Mid Term Review of UN Women Strategic Plan 2018-2021
Background

[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
MTR will answer: 4 key questions

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?

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

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<th>Opportunities</th>
<th>Ongoing efforts</th>
<th>Moving Forward</th>
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<td>• 2030 Agenda and LNOB more strongly embedded across the UN development system and different workstreams of the UNDS reform have taken shape&lt;br&gt;• Increased demand foreseen for UN-Women’s cross-cutting thought leadership, expertise and support to system-wide commitments on GEWE&lt;br&gt;• New ways of working and new structures challenge UN-Women’s ability to champion GEWE in countries where it is not a resident agency&lt;br&gt;• Erosions in democracy and new civil society movements have emerged or expanded around the world – progress and pushback</td>
<td>• UNDS reform -- opportunities to leverage the Entity’s triple mandate in support of greater results for women and girls&lt;br&gt;• Beijing+25 review and appraisal process - opportunities to accelerate the GEWE agenda in the SDG Decade of Action&lt;br&gt;• Momentum created for decision makers to act -- UN-Women’s unique experience engaging with CSOs a comparative advantage</td>
<td>• Workstreams aimed at rightsizing UN-Women’s field presence and better leveraging UNCTs&lt;br&gt;• 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</td>
<td>• 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</td>
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**Question 2:** How and where does UN Women’s programmatic focus need to be further improved to make greater impact?

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<td>• Interventions meet target groups needs and increasingly align to global frameworks and national priorities</td>
<td>• Better articulate comparative advantage</td>
<td>• Exploring launch of new thematic funds to channel resources towards strategic programming priorities</td>
<td>• 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</td>
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<td>• Clear contributions to GEWE by strengthening normative frameworks</td>
<td>• Sharpen focus on holistic (multi-level) and integrated strategies</td>
<td>• Strengthening knowledge management strategies and approaches</td>
<td>• Evidence will be gathered to strengthen the links between the Entity’s resources and achieved results</td>
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<td>• Need to strengthen resource allocation and prioritisation methodology</td>
<td>• Improve focus on cross-cutting strategies in a systematic manner</td>
<td>• More systematically using evidence to prioritise and ground programming</td>
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<td>• Challenges: sustainability of programme results, achieving sufficient scale for greater impact, systematically grounding programming in evidence and ToCs</td>
<td>• Strengthen emphasis on sustainability of results</td>
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### Findings
- Key player to mainstream gender perspectives in UNCT actions and joint programming -- effective in coordinating and building support for GEWE
- Reputation for high-quality and valued inputs to policy dialogue and advice at all levels
- Strategic partnerships have led to important results – particularly normative
- Institutional expertise and triple mandate -- fosters a stronger enabling environment for GEWE – bridge builder between different stakeholders
- 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

### Opportunities/Challenges
- Need to: strengthen UN-Women’s reach and sustainability of results
- Address lack of clarity on coordination component of UN-Women’s mandate
- Better unlock results through partner synergies
- Develop a clearer organisational approach to strengthening civil society
- Invest more in strengthening national women’s machineries while simultaneously engaging beyond them with other line ministries
- Resolve the tension between organisational ambition and capacity

### Ongoing efforts
- 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

### Moving Forward
- Examine how UN-Women can more effectively catalyse other UN entities and non-UN partners around advancing GEWE (e.g. common chapter reflection)
- Identify ways to more systematically and strategically capture the results of UN-Women’s partnerships and coordination work
Question 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 *LNOB*?

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<td>• Strengthen and better articulate: contributions made by UN-Women to the SDGs and <em>leave no one behind</em>;</td>
<td>• Plan, monitor and report in a harmonised way across UN agencies</td>
<td>• Evidence gathered to-date will be revisited in light of the second year (2019) results once available</td>
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<td>• Results from UN-Women’s coordination and partnerships work;</td>
<td>• Integrate environmental sustainability considerations in the implementation of programmes</td>
<td>• Propose limited adjustments to UN-Women’s IRRF to better articulate the changes UN-Women generates, including its efforts to <em>leave no one behind</em></td>
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<td>• Aggregate and high-level changes UN-Women achieves; and</td>
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<td>• Synergies between results achieved in different thematic areas</td>
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February to April 2020
- Data analysis (ongoing)
- Consultations, focus groups, interviews (ongoing)
- Joint ExBo briefing with common chapter partners (March)
- ExBo workshop on MTR (April)
- Validation through 2019 results and finalization of MTR findings
- Drafting of EDAR/MTR

May to June 2020
- ExBo informal on EDAR/MTR (May)
- 22-24/06 annual session of the ExBo: presentation

Up to 2021
- Implementation of MTR findings
- Preparation of next SP 2022-2025

Consultations with Executive Board
Questions and Answers