

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

Overall Comments:

UN-Women welcomes the Corporate Evaluation on Strategic Partnerships for Gender Equality and the Empowerment of Women (GEEW). It recognizes this as a central but also complex area of UN-Women's work, touching on a broad and diverse range of partnerships that manifest across UN-Women's broad and diverse normative, operational and coordination mandate and areas of work. The evaluation was conducted by an external independent team between September 2015 and September 2016 and managed by the UN-Women Independent Evaluation Office. **It assessed the relevance, effectiveness, organizational efficiency, and extent to which a human rights approach and gender equality principles were integrated adequately in UN-Women's approach to its strategic partnerships** across its integrated mandate at country, regional and global levels. The purpose of the evaluation was to inform strategic decisions, organizational learning and accountability.

UN-Women takes note with appreciation of the recommendations of the evaluation, which it recognizes as relevant and appropriate, as well as being in line with initiatives already completed or underway at time of preparation of this management response. At the same time, UN-Women recognizes that the complexity of this area of work and its context are challenging to capture. On that basis, while UN-Women is in broad agreement with the conclusions and recommendations of the evaluation, their analytical foundation was not always as accurate or comprehensive as would have been ideal. Despite these limitations, UN-Women views the evaluation as a valuable point of reference on priority areas to strengthen its work in partnerships. Specifically:

On relevance, UN-Women appreciates the evaluation's recognition that UN-Women demonstrates a strong organizational commitment to working in partnerships and that it has succeeded in adopting a multi-stakeholder approach. It also recognizes that UN-Women has developed partnerships with a variety of partners including non-traditional partners, and that these partnerships are evaluated as being relevant in the current global context.

On effectiveness, the evaluation recognizes the added value of partnerships in extending UN-Women's reach, influence and access to constituencies, and in leveraging interactions between operational and policy work.

On organizational efficiency, the evaluation recognizes that a sufficiently equipped and authorized Strategic Partnerships Division (SPD) has the potential to provide the necessary coordination and strategic policy framework for UN-Women's strategic partnerships.

On gender equality (GE) and human rights (HR) approaches, the evaluation notes that the objectives of UN-Women's strategic partnerships are consistently aligned with GE and HR principles.

On partnership with civil society, the evaluation identified good practices and promising opportunities and reconfirmed the criticality of UN-Women's relationship with women's civil society and civil society at large to advancing gender equality and women's empowerment within the implementation of the 2030 Agenda for Sustainable Development and the Beijing Declaration and Platform for Action.

On partnerships with the private sector, the evaluation acknowledges the rapid evolution of UN-Women's approach to corporate partnerships, which has resulted in many successes and lessons learned.

On partnership through UN Coordination, the evaluation acknowledged UN-Women's important leadership in joint action with other UN entities for GEEW and found that UN-Women effectively engages in country-level partnerships with UN entities to deliver United Nations Development Assistance Framework results.

Context:

In line with the considerations raised above and progress made after the completion of the evaluation, UN-Women would like to particularly emphasize several pertinent points

raised by the evaluation that underpin the management response:

