

UN-Women Strategic Plan 2018 – 2021

Integrated Results and Resources Framework

Introduction

This Annex presents the Integrated Results and Resources Framework (IRRF) of the Strategic Plan 2018-2021. The framework articulates expected results during UN-Women’s Strategic Plan cycle of 2018-2021 and defines the metrics (indicators, baselines, milestones and targets) that will be used to measure progress and assess the effectiveness and impact of the plan. The IRRF also outlines estimated resources necessary for the achievement of each outcome. The IRRF is a key instrument for UN-Women to measure its performance, promote learning and programming adjustments, and inform decision-making to optimize the implementation of the Strategic Plan.

For the first time and in line with UNDP, UNFPA and UNICEF, UN-Women is presenting an integrated framework that brings together development results and organizational effectiveness and efficiency results. In addition, the framework links outcomes to financial resources on the basis of a specific methodology. The integrated nature of the framework emphasizes the interconnection between UN-Women’s internal capacity, institutional enablers and necessary inputs, including financial resources, with the changes the Entity seeks to contribute to towards achieving gender equality and women’s empowerment.

In order to ensure strong alignment with other relevant existing frameworks, the IRRF includes relevant indicators from the global framework to monitor Sustainable Development Goals (SDGs) as agreed by the UN Statistical Commission; the monitoring framework of the 2016 quadrennial comprehensive policy review of operational activities for development of the UN system (QCPR) coordinated by the UN Department for Economic and Social Affairs; as well as shared indicators with UNDP, UNFPA and UNICEF. Table 1 provides an overview of the breakdown of indicators per relevant category.

Table 1

IRRF breakdown of indicators, per category

- 34 percent of development results at the impact and outcome levels are Sustainable Development Goal indicators (11 out of 32 indicators), out of which 7 indicators are on SDG 5. This represents 14 percent of all development results indicators in the IRRF.
- Most indicators for organizational effectiveness and efficiency relate to the QCPR and 20 percent of indicators for organizational effectiveness and efficiency are QCPR indicators.
- 16 percent of impact and outcome level indicators are common indicators used by UNDP, UNFPA or UNICEF. In addition, 27 percent of organizational effectiveness and efficiency indicators are shared with these entities (13 out of 49 indicators).
- 31 percent of impact and outcome indicators are disaggregated by relevant categories specific to these indicators. UN-Women plans to present data disaggregated by disability status for 9 development results indicators.

Alignment with normative frameworks and harmonization with UNDP, UNFPA and UNICEF

The IRRF is aligned with relevant intergovernmental frameworks on gender equality and the empowerment of women as described in the Strategic Plan narrative. It highlights UN-Women's contribution to support the full, effective and accelerated implementation of the Beijing Declaration and Platform for Action and gender-responsive implementation of the Agenda 2030 for Sustainable Development.

All impact indicators and most outcome indicators are aligned with international frameworks, including Sustainable Development Goals. In addition, in line with the Strategic Plan guiding principle of leaving no one behind, included in the 2030 Agenda, UN-Women will strive to provide data disaggregated by relevant categories. The extent and level of disaggregation largely depends on factors that are sometimes beyond UN-Women's control, such as availability of disaggregated data at the national level.

The Strategic Plan and the IRRF were developed in consultation with UNDP, UNFPA and UNICEF. A results-based management working group looked into harmonization of approaches, including common approaches and indicators for monitoring and reporting. Shared indicators were adopted at the impact and outcome level whenever possible and relevant.

Logic underlying the IRRF and structure

The theory of change for development results, available in Annex II, provides the underlying logic for the IRRF. Through effective and efficient implementation of interventions, including by leveraging and catalyzing partnerships, UN-Women will achieve development outputs, which represent building blocks for the achievement of outcomes. In turn, outcomes will collectively lead to achieving the impact goal of the Strategic Plan.

It should be noted that this logic is a simplification of real relationships between impact, outcomes and outputs. In reality, interactions between the three result levels are complex. Some outputs can contribute to multiple outcomes and all outcomes are interdependent and mutually reinforcing. For example, outputs on the elimination of violence against women and girls may also contribute to women's increased capacity to participate equally in governance and decision-making processes, and to women's ability to gain economic autonomy, and vice versa.

