave no one behind***?

Joint ExBo briefing with  
common chapter partners

Harmonised reporting on  
common chapter and QCPR

Review together the  
implications of the System-Wide  
Strategic Document (SWSD) and  
the new generation of UNDAFs  
(UNSDCF) as a planning and  
monitoring framework


Rationalise reporting processes

# Four strands of MTR

**Principles**  
Systematic,  
transparent and  
consultative  
mixed method  
process



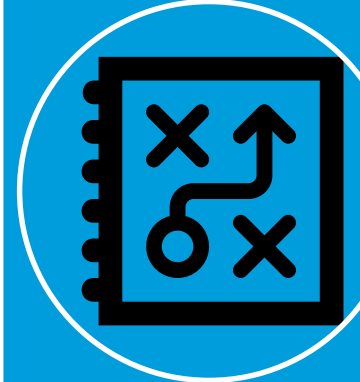
Review of **existing data and evidence** on progress towards 2021 targets



Desk review of **existing relevant evidence and lessons learned**

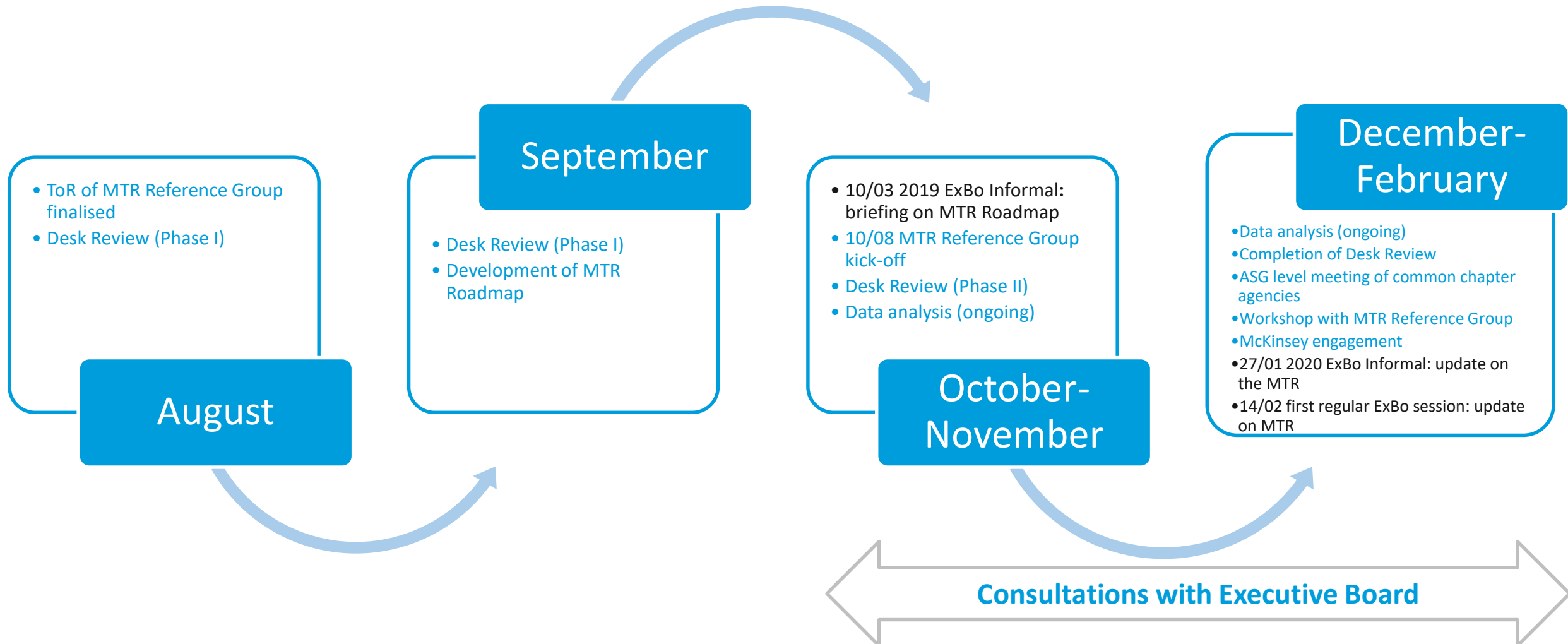


Linkages with **complementary processes and workstreams** (both internal and external)



Consultations to answer **remaining identified gaps** in the MTR process





# Question 1: What are the implications of UNDS reforms and other key developments, such as Beijing+25 review process, for UN Women’s corporate strategy and implementation modalities?