1. **Wide range of UN-Women partners:** UN-Women works with a wide range of stakeholders, from governmental bodies and institutions, to private sector companies, civil society organizations (CSOs), faith-based organizations, academia, think tanks, media partners and foundations. Diverse partnerships require differing partnership modalities. Many UN-Women partnerships are designed with a view to providing political and institutional support to civil society movement building. UN-Women partnerships and relationships with civil society support civil society as a strong and vibrant constituency, whose engagement is crucial to the empowerment of all women and girls and the accelerated achievement of gender equality and the 2030 Agenda for Sustainable Development and Sustainable Development Goals.
2. **UN-Women convening power:** UN-Women’s convening role is a whole-organization function that extends beyond the work of the Civil Society Section in Headquarters. UN-Women serves a convening function in a range of multi-stakeholder partnerships by creating inclusive spaces, facilitating open dialogue and continuously enhancing coordination and collaboration between the various stakeholders at the country, regional and global levels.
3. **Risk Factor:** While it has been critical for UN-Women to weigh the risks associated with certain partnerships, the due diligence process that the Entity has developed for engaging the private sector has been instrumental in guiding the organization in determining the types of partnerships and the related aims that can be pursued. The UN-Women due diligence process has a solid track record and is fit for purpose. The due diligence process is being further strengthened and decentralized for implementation by regional and country offices.
4. **Challenges related to partnerships with civil society:** UN-Women’s partnerships with civil society often pose political challenges for UN-Women in its role as an intergovernmental entity. However, UN-Women’s track record in navigating such challenges is overwhelmingly positive.
5. **Successes despite constraints:** As also supported by the findings of the evaluation, UN-Women believes that its success in building partnerships, despite financial and human capital constraints, has been primarily the result of UN-Women’s capacity to act with agility, and the recognition of partnership building and maintenance as the responsibility of staff across the organization.
6. **Centrality of financing issues:** UN-Women recognizes that it could strengthen its capacities and structures with regard to partnerships. However, it operates in a context of extremely modest financing, and of competing demands for organizational resources. Given this, UN-Women weighs investment options and is not always able to assign the resources it might choose to if it had a larger corporate budget.

Evaluation recommendation 1: Establish a sufficiently resourced, integrated, and commonly agreed upon framework for strategic partnerships as a central part of UN-Women’s 2018-2021 Strategic Plan.

Management Response

Select One from Below

This recommendation is well received. Diverse strategic and catalytic partnerships are a prerequisite for UN-Women to achieve and scale up results. Through engagement with partners, UN-Women: supports movements for gender equality; advocates for gender equality commitments from decision-makers at all levels; expands constituencies for gender equality; convenes partners against discriminatory social norms; and builds institutional partnerships and mobilizes resources to support UN-Women’s work and gender equality more broadly.

UN-Women recognizes the need for a strategic partnership policy framework and intends to prepare one in the context of the new Strategic Plan 2018-2021.

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.

Accepted

Key Action (s)	Timeframe	Responsible Unit (s)	Tracking	
			Status	Comments
1.1 Establish a strategic partnership policy framework.	2018	SPD/Civil Society Section (CSS)/Policy Division/Regional Offices/Intergovernmental Support Division (IGSD)	Planned	Timing to coincide with early implementation of the 2018-2021 Strategic Plan.
1.2 Publish a clear statement of risk appetite regarding performance, fiduciary and reputational risks from partnering, including establishing acceptable boundaries for innovation.	2018	SPD/DMA/ other sections and divisions as well, such as CSS, Policy	Partly done. Enterprise risk management policy and framework in place. In addition, a due diligence system for corporate partnerships has been rolled-out.	UN-Women has established an enterprise risk management policy and framework, which includes heat maps. 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. A similar due diligence process takes place for civil society partners who are implementing partners or trust fund grantees. UN-Women's intergovernmental section and country teams provide the most up-to-date and relevant national information when considering partnerships. UN-Women is also articulating its approach to innovation in finalizing its 2018-21 Strategic Plan.
1.3 Commit sufficient staff time and attention to establishing partnership roadmaps for each strategic partnership.	2017	SPD, CSS, Policy Division, Regional Offices	Under implementation	The plan for strategic partnerships is to ensure each partnership is established with an initial concept and roadmap, and, given the dynamic nature of partnerships, this core reference for the partnership is shared as a resource within UN-Women, and periodically updated by the focal point.
Evaluation recommendation 2: Establish clarity regarding roles and responsibilities within the current UN-Women structures that will best support strategic partnerships; explicitly recognizing the corresponding importance of leadership capacities, skills and knowledge for partnership working.				
Management Response:			Select One from Below	
In support of a more coherent partnership approach, in September 2016 the decision was made that the SPD Division Director, under the oversight of the Deputy Executive Director of the Intergovernmental Support and Strategic Partnerships Bureau (Pillar A), would also report to the Deputy Executive Director of the Policy and Programme Bureau (Pillar B) to strengthen support to regional and country offices. This dual reporting line facilitates the progressive engagement of SPD in supporting the rest of the organization.			Accepted	

In addition, the Programme Division in consultation with the Human Resource Unit has updated the job descriptions of the Regional Directors and Country Representatives to clarify their roles and responsibilities, especially on representation and partnerships. In this context, UN-Women carried out the resource mobilization (RM) workshops “Helping your Clients succeed,” to improve the capacities of key personnel on RM.

