



Management Response to the corporate evaluation of the contribution of UN-Women to United Nations system coordination on gender equality and the empowerment of women

OVERALL COMMENTS

UN-Women congratulates the evaluators for having conducted the first corporate formative evaluation of the implementation of the Entity's inter agency and system wide functions for gender equality and the empowerment of women. The evaluation provided timely insights and lessons learned, useful for implementation of UN-Women's composite mandate. The evaluation yields both an assessment of the achievements in leveraging the collective strength of the UN system and offers recommendations to further enhance aspects of the Entity's coordination functions, which effectively enhance programmatic and functional coherence.

UN-Women itself is the result of Member States' resolve to achieve greater coherence. Its universal mandate integrates development, peace and security, humanitarian action and human rights, through normative support, coordination, and operational activities. This integration enables us to work cohesively across the three "pillars" of the UN, and to support governments to achieve their gender equality commitments.

The Commission on the Status of Women at its 59th and 60th sessions requested the Entity to fully leverage the UN system for the effective and accelerated implementation of the Beijing Platform for Action, and the gender responsive implementation of the 2030 Agenda for sustainable development.

UN-Women is fit for purpose to deliver results – including jointly with the rest of the UN System. The Entity has gone through a full process of maturity both in terms of strategic positioning and of organizational effectiveness, as it was also confirmed by other evaluations and multilateral reviews. UN-Women sees its role as true catalyst for change by utilizing its triple mandate (normative, coordination and operational) in a fully integrated fashion, and ensuring coherence in its work, especially as is increasingly defined by the context of the 2030 Agenda and the Sustainable Development Goals.

RECOMMENDATIONS 1

UN-Women should continue to actively engage in strategic dialogue with other UN entities and Member States, through existing mechanisms at all levels of the UN, to catalyze greater system coordination and coherence, particularly on GEEW

MANAGEMENT RESPONSE

UN-Women fully agrees with this recommendation.

Greater coordination and coherence across the work on gender equality and the empowerment of women, including its mainstreaming in the broader work and functions of the UN system constitutes an imperative of the current political and economic context.

Most specifically, the SDGs constitute a set of interconnected goals that require an integrated

SELECT ONE OF THE BELOW

Accepted

approach for implementation such that the sum of the contributions of the UN system lead to a result larger than the component parts of its contributions. It is this integration of approaches and complementarity of mandates that makes the UN fit for purpose.

The Entity will continue to ensure UN coordinated input to the annual sessions of the Commission on the Status of Women, including through developing UN joint statements on its priority themes. It will also continue to leverage the UN system to ensure effective gender mainstreaming in key intergovernmental processes and outcomes, such as for example in Habitat III and the UN summit on migrants and refugees.

The Entity will support the implementation of the 2030 agenda for sustainable development in line with the common principles guiding the UN System that were endorsed by the CEB in April 2016. By contributing to the ECOSOC Dialogue on the longer term positioning of the UN Development System, UN-Women will assist member states, as needed and jointly with other UN entities, in the development of the new QCPR, including with regards to UN coherence and delivering as one for gender equality and the empowerment of women.

UN-Women will continue to leverage the UNDG through its Advisory Group and the Working Group on Sustainable Development. It will also co-chair the Programme Working Group, the Communication and Advocacy Working Group as well as the Task Team on Gender Equality. As co-chair of the Programme Working Group, UN-Women will focus on the finalization and roll out of the new UNDAF guidance for UNCTs, which includes a strong focus on human rights and gender equality as key programming principles for the UNDAF.

At the country level, it will also support the finalization and application of the updated Gender Scorecard. UN-Women will work with UNCTs to strategically position gender equality and the empowerment of women, using a human rights based approach including through joint analysis of inequalities and discrimination patterns.

Since its establishment, UN-Women has formalized over 130 MOUs with UN/IFI/IGO entities aimed at fostering partnerships collaboration and joint action in areas of mutual interest. The Entity will continue to enter into formal agreements as necessary to further its system wide and inter agency functions and collaboration with UN System entities.

UN-Women's Regional Offices will support Regional UNDGs with leadership and substantive contributions, including through dedicated working groups on gender equality issues in the context of the SDGs.