These three levels of development results and one level of organizational effectiveness and efficiency results constitute the structure of the IRRF (see Figure 1):

- 1. *Impact indicators:*** These indicators measure the highest-level result that the organization aims to achieve in the long-term, with a vision to 2030. Impact-level results refer to ambitious changes in human lives, particularly the lives of women and girls. These results require action from many actors, including UN-Women, over a long period of time. All of UN-Women's impact-level indicators reflect international published data sources, such as the annual Secretary General's report *Progress towards the Sustainable Development Goals* (including its Statistical Annex and database). Baselines have been indicated when available. No 2021 targets have been set for impact level indicators, as UN-Women cannot establish them outside the scope of intergovernmental processes.
- 2. *Outcome indicators:*** Outcome-level results reflect key results to which UN-Women contributes in order to effect change at the impact level. They measure phenomena that often do not significantly change on an annual basis. Seventy percent of all outcome indicators are either SDG indicators or rely on internationally published data sources, such as Demographic Health Surveys, World Bank databases, or official reports of the Secretary-General. While baselines have been indicated when available, no 2021 targets have been set for SDG indicators and indicators from other international frameworks for which targets are not agreed. For outcome indicators, which rely on UN-Women reporting, UN-Women has identified 2021 targets as a direction of travel on the basis of an analysis of past and current trends.
- 3. *Output indicators:*** Output-level results are the near-term, direct consequence of UN-Women's interventions. Each output is designed to translate global norms into results for women and girls, in collaboration with the UN system and its partners, based on a common theory of change, which supports a division of responsibilities and is adjusted to country contexts and capacities. Output-level indicators have been designed in a way that they can be fully attributable to UN-Women and capture the direct contribution of the Entity. Often, output indicators measure UN-Women's contribution to the creation of an enabling environment or enhanced capacities of institutions or individuals to make changes in individual or institutional behaviours and practices. In order to capture UN-Women's progress

against its output level results on a regular basis, the IRRF provides a baseline, yearly milestones and a 2021 target for all output indicators. For all output indicators, the IRRF relies on data reported by UN-Women's country offices through its internal Results Management System.

In addition, a number of assumptions underlie the achievement of outcomes and outputs. These have been outlined in the overarching theory of change for development results (Annex II) or specific output theories of change. UN-Women advocates, partners and/or coordinates with Governments, the UN-system, civil society, the private sector and other key stakeholders to ensure that the necessary pre-conditions and assumptions to achieve development results are in place.

Data collection for outcome and output indicators

Baselines, milestones and targets have been identified for a third of outcome indicators and all output indicators. For all indicators, baselines refer to data from the year 2017, unless otherwise stated.

Milestones and targets, and when necessary baselines, have been set through a rapid survey exercise of UN-Women's regional, multi-country, country offices and programme presence. In some cases, results of this survey have been adjusted to match trends observed at the global and regional levels or levels of ambition set by UN-Women's management. Therefore, milestones and targets currently included in the IRRF provide general estimates only. These estimates will need to be adjusted after field offices complete their 2018-2021 planning through the Strategic Notes and Annual Work Plans process, done in collaboration with national partners and in line with principles of national ownership and leadership. Internal planning will start after endorsement of the Strategic Plan, 2018-2021, by the Executive Board.

As has been announced at the adoption of the Strategic Plan, UN-Women undertook a comprehensive validation exercise of its Integrated Results and Resources Framework at the start of the Strategic Plan cycle and more fully populated / updated values under 64 indicators (see Annex 1 for details). This present version is the updated IRRF.

In order to ensure quality assurance in data collection and reporting, UN-Women prepares methodological notes for each indicator. Methodological notes ensure a standardized understanding of the data to be captured for monitoring and reporting on progress on the Strategic Plan. They provide conceptual definitions of each indicator and detail methods of calculation, sources of data, criteria for scoring and the rationale behind target-setting. Methodological notes accompany the reporting templates sent to UN-Women field offices through the Results Management System for annual reporting. Required data disaggregation for each indicator will be included in all methodological notes.

Linking results to resources

UN-Women's allocation of resources to development results for the Strategic Plan 2018-2021 is informed by the following criteria:

- (1) 2016 expenditure;
- (2) expenditure trends by outcome area for the past 3 years; and
- (3) expected future demand based on secured revenue¹.

As it develops its programme management information systems, UN-Women will further refine these estimates during the Strategic Plan cycle. These will be reported through the Structured Dialogue on Financing with the Executive Board.

