

Management Response Corporate Evaluation of UN-Women’s UN coordination and broader convening role in Ending Violence Against Women

Overall Management Response

UN-Women welcomes the *Corporate Evaluation of UN-Women’s UN coordination and broader convening role in Ending Violence Against Women*, which sought to analyze the strategic significance, operationalization and results of UN-Women’s UN system coordination and broader convening role on ending violence against women (EVAW) issues, including during the COVID-19 global pandemic. The evaluation also provides useful findings and lessons learned that will feed into corporate programmatic thinking and practice on UN system coordination and broader convening role on EVAW, including in ongoing global EVAW programmes (e.g. the Safe Cities and Safe Public Spaces for Women Global Initiative, the Spotlight Initiative, Joint Global Programmes on Essential Services and VAW Data) and relevant initiatives on prevention, Generation Equality and corresponding Action Coalitions, and will serve as a key input to the development of the next UN-Women Strategic Plan (‘SP’) (2022-2025).

UN-Women acknowledges a key evaluation’s finding, that a large part of coordination in thematic areas takes place within the context of normative work and programming (e.g., joint planning; development and propagation of knowledge products; programme implementation; and advocacy and communications), and that coordination needs to be viewed from the value it adds to normative and programming results and outcomes. UN-Women welcomes the evaluation recommendations on the need for this aspect to be further recognized, resourced, leveraged and strengthened.

UN-Women appreciates the evaluation finding on its strong positioning with external actors at the country level and recognition as the ‘go-to’ agency for EVAW matters. In particular, the evaluation notes the strong technical capacity, including among the EVAW HQ team, and in several field offices, and the Entity’s established on-the-ground networks where strong constituencies have been built with national women’s machinery, government-led coordination structures, civil society organizations (‘CSOs’) and women’s organizations, resulting from long-standing engagements in advocacy for a human rights-based, woman- and survivor-centred and multisectoral approach to EVAW. This has enabled UN-Women to play a lead role in external coordination-- even in countries with small programme portfolios, or where UN-Women does not have a country presence. UN-Women appreciates the evaluation finding on UN-Women’s credentials in a system-wide coordination role on EVAW throughout the COVID-19 pandemic, especially its thought leadership, expeditious mobilization of evidence, and strong and cohesive advocacy for action to respond to and prevent VAWG in public and private spaces.

UN-Women has achieved a number of successful results in leveraging its UN coordination function and collaborative action in support of efforts on EVAW. UN-Women has been able, through several

global high impact initiatives (e.g., the Spotlight Initiative, Joint Global Programmes on Essential Services and VAW Data, prevention work, the UN system wide Trust Fund to End Violence against Women) to work through interagency challenges, develop pragmatic interagency arrangements in joint programming, global knowledge products, and strengthen a shared inter-agency understanding of and approach to VAW prevention and responses, advocacy and communications. UN-Women also acknowledges the evaluation finding that interagency dynamics were enhanced through agreed division of roles and responsibilities.

UN-Women agrees with the evaluation’s recommendation for the establishment of clear accountability frameworks that better reflect its coordination and convening functions in the UN-Women Strategic Plan 2022-2025, which will amplify UN-Women’s delivery footprint, based on field capacity and resource mobilization targets set out in the next SP.

A clear roadmap for the development of the next SP has been designed, which contains several consultative processes with the Executive Board and other key partners at global, regional and country levels, as well as internally. The initial work on a corporate Theory of Change and Theory of Action aims at sharpening UN-Women’s programmatic focus and addressing cross-cutting issues that can fully integrate our triple mandate and ensure programming impact and effectiveness for delivering high-quality results. UN-Women has established a Working Group as part of the SP development process, including on indicators for inter-agency coordination.

Evaluation Recommendation 1:
UN-Women should reaffirm its coordination mandate for results in key thematic areas, i.e., not merely a mandate to promote gender mainstreaming in UN entity functions.

Management Response:

UN-Women accepts this recommendation. This evaluation is very timely as UN-Women is currently developing its new Strategic Plan with a theory of change (TOC) and theory of action (TOA), and will develop key indicators under the SP Integrated Results and Resources Framework (IRRF) to track this effort and related results. It will continue to pay close attention to its triple mandate, drawing in part on the findings of the Corporate Evaluation of the Effectiveness and Efficiency Assessment of UN-Women Flagship Programme Initiatives and Thematic Priorities of the Strategic Plan 2018-2021.