Management Response to the corporate evaluation of the contribution of UN-Women to United Nations system coordination on gender equality and the empowerment of women

KEY ACTION	TIME FRAME	RESPONSIBLE PARTY FOR IMPLEMENTATION	STATUS	COMMENTS
1. Develop an Internal Framework for Action on the 2030 Agenda that builds on and promotes UN coherence for GEEW	December 2016	UN-Women WG on the implementation of the 2030 Agenda	Initiated	
2. Engage to support a strong gender outcome in the new QCPR, including through: a) provide substantive input in development of UNDG proposals for the new QCPR b) lead the UNDG on the mapping of human resources focusing on gender in the UN System c) contribute to development of its new monitoring framework	July 2016 September 2016 July 2017	DED Programme and Policy and UN Coordination Division UN Coordination Division UN Coordination Division and PPGU (DESA led)	Completed Initiated	
3. Co-lead UNDG Programme WG in finalizing UNDAF guidance for UNCTs	February 2017	Programme Division	Initiated	

RECOMMENDATIONS 2
UN-Women should align the current Coordination Strategy with the Strategic Plan and current UN context, bringing greater focus on UN coordination as a means for development results/changes for GEEW

<p>MANAGEMENT RESPONSE</p> <p>UN-Women fully agrees with this recommendation.</p> <p>Aligning its system wide and interagency functions with its Strategic Plan is key. In the current Strategic Plan (2014-2017) leveraging the collective strength of the UN system forms an integral part of the Entity's approach to achieving gender equality results. Both the Development Results Framework (DRF) and the Operational Effectiveness and</p>	<p>SELECT ONE OF THE BELOW</p> <p>Accepted</p>
---	---

Efficiency Framework (OEEF) feature specific coordination results. In its new Strategic Plan (2018-2021) these aspects and leveraging of the entity's triple mandate (normative, coordination and operational) in a coherent and mutually reinforcing fashion are expected to be further strengthened.

UN-Women will continue to support policy development for enhanced gender mainstreaming as a key lever for fostering substantive results for GEEW across the UN system

UN-Women's coordination strategy and related ToC will be reviewed and updated to address the findings of this evaluation, and those emerging from the evaluation of the implementation of the Entity's regional architecture.

The Mid Term Review of the Strategic Plan 2014-2017 addresses coordination results and UN-Women contribution to the implementation of the QCPR. The ultimate objective of the Entity's coordination functions is to expand and maximize positive changes for gender equality consistently with the SDGs. In this context, the Entity's engagement in inter agency coordination mechanisms ad process at all levels will be closely linked with supporting the achievement of substantive changes for gender equality and the empowerment of women. Its Results Management System will be further upgraded to better capture results of the Entity's coordination functions (e.g. Joint Programmes - Gender Theme Groups - UNDAF results groups etc.).

The Flagship Programme Initiatives (FPIs) - currently being rolled out - will constitute a key aspect of the updated coordination strategy. Thanks to their comprehensive theories of change, the FPIs provide clear opportunities to capitalize on the vast expertise and capacity available in the UN System to support transformative change for gender equality and the empowerment women, beyond the specific contributions of UN-Women.

Ongoing changes in accountability frameworks for gender equality and the empowerment of women, both at global and country levels, address the need to ensure stronger linkages between institutional performance and development results, consistently with the SDGs, and to increase overall effectiveness of the UN System (see response to recommendation 5 for greater detail).

KEY ACTION	TIME FRAME	RESPONSIBLE PARTY FOR IMPLEMENTATION	STATUS	COMMENTS
------------	------------	--------------------------------------	--------	----------

Management Response to the corporate evaluation of the contribution of UN-Women to United Nations system coordination on gender equality and the empowerment of women

1. Reflect and align development and organizational results of UN-Women's coordination mandate in the new Strategic Plan	June 2017	EDO with support from Programme, Policy and UN Coordination Divisions		
2. Integrate FPIs into the Strategic Notes of ROs, MCOs and COs	June 2017	Programme Division	Initiated	
3. Update UN-Women Theory of Change and Coordination Strategy on the implementation of its coordination mandate	February 2017	UN Coordination Division in collaboration with Programme, Policy and other relevant Divisions		
4. Upgrade Results Management System to better capture results of Entity's coordination functions (e.g. Joint Programmes - GTGs - UNDAF results groups etc.)	June 2017	PPGU with support from UN Coordination Division		

RECOMMENDATIONS 3

UN-Women should align the scope of its mandate with its resource base

MANAGEMENT RESPONSE

UN-Women partially agrees with this recommendation.