Where processes are concerned, at the end of 2015 UN-Women initiated a thorough business mapping and re-engineering exercise of Pillar B operations that addressed barriers to partnerships with a wide range of partners, including the private sector. Critical steps have been taken to create internal mechanisms and processes to strengthen coordination to manage partnerships under the Flagship Programme Initiatives (FPIs) through the designation of FPI focal points in both Pillar A and Pillar B.

Changes in the way civil society partnerships are managed and prioritized have been implemented, including by separating the Civil Society Section from SPD; it now reports directly to the Deputy Executive Director of Pillar A, which enables specific engagement in civil society partnerships that are distinct from the private sector and other stakeholders.

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.

Roles and responsibilities will be further clarified under the strategic partnership policy framework that will be developed.

Key Actions (s)	Timeframe	Responsible unit(s)	Tracking	
			Status	Comments
2.1 Establish strategic partnership focal points in all parts of the Regional Architecture and in each HQ section, in liaison with SPD.	2016-2017	SPD/Programme Division/ CSS/	Integrated in 2017 Annual Work Plan	This is a core component of the Community of Practice under development, and a deliverable of the 2017 Annual Work Plan of SPD in collaboration with the Programme Division.
2.2 Use existing corporate relationship management software to create a system by which all contact with a partner organization is visible to other staff members of UN-Women, linking it to the results tracking and financial reporting systems.	2017-2018	IT/SPD/Programme Division/PPGU/DM A/ CSS	Project formally initiated in Q1 2017	<p>The major CRM project received a green light in February 2017 and is expected to be delivered by May 2018.</p> <p>The Leads System (RM pipeline tracking tool, built in-house) was developed to have management information on RM advance the seamless integration of strategic partnership considerations into workflows. Alongside the Leads System, 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.</p> <p>Links between ATLAS, which is UN-Women’s financial management system, and the Results Management System are being further refined.</p>

2.3 Establish a set of competencies, components of leadership training programmes, and certifications focused on strategic partnership management for UN-Women staff members.	2017 onwards	SPD/HR/ CSS/ Programme Division/ Regional Offices	Ongoing	<p>Currently, a formal certification programme does not exist. However, the immediate goal is to develop a strong and well trained Community of Practice. SPD and the Programme Division began collaborating to train national, regional and global staff through specialized consultant training and global RM webinars to share best practices, with further dedicated training under design.</p> <p>The RM workshop “Helping Clients Succeed” was rolled out from December 2016 to May 2017. In total, over 150 UN-Women staff have attended this training.</p> <p>In addition, UN-Women is developing a programme management training for staff, which will be rolled out in the second quarter of 2017.</p>
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Evaluation recommendation 3: Undertake a systematic process of integrating strategic partnership considerations in the day-to-day workflow and tools used by leaders, managers and staff at all levels.

Management Response:	Select One from Below
<p>The SPD Director provided new guidance to the SPD team and one element is to develop joint platforms for partnerships to leverage diverse inputs and competencies for a single deliverable. This was built in to the FPI approach as well as the private sector engagement strategy under revision. The need to balance engagement with new partners and the advancement of existing partners is reflected in the SPD Annual Work Plan 2017, with an indicator to measure performance on the ratio of previous partnerships effectively sustained.</p> <p>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.</p> <p>In October 2016, UN-Women decentralized donor reporting, requiring country offices to be fully accountable for narrative reporting to funding partners. Decentralized donor reporting followed the business process review in 2016, which was approved by the senior management team. The change in donor reporting accountability lines and systems, and the recent decision to launch the CRM project, are major steps forward to deliver on this recommendation. SPD is leading the project to develop a corporate CRM system to support partner outreach and engagement activities, working closely with other Divisions. The project plan anticipates delivery in 2018.</p>	Accepted