Findings	Opportunities	Ongoing efforts	Moving Forward
<ul style="list-style-type: none"> <li>• 2030 Agenda and <i>LNOB</i> more strongly embedded across the UN development system and different workstreams of the UNDS reform have taken shape</li> <li>• Increased demand foreseen for UN-Women’s cross-cutting thought leadership, expertise and support to system-wide commitments on GEWE</li> <li>• New ways of working and new structures challenge UN-Women’s ability to champion GEWE in countries where it is not a resident agency</li> <li>• Erosions in democracy and new civil society movements have emerged or expanded around the world – progress and pushback</li> </ul>	<ul style="list-style-type: none"> <li>• UNDS reform -- opportunities to leverage the Entity’s triple mandate in support of greater results for women and girls</li> <li>• Beijing+25 review and appraisal process - opportunities to accelerate the GEWE agenda in the SDG Decade of Action</li> <li>• Momentum created for decision makers to act -- UN-Women’s unique experience engaging with CSOs a comparative advantage</li> </ul>	<ul style="list-style-type: none"> <li>• Workstreams aimed at rightsizing UN-Women’s field presence and better leveraging UNCTs</li> <li>• GEF and Action Coalitions -- UN-Women strategically engaging across the UN and with other key partners (including grassroots organisations) to reinvigorate relationships in response to the backlash against GEWE</li> </ul>	<ul style="list-style-type: none"> <li>• Examine and refine how corporate priorities and strategies can enable the Entity to further internalise the UNDS reform + global trends and recommendations identified through the Beijing+25 review and appraisal</li> </ul>



## Question 2: How and where does UN Women's programmatic focus need to be further improved to make greater impact?

### Findings

- Interventions meet target groups needs and increasingly align to global frameworks and national priorities
- Clear contributions to GEWE by strengthening normative frameworks
- Need to strengthen resource allocation and prioritisation methodology
- Challenges: sustainability of programme results, achieving sufficient scale for greater impact, systematically grounding programming in evidence and ToCs

### Opportunities

- Better articulate comparative advantage
- Sharpen focus on holistic (multi-level) and integrated strategies
- Improve focus on cross-cutting strategies in a systematic manner
- Strengthen emphasis on sustainability of results

### Ongoing efforts

- Exploring launch of new thematic funds to channel resources towards strategic programming priorities
- Strengthening knowledge management strategies and approaches
- More systematically using evidence to prioritise and ground programming

### Moving Forward

- Continue to examine how UN-Women can better assess and articulate its comparative advantage to focus its work in an effective, efficient and strategic manner
- Evidence will be gathered to strengthen the links between the Entity's resources and achieved results

## Question 3: How can UN Women leverage its partnerships approach and UN coordination mandate to boost its contribution to the implementation of Agenda 2030?

Findings	Opportunities/Challenges	Ongoing efforts	Moving Forward
<ul style="list-style-type: none"> <li>• Key player to mainstream gender perspectives in UNCT actions and joint programming -- effective in coordinating and building support for GEWE</li> <li>• Reputation for high-quality and valued inputs to policy dialogue and advice at all levels</li> <li>• Strategic partnerships have led to important results – particularly normative</li> <li>• Institutional expertise and triple mandate --fosters a stronger enabling environment for GEWE – bridge builder between different stakeholders</li> <li>• As GEWE an immediate priority for UNDS reform – UN-Women uniquely placed to support UN system in strengthening its engagement with civil society to achieve results for women and girls</li> </ul>	<ul style="list-style-type: none"> <li>• Need to: strengthen UN-Women’s reach and sustainability of results</li> <li>• address lack of clarity on coordination component of UN-Women’s mandate</li> <li>• better unlock results through partner synergies</li> <li>• develop a clearer organisational approach to strengthening civil society</li> <li>• invest more in strengthening national women’s machineries while simultaneously engaging beyond them with other line ministries</li> <li>• resolve the tension between organisational ambition and capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Work on the GEF and related Action Coalitions -- anticipated to mobilise governments, civil society and private sector to collective action and deliver concrete, game-changing results for women and girls</li> </ul>	<ul style="list-style-type: none"> <li>• Examine how UN-Women can more effectively catalyse other UN entities and non-UN partners around advancing GEWE (e.g. common chapter reflection)</li> <li>• Identify ways to more systematically and strategically capture the results of UN-Women’s partnerships and coordination work</li> </ul>

### Ongoing efforts

- Strengthen and better articulate: contributions made by UN-Women to the SDGs and *leave no one behind*;
- results from UN-Women's coordination and partnerships work;
- aggregate and high-level changes UN-Women achieves; and
- synergies between results achieved in different thematic areas

### Ongoing efforts

- Plan, monitor and report in a harmonised way across UN agencies
- Integrate environmental sustainability considerations in the implementation of programmes

### Moving Forward

- Evidence gathered to-date will be revisited in light of the second year (2019) results once available
- Propose limited adjustments to UN-Women's IRRF to better articulate the changes UN-Women generates, including its efforts to *leave no one behind*