The Entity does not have the authority to modify the scope of its mandates. However, UN-Women concurs that resource constraints have impacted on the Entity's ability to fully leverage its system wide and inter agency functions, and to enhance gender mainstreaming in the UN System, especially at the country level.

Notwithstanding this, and while simultaneously striving to diversify and raise its resource base, all efforts will be made to better align its implementation with its current resource base and in accordance with the findings of this evaluation, as well as of those emerging

SELECT ONE OF THE BELOW

Partially accepted

from the evaluation of the implementation of the Entity's regional architecture. This applies to its work in all locations.

UN-Women is investing heavily in strengthening and focusing its programming, broadening its normative reach, and developing its operational systems, most notably its Results Management System (RMS) in order to ensure an ever more precise costing of the organization's work and greater transparency and accountability on funding allocation and gaps as inputs to its structured dialogue. This system will allow the linking of results to resources and people, and enable regular progress monitoring. Notably, UN-Women will be able to track budgets and expenditures against its strategic plan, including the Flagship Programme Initiatives (FPIs).

With reference to implementation of its coordination mandate, UN-Women will include a resource mobilization section in the forthcoming guidance (as per response to Recommendation 4). UN-Women's approach to addressing existing resource constraints will be in line with option B identified by the evaluation, i.e. better integrating financing for the coordination function in the Entity's resource mobilization strategy. These may include: applying direct costing for coordination functions into programme implementation; leveraging the FPIs as a platform to attract additional non-core resources to support transformative change through Inter agency engagement; accessing dedicated capacity for coordination through - *inter alia* - the Junior Professional Officer programme and UN Volunteers, as well as exploring the possibility of replicating models such the Swedish funded SARC (Special Assistant to the Resident Coordinator); reviewing functional responsibilities of regional planning and coordination specialists across ROs, to maximize capacity for coordination.

With particular reference to the regional level, UN-Women agrees that merging the strategic planning and coordination functions is not an ideal arrangement and limits the ability of regional offices to adequately support both aspects of the Entity's work. However, the Entity is currently not in a position to add a full time staff in each regional office.

KEY ACTION	TIME FRAME	RESPONSIBLE PARTY FOR IMPLEMENTATION	STATUS	COMMENTS
1. Review project development and approval requirements to ensure integration of direct costing for coordination	June 2017	Programme Division (PSU)		

Management Response to the corporate evaluation of the contribution of UN-Women to United Nations system coordination on gender equality and the empowerment of women

functions whenever applicable				
2. Review functional responsibilities of regional planning and coordination specialists across ROs, to maximize capacity for coordination	March 2017	PPGU and UN Coordination Division		
3. Develop standard job descriptions for JPO coordination officers at HQ, regional and country levels	December 2016	UN Coordination and Programme Divisions		

RECOMMENDATIONS 4
UN-Women should provide operational guidance for UN-Women staff on how to approach, plan, implement and report on the Entity’s UN coordination role in different geographic and thematic contexts

MANAGEMENT RESPONSE

UN-Women fully agrees with this recommendation.

This evaluation represented a timely exercise to better understand how the Entity adapts the implementation of its system wide and interagency functions across the themes and contexts in which it operates.

The evaluation of the implementation of UN-Women's regional architecture is currently being finalized and confirms that the ability of the Entity to integrate its triple mandate varies depending on the typology of field presence.

UN-Women will further clarify operational guidance for the implementation of its coordination role and functions. The operational guidance will complement the updated coordination strategy, by providing additional operational clarity - both internally as well as with respect to UN partners - on the implementation of the Entity's coordination mandate.