Key Actions (s)	Timeframe	Responsible unit(s)	Tracking	
			Status	Comments
3.1 Undertake a review of operations tools, rules and	2016-2018	SPD/DMA/ CSS/Regional	Several initiatives	UN-Women is revising partnership modalities with a view to foster long-term gender-responsive partnerships in the field by implementing

<p>processes to assess their impact on and relevance to strategic partnerships.</p>		<p>Offices/Policy Division</p>	<p>underway</p>	<p>the UN's Joint Inspection Unit recommendations related to this. For example, UN-Women is revising its implementing partner agreement; a draft is expected by end of July 2017. A new project cooperation agreement is being developed and consideration is being given to revising the grant agreement, leveraging existing best practices in the UN system.</p> <p>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.</p>
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Evaluation recommendation 4: Further leverage UN-Women's experience in using strategic partnerships to convene and mediate between different world views by shaping multi-stakeholder spaces/platforms for dialogue and innovation; requiring changes in incentive structures from both donors and within UN-Women systems.

<p>Management Response:</p>	<p>Select One from Below</p>
<p>UN-Women is already implementing this recommendation. UN-Women delivers interventions at the country level through strategic multi-stakeholder partnerships with governments, CSOs, community-based organizations, women's groups and associations, community leaders, non-governmental organizations (NGOs), the private sector, academia, development partners and the UN. These partnerships complement and strengthen each other, to ensure that expected results are achieved, providing value for money and enhancing local ownership and sustainability.</p> <p>Through its convening role, UN-Women is bringing multiple stakeholders together to work in support of gender equality. 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.</p> <p>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 (including creating spaces and platforms for knowledge exchange, networking, sharing good practices, and supporting gender equality leaders and advocates from different constituencies to be heard in decision-making spaces); (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 HR-based approaches to gender equality that contribute to the Sustainable Development Goals (SDG) promise that no one will be left behind.</p> <p>UN-Women successfully works with youth-led organizations, movements and networks to strengthen gender perspectives in their work and secure partnership in achieving gender equality.</p>	<p>Accepted</p>

<p>UN-Women launched a youth-friendly Convention on the Elimination of All Forms of Discrimination (CEDAW) against Women publication to raise awareness and strengthen participation of youth in promoting GE and HR-based societies. In managing the UN Inter-Agency Network on Youth Development's Working Group on Youth and gender equality, UN-Women will continue to work with over 1,500 members of youth activist and youth-led/youth-focused organizations such as Young Women's Christian Association, World Association of Girls Scouts and Girls Guides, Plan International, Save the Children, Lion International, World Federation of United Nations Associations, and Junior Chamber International.</p> <p>UN-Women will continue to identify ways to incentivise 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 as outlined in the key actions below.</p>				
Key Actions (s)	Timeframe	Responsible unit(s)	Tracking	
			Status	Comments
4.1 Develop incentives structures, especially for country representatives, to recognize and reward managers that: a) contribute to a sustainable outcome that is beyond the ability of UN-Women or its partner to achieve if acting alone, and; b) demonstrate an innovative approach to advancing women's HR by a diverse multi-stakeholder partnership.	2017-2018	Programme Division/Policy Division/ /SPD/CSS	In progress	<p>The new UNDAF guidance and UN-Women's expected role in UNDAF development, implementation and monitoring and evaluation, as well as the continuing roll out of the FPIs is expected to provide a solid foundation at country level for UN-Women to strengthen its partnerships in line with the recommendations of the evaluation.</p> <p>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.</p>
<p>Evaluation recommendation 5: Extend UN-Women's global approach to movement-building to country-level work with CSOs, addressing the core capacity of women's organizations to hold governments accountable for national implementation of international GEEW commitments, especially the 2030 Agenda.</p>				
Management Response:			Select One from Below	
<p>UN-Women is already implementing this recommendation and will continue to extend support to women's organizations at the country level. UN-Women has a long-standing relationship with women's organizations, gender equality advocates and CSOs. These partnerships continue to expand to address systemic GEEW challenges, including preventing and ending violence, enhancing women's leadership and political participation, and promoting women's economic empowerment in context of peace, conflict and in humanitarian response. UN-Women has developed strong partnerships with</p>			Accepted	

