



**EFFECTIVENESS AND
EFFICIENCY ASSESSMENT OF UN WOMEN
FLAGSHIP PROGRAMME INITIATIVES AND
THEMATIC PRIORITIES OF THE
STRATEGIC PLAN 2018-2021**

MANAGEMENT RESPONSE

| Overall comments



UN Women is committed to leveraging the process of the development of the next Strategic Plan to further refine programming instruments and related oversight and accountability systems to implement transformative programmes for women and girls at global, regional and national levels.

UN Women appreciates the evaluation's findings that the FPIs had an overall positive effect on the evolution of the organization's programming.

UN Women acknowledges that, while FPIs provided a unified framework for programming, there has been a diversified approach to the development and rollout of the FPIs.

Most of the ongoing work of the new SP development is in line with these recommendations: sharpening programmatic focus, consolidating field presence typology, clarifying HQ functions, roles, responsibilities, adjusting oversight and accountability frameworks in line UN Women 2.0.

Programming Focus

Recommendation 1	Status	Response
<p>UN Women should explicitly state thematic programme focus, field delivery footprint and reaffirm “second generation FPIs” as a programmatic instrument based on field capacity and resource mobilization targets in the next SP</p>	<p>Accepted</p>	<ul style="list-style-type: none">• UN Women strongly agrees that its levels of revenue and programmatic footprint continues to necessitate effective programming instruments and modalities to deliver scalable impacts and enhance operational efficiencies.• The development of the new SP currently underway will provide greater detail as to whether these programming instruments will take the form of "second generation FPIs" or other programming modalities.• The corporate theory of change under development aims at further sharpening and standardization of programmatic focus.

Oversight and accountability at the corporate level

Recommendation 2	Status	Response
UN Women senior leadership should drive accountability for implementation of agreed corporate programmatic approaches and supporting business processes by clearly anchoring oversight and supervisory responsibilities for the “next generation FPIs” in PPID.	Accepted	<ul style="list-style-type: none">• UN Women agrees that PPID plays the lead, in close consultation with Regional Offices, in driving accountability for implementation of corporate programmatic approaches. SPRED, DMA and SPD support these management arrangements through their respective functions of planning, operational support, processes and resource mobilization.• Matrix arrangements should fully leverage and better connect policy expertise at headquarters and regional level. These aspects are a focus of the change management process and among the next steps towards creating UN Women 2.0.

UN Coordination and UN Women's triple mandate

Recommendation 3	Status	Response
<p>UN Women should clearly define how it will leverage its UN coordination mandate and UN reform to amplify GEWE results through its programming and establish its own programmatic footprint, where UN Women is recognized as the key thematic programme leader.</p>	<p>Accepted</p>	<ul style="list-style-type: none">• The next SP aims at fully integrating UN Women’s triple mandate as part of its programming and establishing UN Women as the key knowledge and thematic programme leader on GEWE.• UN Women will continue to focus its UN coordination role to support greater system-wide accountability for gender equality and ensure the centrality of enhanced gender mainstreaming in the UN System.• In the context of their next SPs, UNDP, UNICEF, UNFPA and UN Women are aiming to further strengthen their joint work in pursuit of strategic and coherent results that are harmonized and standardized.

Coordination at all levels of the organization

Recommendation 4	Status	Response
<p>Develop global, regional and country “second generation” FPI modalities for each of the planned GEWE pillars, with theories of change and analysis of actions that link the normative, coordination and operational aspects of UN Women’s integrated mandate. In addition, differentiate actions and results at the global, regional and country level.</p>	Accepted	<ul style="list-style-type: none">• UN Women agrees with the recommendation to ensure clarity on programming modalities, roles and responsibilities between the global, regional and country levels. As the development of the next SP is still in an early phase, it is too early to define these modalities as “second generation FPIs”.• UN Women is currently developing a corporate theory of change as well as thematic theories of change and theories of action, which directly respond to this recommendation and will form the basis of the substantive thematic areas of work in the next Strategic Plan.

Accountability across the whole organization

Recommendation 5	Status	Response
UN Women should establish clear responsibilities and an accountability framework for each planned GEWE pillar/impact area across the whole organization.	Accepted	<ul style="list-style-type: none">• UN Women agrees with the need to strengthen thematic coherence, quality assurance, resource mobilization and donor engagement, planning and allocation, monitoring of results and reporting, and knowledge management and communications.• The accountability framework will include existing mechanisms and internal management structures, and will define the responsibilities between PPID, SPRED, Regional Offices and other HQ Divisions/ units, as relevant.

Integration of planning, resource mobilization, budgets and expenditure of SP initiatives

Recommendation 6	Status	Response
UN Women should implement a full integration of its strategic planning, budgeting, results monitoring and financial systems so that planning, resource mobilization, budgets and expenditure of SP initiatives are clearly reported through the Enterprise Resource Planning (ERP) system.	Accepted	<ul style="list-style-type: none">• The newly established Strategy, Planning, Resources and Effectiveness Division already functionally integrates strategic planning, budgeting, results monitoring and risk management.• The new ERP (#NextGenERP) will play a key role in effecting this integration in UN Women's implementation modalities and systems.• However, the project is currently in an early stage and ultimately the extent of integration of the ERP will depend on technological capabilities and resources.