The guidance will be aligned with the new QCPR, relevant CEB principles and policies,

SELECT ONE OF THE BELOW

Accepted

the new Strategic Plan and Strategic Framework of UN-Women and its Flagship Programmes. Drawing on the principle of flexibility and context specific, it will identify 'minimum requirements' for coordination across the spectrum of contexts and typologies of field presence.

UN-Women will continue to strengthen its foundations for knowledge exchange and operational coherence. Knowledge platforms such as the internal Community of Practice for interagency coordination on Gender Equality and the Empowerment of Women will be maintained, while thematic ones are under development. Broader and deeper operational coherence will be supported through programming initiatives and instruments of system wide gender mainstreaming and accountability such as the flagship programmes, the new UN-SWAP and UNCT Scorecard.

KEY ACTION	TIME FRAME	RESPONSIBLE PARTY FOR IMPLEMENTATION	STATUS	COMMENTS
1. Develop operational guidance for the implementation of the Entity's coordination mandate	February 2017	UN Coordination Division, Programme Division and Policy Division		
2. Develop COPs across the key priority areas of the strategic plan	June 2017	Policy Division		

RECOMMENDATIONS 5
UN-Women should enhance the role it plays in promoting UN system accountability for its commitments on GEEW

<p>MANAGEMENT RESPONSE</p> <p>UN-Women fully agrees with this recommendation.</p> <p>UN-Women agrees with the evaluation that the UN-SWAP has played a major role in improving overall accountability of the UN System on gender equality and the empowerment of women. UN-Women will continue to support entities reporting in 2016 and 2017 assisting them, resource permitting, to further improving their implementation of performance standards.</p> <p>Working in consultation with the network of gender focal points system-wide, UN-</p>	<p>SELECT ONE OF THE BELOW</p> <p>Accepted</p>
---	---

Management Response to the corporate evaluation of the contribution of UN-Women to United Nations system coordination on gender equality and the empowerment of women

<p>Women will update the UN SWAP (UN-SWAP 2), expecting to roll it out in 2018. The UN-SWAP 2 is to be piloted in 2017.</p> <p>Within the UNDG task team on gender equality, UN-Women is working with UNDP to revise the existing gender scorecard and develop a country level UN SWAP for implementation by UN country teams. The new tool will align with the UN SWAP, the SDGs and the new UNDAF guidance that is currently being finalized by the UNDG. Following a pilot phase in 2016, the new tool will be made available to UNCTs - through the UNDG - in 2017.</p>				
KEY ACTION	TIME FRAME	RESPONSIBLE PARTY FOR IMPLEMENTATION	STATUS	COMMENTS
<p>1. Roll out a new UN-SWAP framework:</p> <p>a) Development</p> <p>b) Roll out</p>	<p>December 2016</p> <p>January 2018</p>	<p>UN System Coordination Division</p>	<p>Initiated</p>	
<p>2. Develop and roll out new gender marker guidance focused on common coding standards</p>	<p>February 2017</p>	<p>UN System Coordination Division</p>	<p>Initiated</p>	
<p>3. Roll out a new version of the gender scorecard - for implementation by UN country teams</p>	<p>July 2017</p>	<p>UN System Coordination Division</p>	<p>Initiated</p>	
<p>4. Provide guidance for the development and implementation of entity specific accountability tools including gender policies and gender responsive strategic plans</p>	<p>January 2018</p>	<p>UN System Coordination Division</p>	<p>Initiated</p>	

RECOMMENDATIONS 6

UN-Women should strengthen its efforts to ensure that GEEW principles are consistently taken into account by the UN system in the areas of UN-Women’s thematic expertise

MANAGEMENT RESPONSE

UN-Women fully agrees with this recommendation.

UN-Women agrees that effectively leveraging the UN system across key impact areas is crucial.

As part of its response to the growing demand for knowledge, evidence and gender expertise, UN-Women has played a catalytic role in supporting cutting-edge research across thematic areas, building partnerships and in developing innovative programming in response to findings. UN-Women's contributions and expertise continue to be in high-demand also in the development of gender statistics and gender-responsive budgeting.

The Entity will promote development of joint initiatives and gender-sensitive analysis through both UN-Women-led thematic coordination mechanisms across its priority impact areas, as well as others to which it will be able to contribute.