UN-Women continues to leverage its UN system coordination role and promote comprehensive and joint approaches on EVAW through strategic partnerships, for example through its leadership of an interagency working group on EVAW; as well as the development, support to and monitoring of the implementation of the UN system-wide mobilization of stakeholders in support of the Secretary-General’s call on ‘Peace in the Homes’ during Covid-19. As it continues to work with interagency partners on COVID-19 response and recovery, the following two actions are in line with this recommendation.

Accepted

Key Action(s)	Timeframe	Responsible Unit(s)	Tracking
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		Lead	Support	Status	Comments
As part of processes related to the development of thematic TOC and TOA for EVAW in the next SP, and drawing on UN-Women’s comparative advantage, reaffirm the coordination mandate, including through signature programming, to maximize collective efforts to achieve agreed results (i.e., EVAW goals and outcomes (SDG 5.2)	Q3 2021	PPID/EVAW	ROs, COs, SPRED		
As the UN system lead in EVAW coordination, work with strategic partners (e.g., Group of Friends on Sexual Harassment; Group of Friends on Ending Violence against Women) and through other global policy fora (e.g. Generation Equality Forum and GBV Action Coalition; High Level Political Forum on Sustainable Development, etc.) to transmit coherent messaging that coordination for Gender Equality and Women’s Empowerment (GEWE) and EVAW results is the collective responsibility of all actors in the system.	Q4 2021	PPID/EVAW	Executive Leadership Team (‘ELT’)		
Evaluation Recommendation 2:					
UN-Women should clearly articulate the value proposition of coordination to accelerate EVAW outcomes and the risks and costs of non-coordination; present UN-Women’s credentials to ‘lead, promote and coordinate’ UN system accountability for thematic area results; and propose a ‘coordination for EVAW results’ framework with clear results and indicators.					
Management Response:				Partially Accepted	
UN-Women takes note of this recommendation.					
UN-Women has already led significant inter-agency efforts that resulted in a strengthened shared understanding of and integrated UN system-wide approach to VAW, including through the ground-breaking and first ever Essential Services Package and the UN VAW Prevention Framework. UN-Women, in leading the development of key global inter-agency processes and frameworks, including through the Spotlight Initiative, work on prevention, Essential Services and Safe Cities and Safe Public Spaces, included coordination for EVAW results and convening of multi-stakeholder partners, as a key					

<p>requirement for driving change and in support of its normative and operational work. This also demonstrates the importance of mainstreaming coordination within adopted EVAW frameworks. In addition, UN-Women manages on behalf of the UN system the interagency UN Trust Fund to End Violence against Women, where more than 20 UN organs and bodies take an active part in designing strategic direction of the fund and in strategic allocation of the resources through a grant selection process.</p> <p>UN-Women is currently working to articulate the value proposition of coordination to accelerate EVAW outcomes, including in the formulation of the new Strategic Plan, where it will move forward with a clear framework on ‘coordination for EVAW results.’</p>					
Key Action(s)	Timeframe	Responsible Unit(s)		Tracking	
		Lead	Support	Status	Comments
Working group established to review and select indicators for UN coordination (QCPR indicators, consideration of cross thematic, specific indicators) and to identify relevant indicators for integration in the new SP and as part of processes to enable effective coordination for system-wide results in thematic areas.	Q3, 2021	PPID and SPRED	UNSCD EVAW		
Identify knowledge gaps on coordination; conduct webinars with ROs and COs on coordination as part of integrated policy support and programming on EVAW, including sessions organized in established Global Communities of Practice.	Continuous	EVAW	ROs, COs		
Explore areas with partners that could inform the development of a ‘Coordination for EVAW results Package’, including through linkages made with other global guidance.	Q4 2021	EVAW	UNSCD, ROs		
Evaluation Recommendation 3:					

UN-Women should appropriately recognize and reflect coordination and convening functions in the UN-Women Strategic Plan 2022-2025 thematic areas with specific results indicators and resource requirements at global, regional and country level to present a full picture of actions and funding gaps.

Management Response:

UN-Women accepts this recommendation. UN coordination is an important building block of the work of UN-Women and the forthcoming SP.

As part of the next steps towards creating UN-Women 2.0, the next SP aims to fully integrate UN-Women’s triple mandate as part of its programming and better capture how its UN coordination mandate supports the delivery of development results across thematic areas and funding gaps.

