



United Nations Entity for Gender Equality and the Empowerment of Women

Corporate Evaluation on Strategic Partnerships for Gender Equality and the Empowerment of Women



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- ❑ UN-Women welcomes the overall positive findings and conclusions of the evaluation, which recognizes UN-Women's successes in forging multi-stakeholder and complex partnerships across all areas of its work.
- ❑ UN-Women views the evaluation as a valuable point of reference on priority areas to strengthen its work in partnerships.
- ❑ UN-Women takes note of the recommendations, which are practical and in line with initiatives already underway, including UN-Women's approach to strengthening the framework and systems for developing strategic partnerships.

- ❑ The evaluation was timely as UN-Women redoubles its efforts to diversify and deepen its donor base, and articulates how partnerships at all levels are essential to the successful implementation of the Strategic Plan 2018-21.
- ❑ The evaluation also reiterates the need for UN-Women to increase its investment in non-traditional sources of funding, for example, from individuals. This diversification requires resources to be strategically invested with the expectation of returns in the medium to long-term.
- ❑ UN-Women relies on its Executive Board members and other donors to support the mobilization of resources that can be leveraged for a multiplier effect on our partnerships and fundraising efforts.

- ❑ UN-Women accepts this recommendation. Diverse strategic and catalytic partnerships are a prerequisite for UN-Women to achieve and scale up results.
- ❑ UN-Women has incorporated enhanced content on partnerships, including indicators, in the zero-draft Strategic Plan 2018-2021 presented for consideration of the Executive Board in its 2017 Annual Session.
- ❑ UN-Women is also articulating its approach to innovation in finalizing its 2018-21 Strategic Plan.
- ❑ UN-Women has established an enterprise risk management policy and framework. Resource mobilization related to partnerships has been highlighted as a high-impact risk, which was addressed with the development of a due diligence system for the private sector overseen by an internal Due Diligence Committee.

- ❑ UN-Women accepts this recommendation.
- ❑ Where processes are concerned, at the end of 2015 UN-Women initiated a thorough business mapping and re-engineering exercise of Programme and Policy (Pillar B) operations that addressed barriers to partnerships with a wide range of partners, including the private sector.
- ❑ The system of RM Focal Points in the field that is now in place, complemented by the establishment of a Community of Practice and the launch of a client relationship management (CRM) system, are the channels through which this recommendation will be implemented.
- ❑ UN-Women is developing a programme management training for staff, which will be rolled out in the second quarter of 2017.

- ❑ UN Women accepts this recommendation.
- ❑ While SPD is providing oversight and guidance on several aspects of partnerships, other UN-Women units (i.e. Civil Society Section, Coordination Division, “HeForShe” campaign team, Policy Division, Intergovernmental Support Division, and country and regional offices) are all engaged in partnerships development, which will be reflected in workflows.
- ❑ In October 2016, UN-Women decentralized donor reporting, requiring country offices to be fully accountable for narrative reporting to funding partners following the business process review in 2016. The change in donor reporting accountability lines and systems, and the decision to launch the CRM project, are major steps forward to deliver on this recommendation.

- ❑ UN-Women is revising partnership modalities to foster long-term gender-responsive partnerships in the field by implementing the UN's Joint Inspection Unit (JIU) recommendations related to this.
- ❑ Alongside the Leads System (RM pipeline tracking tool built in-house), the development of the CRM will support a holistic view of UN-Women's current and potential partners and contribute to the development of strategic partnerships.

- ❑ UN-Women is already implementing this recommendation.
- ❑ UN-Women delivers interventions at the country level through strategic multi-stakeholder partnerships, which complement and strengthen each other, to ensure that expected results are achieved, providing value for money and enhancing local ownership and sustainability.
- ❑ Rather than try to mediate between different world views, which are the basis of diversity, UN-Women is working with diverse stakeholders towards a common vision of gender equality, women's rights and women's empowerment.

- ❑ In addition to partnership development with civil society UN-Women will:
 - (i) support civil society mobilization and alliance-building at global and local levels, including through catalytic funding;
 - (ii) use the organization's political convening and advocacy role to bring multiple stakeholders together in support of an enabling environment for GEEW and feminist and social justice action and actors;
 - (iii) strengthen work with non-traditional partners, such as faith-based groups, men and boys, trade unions, academia, and others to expand the constituency of gender equality advocates and strengthen inclusive and human rights-based approaches to gender equality that contribute to the SDG promise to leave no one behind.

- ❑ In line with this recommendation, UN-Women will continue to identify ways to incentivize its leadership, particularly at the country level, to identify opportunities for partnership and to formulate strategies for the achievement of results that leverage partnerships effectively.
- ❑ UN-Women will also: i) explore better articulation of expectations for partnership development in performance management and key performance indicators; ii) closely review draft Country Office Strategic Notes for their approach to partnerships in the achievement of results; and iii) undertake specific analysis of country-level annual reporting to examine the approaches to partnership that are reflected in reporting.

- ❑ UN-Women accepts this recommendation, which is already being implemented, and will continue to support women's organizations at country level.
- ❑ UN-Women uses its access to government to open spaces for civil society to participate in decision-making at all levels, develops the skills and capacities of its partners and supports their access to funding and knowledge sharing (e.g. 40 CSAGs have been established).
- ❑ UN-Women has been a steady and reliable partner to women's rights groups and convenes a broad-range of civil society in support of national dialogue on key issues.

- ❑ UN-Women will focus on:
- ❑ (i) strengthening civil society and women's organizations' core capacities beyond programme implementation;
- ❑ (ii) supporting women's agendas towards building an inclusive movement for GEEW; and
- ❑ (iii) strengthening our mechanisms to ensure mutual accountability in partnerships with civil society.

- ❑ UN-Women accepts this recommendation, which is already being implemented.
- ❑ UN-Women distinguishes between its diverse private sector partners (e.g. corporations, non-profit foundations, UN-Women National Committees, high-net-worth individuals) with its approaches and due diligence practices, and coordinates across its organization to pursue programmatic collaboration with them as both agents of change and funding partners.
- ❑ UN-Women recognizes that it could strengthen its capacities and structures with regard to the private sector, however it operates in a context of modest financing and competing demands for organizational resources.

- ❑ UN-Women accepts this recommendation and will work to strengthen partnerships with UN entities.
- ❑ UN-Women is addressing elements reflected in this recommendation as part of its response to the evaluation of its coordination mandate that was submitted to its Executive Board in September 2016.
- ❑ At regional and country level UN-Women leverages existing UN coordination mechanisms (UNCT, GTGs, UNDGs, joint programmes/pooled funds) to mainstream gender, seek coherence and coordination with other UN agencies.

- ❑ At the global level, UN-Women is engaging Member States, through ECOSOC, leading to the new QCPR, which addresses UN system partnerships.
- ❑ UN-Women's Flagship Programme Initiatives are at the core of its programmatic agenda, and will contribute to reduce transaction costs and staff burden in partnership development and stewardship.

- UN-Women accepts this recommendation. While a single model is not suited to the diversity Member States and contexts in which UN-Women operates, UN-Women is exploring possible models to improve coordination (e.g. UN-Women has developed a Strategic Partnership Agreement Frameworks with the Governments of Australia and Spain that may apply to a range of funding partners).
- UN-Women has also revised the TOR for its Strategic Partnerships Division to strengthen internal coordination with its Programme and Policy pillars, which ensures, among others: (i) completion of the CRM; common partner-intelligence system accessible across the organization; improved donor intelligence and joint training opportunities, establishment of a Community of Practice.



Thank You