Based on the current methodology, the estimated allocation of resources per outcome is as follows:

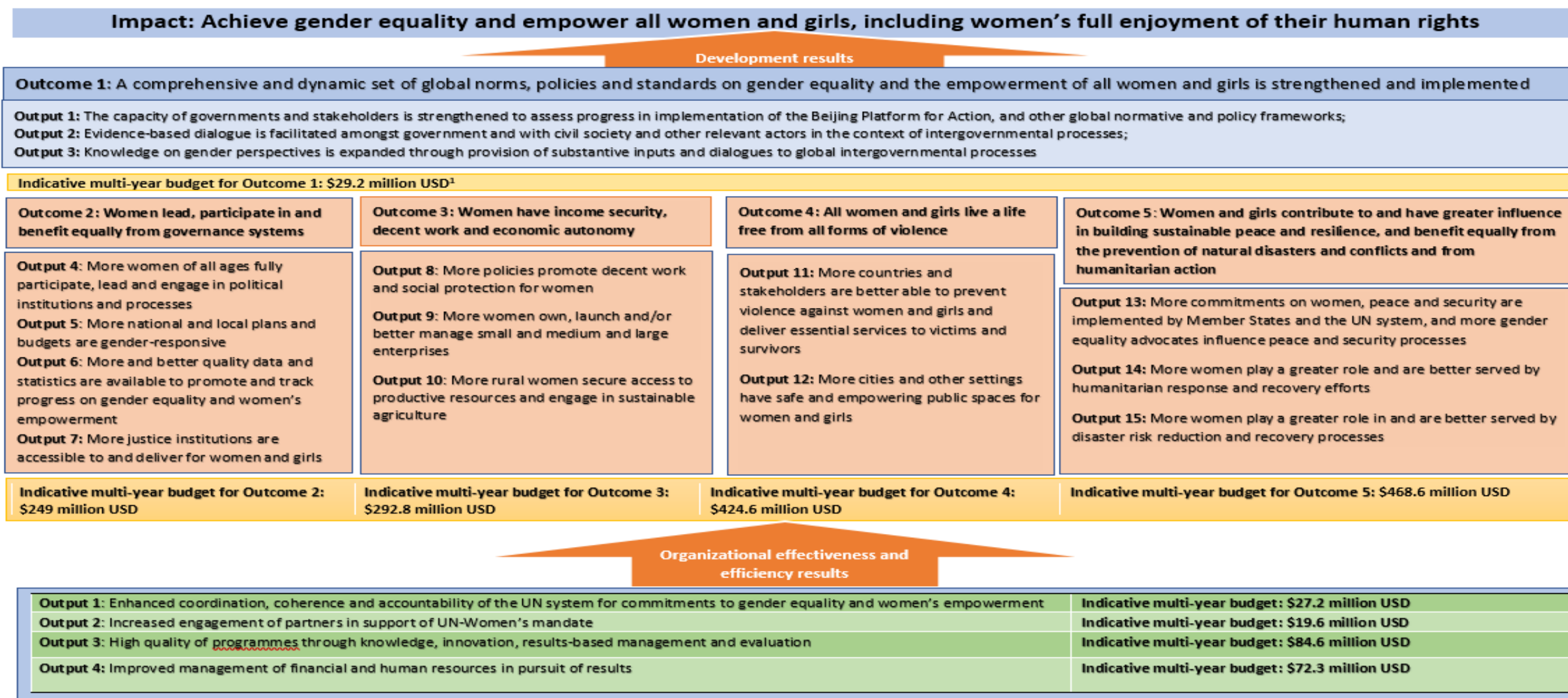
¹ For this analysis, UN-Women has also drawn upon the findings and data from its annual Structured Dialogue on Financing which provide clarity on: the demand for UN-Women's work across its strategic impact areas; existing levels of funding; resulting financing gaps as well as suggestions on how existing funding should be allocated in order to ensure that UN-Women is best able to leverage its existing resources to deliver on results.

- Outcome 1: A comprehensive and dynamic set of global norms, policies and standards on gender equality and the empowerment of all women and girls is strengthened and implemented— 2 per cent of voluntary contributions. In addition, this area of work retains 100 percent of regular budget resources received by UN-Women;
- Outcome 2: Women lead, participate in and benefit equally from governance systems — 17 percent;
- Outcome 3: Women have income security, decent work and economic autonomy— 20 percent;
- Outcome 4: All women and girls live a life free from all forms of violence — 29 percent;
- Outcome 5: Women and girls contribute and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and from humanitarian action— 32 percent.

Additional information on UN-Women’s approach to linking results to resources and other additional background documents can be found on the online portal on UN-Women’s Strategic Plan, available [here](#).