UN-Women will host the Secretariat for the UN Secretary General High-level Panel on Women's Economic Empowerment, and support related research and analysis. The Entity will be active in several other senior level coordination mechanisms, and seek membership in other senior management groups, such as for example the Senior Action Group of the Human Rights up Front initiative and the Senior Advisors’ Meeting on Peace and Security.

Through the UN Partnership on the Rights of Persons with Disabilities (UNPRPD) UN-Women will contribute to gender mainstreaming in joint UN initiatives to implement the Convention on the Rights of Persons with Disabilities (CRPD).

Humanitarian Action

At the corporate level, UN-Women will continue to enhance its role in the coordination of humanitarian action by developing its partnership with the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), including through the development of joint pilot initiatives in the Central African Republic, Colombia, Nepal, South Sudan, and the State of Palestine.

UN-Women will strengthen strategic partnerships with the Office of the United Nations High Commissioner for Refugees (UNHCR) and the United Nations Office for Disaster Risk Reduction (UNISDR) to further promote its coordination role in refugee humanitarian contexts and in DRR and resilience strategic planning.

SELECT ONE OF THE BELOW

Accepted

Management Response to the corporate evaluation of the contribution of UN-Women to United Nations system coordination on gender equality and the empowerment of women

<p>Within the Inter Agency Standing Committee (IASC), UN-Women maintains its role as one of the Co-Chairs and the Secretariat of the Gender in Humanitarian Action Reference Group, which is the IASC’s global community of practice on GEWE in humanitarian action.</p> <p>At the field level, UN-Women will place greater emphasis on strengthening its engagement in humanitarian coordination and programming. UN-Women has identified four core actions which are primarily focused on its coordination role: 1) Coordination and leadership – UN-Women will provide technical capacity to ensure planning and implementation of humanitarian response integrates gender equality and women’s empowerment; 2) Capacity building – UN-Women will support the capacity of national gender authorities, civil society organizations and other relevant local stakeholders to engage with, and contribute to, the planning and implementation of gender-integrated humanitarian action; 3) Evidence-based response – UN-Women will support humanitarian coordinators to identify and address the response and recovery needs of crisis-affected populations by undertaking gender-focused assessments; 4) Targeted programming – Where programming gaps are identified, UN-Women will respond operationally, providing crisis-affected women with the protection, empowerment and livelihood services they need.</p> <p>UN-Women will roll out two flagship programme initiatives to achieve transformative results through gender equality and women’s empowerment in humanitarian action. These are high-impact scalable initiatives focused on “Women’s Leadership, Empowerment, Access and Protection (LEAP) in Crisis Response” and “Addressing the Gender Inequality of Risk and Promoting Community Resilience to Natural Hazards in a Changing Climate”.</p> <p>UN-Women will continue to advocate for membership to the IASC, the primary mechanism for inter-agency coordination of humanitarian assistance. UN-Women will continue to advocate for accountability for gender equality in the processes, following the World Humanitarian Summit, and as the co-chair of the IASC Gender Reference Group.</p> <p>UN-Women will also continue to advocate for sex and age disaggregated data to allow for systematic analysis of the extent to which humanitarian assistance responds equally to the needs of women and men and leads to gender-related outcomes.</p>				
KEY ACTION	TIME FRAME	RESPONSIBLE PARTY FOR IMPLEMENTATION	STATUS	COMMENTS

1. Follow-up on requests for membership in key UN senior-level coordination mechanisms across relevant thematic areas.	June 2017	Policy, Programme and UN Coordination Divisions		
2. Develop IASC Gender Policy Statement on Accountability Framework and update the IASC Gender in Humanitarian Action Policy Statement	December 2017	Humanitarian Unit within the IASC Gender Reference Group		
3. Develop global Indicators to measure UN-Women's effectiveness and contribution to change for women and girls in Humanitarian Response and Recovery	December 2016	Humanitarian Unit		

RECOMMENDATIONS 7

UN-Women should modify policies and practices in order to model a gender-responsive organization for the UN

MANAGEMENT RESPONSE

UN-Women partially agrees with this recommendation.