In the context of their next SPs, UNDP, UNICEF, UNPFA and UN-Women are aiming to further strengthen their joint work in pursuit of strategic and coherent results that are both harmonized and standardized. UN-Women is also seeking to deepen its collaboration with other UN entities across the UN system.

Accepted

Key Action(s)	Timeframe	Responsible Unit(s)		Tracking	
		Lead	Support	Status	Comments
Specify contribution and results from UN coordination in thematic TOA and TOCs of the next SP	Ongoing	PPID	SPRED, UNSCD, EAW		
UN-Women will develop key indicators to specify how UN-Women plans to deliver results and measure results jointly with key UN-Women partners under the next SP IRRF	Ongoing	PPID	SPRED, UNSCD, EAW		
Conduct a mapping of resources related to coordination (i.e., human, time and financial) at headquarters, regional and national level, which are linked to UN coordination and broader convening actions for accountability and (EAW) development results, with targets for financing	By Q3 2021	PPID	EAW, UNSCD		

Evaluation Recommendation 4:

UN-Women should lead and strengthen inter-agency mechanisms for coordinated actions in the thematic area of EAW towards accountability for development results as envisioned in UN-SWAP and internationally agreed goals on EAW, especially SDG 5.2

Management Response:				Accepted	
<p>UN-Women is a strong partner in UN Joint Programming modalities (e.g., Spotlight Initiative, Joint Programme on VAW Data, UN Joint Programme on Essential Services) where the joint management of programming with strategic partners which are common to multiple UN entities, as well as established relationships, offer an opportunity to scale-up these partnerships. This is an area that UN-Women will work to strengthen at the global and country levels, including where UN-Women leads/chairs donor gender thematic groups. UN-Women’s capacity to coordinate also partially rests on other Entities ‘accepting’ its coordination role. This requires not only the Executive Office of the Secretary-General (EOSG) support and engaging in robust dialogue with other UN agencies, including on the issue of comparative advantage.</p> <p>UN-Women also manages on behalf of the UN system the interagency UN Trust Fund to End Violence against Women in support of civil society-led demand-driven initiatives, where more than 20 UN organs and bodies take an active part in designing strategic direction of the fund and in strategic allocation of the resources through a grant selection process.</p>					
Key Action(s)	Timeframe	Responsible Unit(s)		Tracking	
		Lead	Support	Status	Comments
Explore with the EOSG and UN agencies, as appropriate, the possibility of reconstituting an official inter-agency mechanism for coordinated reviews of system-wide EVAW initiatives and results, as part of accountability for development results in UN-SWAP 2.0 and Secretary-General reports on EVAW, Trafficking in Women and Girls and Eliminating FGM.	By Q1 2022	PPID/EVAW	UNSCD		
Propose/establish an inter-agency or multi-stakeholder coordination subcommittee to lead a periodic, comprehensive global report of EVAW progress and attainment of SDG 5.2, which will inform the SG biennial report and SDG progress reports, and seek funding for a UN system collaborative knowledge product on EVAW	By Q3 2022	PPID/EVAW	UNSCD, UNTF		

Explore with CEB agencies interest in articulating a collaborative areas section for SDG 5.2 in the Strategic Plans based on principles of engagement under a coordinated response framework for EVAW, including common coordination success indicators and metrics	By Q4 2021	PPID/ EVAW			
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Evaluation Recommendation 5:

UN-Women should strengthen in-house mechanisms for coordination, to better represent thematic area highlights and coordination challenges in inter-agency mechanisms and reporting.