Figure 1: Visual representation of the results framework

UN Women’s strategic plan 2018-2021 Integrated Results and Resources framework



¹ This budget refers to voluntary contributions only and does not include assessed contributions

Integrated Results and Resources Framework

SDG Indicator

QCPR Indicator

Indicators shared with UNDP, UNFPA and/or UNICEF are reflected in pink

(A)= Annual measurement

(C)= Cumulative measurement

IMPACT: Achieve gender equality and empower all women and girls, including women’s full enjoyment of their human rights								
#	Indicator	Baseline	Milestones			Target 2021	Source	Possible disaggregation
			2018	2019	2020			
Impact Indicator 1	Proportion of seats held by women in (a) national parliaments and (b) local governments (SDG indicator 5.5.1)	23.4% ² (national parliaments)					Report of the Secretary-General <i>Progress towards the Sustainable Development Goals</i> , Statistical Annex, Global Database and The SDGs Report (local governments) IPU report <i>Women in parliament in 2018: The year in review</i> (national parliaments)	

² This data refers to (a) national parliaments.

#	Indicator	Baseline	Milestones			Target 2021	Source	Possible disaggregation
			2018	2019	2020			
Impact indicator 2	Proportion of population below the international poverty line, by sex, age, employment status and geographical location (urban/rural) (SDG indicator 1.1.1)	10.9 ³ (2013) Employed Population: 9.2% (2017) Employed Adults: 8.3% (2017) Employed Youth: 14.7% (2017) Employed Male: 9.1% (2017) Employed Female: 9.4% (2017)					Report of the Secretary-General <i>Progress towards the Sustainable Development Goals</i> , Statistical Annex, Global Database and The SDGs Report	Sex Age Employment status Geographic location (urban/rural)
Impact indicator 3	Proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual or psychological violence by a current or former intimate partner in the previous 12 months, by form of violence and by age (SDG indicator 5.2.1)	19.0% ⁴ (physical and/or sexual violence in 15-49 age group) (2005-2016)					Report of the Secretary-General <i>Progress towards the Sustainable Development Goals</i> , Statistical Annex, Global Database and The SDGs Report	Form of violence Age

³ This data refers to “Proportion of population below the international poverty line of US\$ 1.90 per day”. Adults refer to persons aged 25 and above; youth refers to those between 15 and 24 inclusive. Source: Statistical Annex of the Secretary General’s Report on the Progress towards the Sustainable Development Goals, 2018 version.

⁴ This data refers to “Proportion of ever-partnered women and girls aged 15-49 years subjected to physical or sexual violence by a current or former intimate partner in the previous 12 months”

#	Indicator	Baseline	Milestones			Target 2021	Source	Possible disaggregation
			2018	2019	2020			
Impact indicator 4	Percentage of peace agreements with specific provisions to improve the security and status of women and girls (indicator 8 of Secretary-General's Report on Women, Peace and Security)	70.0% (7/10) (2015)					Secretary-General's Report on Women, Peace and Security	
Impact indicator 5	Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population (SDG indicator 11.5.1)	Global data not available ⁵					Report of the Secretary-General <i>Progress towards the Sustainable Development Goals</i> , Statistical Annex, Global Database and The SDGs Report	Sex
Outcome 1: A comprehensive and dynamic set of global norms, policies and standards on gender equality and the empowerment of all women and girls is strengthened and implemented <i>Indicative multi-year budget: \$29.2 million (USD)</i>								
Outcome 1 Indicator 1	Percentage of resolutions adopted by the General Assembly that integrate gender perspectives	33% (2016)				45%	UN-Women desk review (A)	
Outcome 1 Indicator 2	Percentage of recommendations from the Secretary-General's report on the priority theme of the Commission on the Status of Women that are reflected in the Agreed Conclusions of the Commission on the Status of Women	85% (2016)				90%	UN-Women desk review (A)	

⁵ Country level data are available but no global level aggregate

#	Indicator	Baseline	Milestones			Target 2021	Source	Possible disaggregation
			2018	2019	2020			
Outcome 1 Indicator 3	Percentage of voluntary national reviews to the High-Level Political Forum on Sustainable Development that integrate gender perspectives	77% (2016)				85%	UN-Women desk review (A)	
Output 1: The capacity of governments and stakeholders is strengthened to assess progress in implementation of the Beijing Platform for Action, and other global normative and policy frameworks								
1.1	Number of countries supported by UN-Women to contribute to the review theme of the Commission on the Status of Women through voluntary national presentations	11	11	12	N/A ⁶	12	UN-Women desk review (A)	
1.2	Percentage of Member States expressing satisfaction with the support provided by UN-Women for the annual session of the Commission on the Status of Women ⁷	77%	77%	77%	78%	78%	Survey to Member States (A)	
1.3	Number of countries supported by UN-Women that undertake a 25-year review and appraisal of the implementation of the Beijing Platform for Action	0	15	85	90	90 ⁸	UN-Women desk review (C)	

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