As regards HR policies, the key standards and principles on Human Resource Management are set out in the Staff Rules and Staff Regulations of the United Nations. UN-Women is subject to these rules and regulations, under its delegation of authority in HR matters from the Secretary-General. The delegation specifies that the entitlement of UN-Women staff members to allowances and benefits must be in accordance with applicable Staff Regulations and Rules and related administrative instructions issued under the authority of the Secretary-General;

UN-Women is well represented at the International Civil Service Commission (ICSC) and HR Network sessions and advocates towards incorporating the gender lens in all policy making discussions. During the ICSC compensation review exercise, which was approved by the General Assembly in December 2015 – UN-Women strongly advocated for providing additional support to single parents with a view to further promote the recruitment and retention of staff, in particular female staff.

SELECT ONE OF THE BELOW

Partially accepted

Management Response to the corporate evaluation of the contribution of UN-Women to United Nations system coordination on gender equality and the empowerment of women

KEY ACTION	TIME FRAME	RESPONSIBLE PARTY FOR IMPLEMENTATION	STATUS	COMMENTS
1. Develop and roll out a UN-Women gender diversity and inclusion strategy and plan for implementation	June 2017	Human Resources in consultation with UN System Coordination Division	Initiated	
2. Conduct unconscious bias and safe to speak up training for all staff	March 2017	Human Resources		
3. Audit of existing UN-Women HR policies and practices	July 2017	Human Resources in consultation with UN System Coordination Division		
4. Review the effectiveness of existing flexible work arrangements and implement identified improvements	July 2017	Human Resources in consultation with SMT		
5. Design and roll out mentoring and leadership programmes to foster female leadership	December 2016	Human Resources in consultation with SMT	Initiated	
RECOMMENDATIONS 8				
UN-Women should strengthen gender-focused coordination mechanisms at HQ and in the field that have been key in the Entity's approach to implementing its UN coordination mandate				
UN-Women fully agrees with this recommendation.			Accepted	
UN-Women concurs with the evaluation findings that the Entity has contributed to strengthening the functioning of inter-agency coordination mechanisms at global, regional and country levels.				

<p>At the global level, the focus and purpose of the IANWGE will continue to promote substantive exchanges across entities on gender related aspects of global policy debates and intergovernmental processes.</p> <p>The Entity will continue to engage with Inter-agency networks such as the Finance and Budget Network, the Strategic Planning Network, the UN Evaluation Group and others to support harmonization and coordination within the context of accountability for the work of the UN on Gender Equality and the Empowerment of Women</p> <p>At the regional and country level, the Entity will continue to leverage and strengthen gender theme groups and UNDAF results groups to support stronger strategic positioning and joint action by UNCTs.</p> <p>Within the context of the overall realignment of UNDG working mechanism to address the 2030 agenda for sustainable development and the SDGs, the Task Team on gender equality was placed under the working group on sustainable development.</p> <p>The UNDG working mechanisms focus on supporting the RC system and UNCTs. Since the purpose and focus of the IANWGE and the UNDG Task Team on Gender Equality are distinct, it appears more appropriate to maintain the existing separate set ups.</p> <p>A HQ standing committee will be set up to ensure a more coordinated approach to the Entity's work in the UNDG and its working mechanisms.</p>				
KEY ACTION	TIME FRAME	RESPONSIBLE PARTY FOR IMPLEMENTATION	STATUS	COMMENTS
1. Review the working methods of the IANWGE	March 2017	UN Coordination Division		
2. Update the UNDG resource guide for the functioning of Gender Theme Groups	June 2017	UN Coordination Division within UNDG Task Team on Gender Equality		

Management Response to the corporate evaluation of the contribution of UN-Women to United Nations system coordination on gender equality and the empowerment of women

3. Upgrade Results Management System to better capture results of Entity's coordination functions (See action 4 under Recommendation 2)	June 2017	PPGU with support from UN Coordination Division		
4. Set up a HQ coordination committee on UN-Women's participation in the UNDG and its working mechanisms	September 2016	All divisions involved in UNDG working mechanisms (Programme, Policy and UN Coordination, Communication and Advocacy, DMA, Human Resources)	Initiated	