<p>Management Response:</p> <p>UN-Women takes note of this recommendation and is already strengthening in-house mechanisms on coordination. For example, coordination takes place in different ways, including at the Executive Leadership Team (ELT), Senior Management Team (SMT), and BRC levels (UN-Women’s Management Framework was promulgated last year), as well as through the Annual Workplan (AWP) planning process and an internal UN-Women taskforce on EVAW with a whole-of-organization approach to the issue.</p> <p>UN-Women also manages the UN Trust Fund on behalf of the UN system, which allows for a synergetic and complementary approach to the EVAW agenda.</p> <p>UN-Women delivers its triple mandate in the field of EVAW through its strong policy and knowledge lead (e.g., through development of guidance such as the UN Prevention and RESPECT framework, the Essential Services Package and Safe Cities and Safe Public Spaces Global of package of tools and Community of Practice), while at the same time supporting demand-driven civil society-led initiatives through the consolidated grant-giving processes of the UN Trust Fund.</p> <p>The operational working level internal coordination within UN-Women units working on EVAW and other thematic areas benefits from a continuous exchange and coordination across the house, including leveraging our respective expertise in areas of ending VAWG to support and inform each other’s work and that of our external partners in this area.</p> <p>UN-Women as the global technical lead on EVAW, consolidates, analyzes and disseminates evidence and learning from the development and implementation of EVAW policies and programmes, including from</p>	Accepted
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partnerships with Governments, UN agencies and civil society, and those from UN Trust Fund grantees. Conversely, the UN Trust Fund provides technical support to the development of key policy tools on VAWG prevention and response developed by UN-Women, including gender-responsive policing, and strengthening responses to VAWG and other practice-based learning and knowledge.					
Key Action(s)	Timeframe	Responsible Unit(s)		Tracking	
		Lead	Support	Status	Comments
Review work processes to enhance coherence around coordination between UNSCD, PPID/EVAW and the UNTF on EVAW to better compile, review and report on coordination-related initiative results in the EVAW thematic area	Ongoing	Jointly by PPID/EVAW, UNSCD, and UNTF			
Undertake reviews of country-level annual reporting in relation to approaches to UN coordination and convening on EVAW	2021-2025	PPID/EVAW	ROs		
Conduct regular global exchange sessions with ROs and COs (webinars, global/regional meetings) on main thematic areas of EVAW and coordination for results	Continuou s	EVAW	ROs/COs		
Review TORs to make more explicit the EVAW coordination tasks of UN-Women policy and programme personnel	Ongoing	PPID/EVAW	HR		

Evaluation Recommendation 6: UN-Women should systematically document and compellingly communicate the impact of coordination to the UN system, donors and national stakeholders through high-level messaging of the value proposition of its coordination work using metrics and case studies suitable for external audiences.	
Management Response: UN-Women accepts and is already implementing this recommendation.	Accepted

<p>For example, UN-Women implements comprehensive approaches to ending VAW in public and private spaces, including through the convening of a wide range of strategic multi-stakeholder partnerships with, inter alia, national and local governments, women’s groups and associations, community leaders, non-governmental organizations (NGOs), the private sector, academia, development partners and the UN, including through joint programming, and at multiple levels.</p> <p>UN-Women has already embarked on joint programmatic work with agencies. Close partnerships with UNFPA, WHO, UNODC, UNDP and other agencies is essential to strong implementation of UN-Women’s work on EVAW across the normative, UN coordination and operational mandate.</p> <p>In addition to thematic sessions held in global multi-stakeholder fora on EVAW, the production of global compendia of practice/and or results reports for flagship Initiatives which illustrate the power of convening and coordination of partners for development results, UN-Women will work with a range of partners (e.g., UN agencies, women and youth organizations, private sector) to continue to diversify its knowledge and visibility products, including good practices and linkages with human interest stories, and explore modalities that can further systematize and communicate the impact of coordination within the UN system.</p>					
Key Action(s)	Timeframe	Responsible Unit(s)		Tracking	
		Lead	Support	Status	Comments
Document good practices and include ‘impact’ stories which highlight opportunities and challenges of coordination and share how they are overcome to support the implementation and acceleration of transformative results. User friendly and interactive multi-media formats for production and dissemination of high-level messaging on coordination will be considered	2021-2025	EVAW	ROs, COs, Comms Teams		
Explore the potential of including a Coordination Highlights Brief covering key coordinated action for normative and operational results, challenges and shares	2022	EVAW	ROs, COs, PPID		

forward-looking perspectives on ERAW in multiple settings					
Inform and integrate high-level messaging in UN and UN partner-led global and national fora (including those organized as part of 16 Days of Activism against GBV etc.) on the impact of coordination for the achievement of normative and operational results, including across thematic areas that include ERAW as part of integrated programming	2021-2025	ERAW	ROs, COs PPID, EDO, Comms Teams		
Document and disseminate promising practices, challenges and lessons learnt on ERAW coordination arising out of the Generation Equality and GBV Action Coalition	2022-2025	ERAW	ROs, COs PPID		
Explore the inclusion of a regular feature on a UN coordination case study/good practice on ERAW, as part of UN-Women Flagship Reports and other UN Agency Flagship Reports, including the EDAR	2021-2025	PPID/ERAW	ROs, COs, UNTF, Comms Teams		