relevant community-based organizations, often targeting marginalized women in rural and semi-urban areas.

UN-Women uses its access to governments to open spaces for civil society participation in decision-making at global, regional, national and local levels, and supports the efforts of gender equality advocates and organizations through capacity development, access to funding and knowledge sharing. For example, UN-Women’s Civil Society Advisory Groups (CSAGs) have contributed to the normative advancement of gender equality at the country level, including through new or revised laws (e.g. Moldova and Mexico) and influencing inter-governmental processes (e.g. Latin America and the Caribbean and Asia-Pacific regional preparatory meetings for the Commission on the Status of Women). In addition, UN-Women successfully works with CSAGs and other civil society partners on advocacy for norm/cultural change (e.g. Ethiopia and Lebanon).

UN-Women brings multiple CSOs together to create a national discourse that recognizes and respects women’s rights, while ensuring that this support also includes good practice initiatives of community-based organizations at grassroots level. At the country level, for many women’s rights organizations, UN-Women has served as a steady and reliable partner, advocating with governments, UN agencies and development partners. UN-Women’s support to women’s rights and civil society movement building at the country level is aimed at strengthening the ability of civil society to hold governments accountable to their national and international commitments to gender equality and the empowerment of all women and girls, including in the gender equality compact of the SDGs.

UN-Women notes that the evaluation did not sufficiently contextualize the differences between specific UN-Women partnerships and its efforts towards broad-based alliance and movement building. As the evaluation findings indicate, UN-Women has prioritized partnerships with civil society and women’s rights organizations as a key component of its partnership approach to advance GEEW.

Through the different modalities articulated in the key actions section below, 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.

Key Actions (s)	Timeframe	Responsible unit(s)	Tracking	
			Status	Comments
5.1 Support country offices, regional offices and global units to establish multi-year funding pipelines.	2017-18	SPD/Programme Division	Implemented	Fundraising plans by national and regional offices outline the anticipated funding pipelines. The Leads System was developed as RM pipeline tracking tool.
5.2 Organize regular opportunities for structured and open dialogue between the leadership of UN-Women and	2016	EDO/Civil Society Section	Implemented	The Executive Director has a CSAG with whom she meets regularly; she also meets with various civil society groups on her missions; in addition, senior management of UN-Women meet with civil society groups regularly and regional and country directors convene their

civil society.				<p>CSAG meetings, and meet with other civil society groupings based on country contexts.</p> <p>UN-Women continues to partner with networks and organizations that have a strong national and/or local presence, through a variety of improved partnership initiatives, including:</p> <p>(i) issue-led advocacy initiatives with networks or NGOs to support the strengthening of civil society action and advocacy at country level;</p> <p>(ii) the CSAG modality to strengthen institutional dialogue with civil society;</p> <p>(iii) recognizing the resource and capacity constraints that local and grassroots groups face, UN-Women will aim to develop more flexible partnership modalities that enables the entity to effectively support local civil society; and</p> <p>iv) the grant-making programmes that it manages (UN Trust Fund to End Violence against Women, the UN-Women Fund for Gender Equality and the Global Acceleration Instrument¹), UN-Women will continue to provide direct support to local civil society, recognizing that they are strategic actors that advance women’s rights.</p>
5.3 Build the ownership and commitment of the leadership of the Trust Funds (both within UN-Women and the wider UN system).	2017-18	Programme Division	Ongoing	UN-Women has initiated a review of the RM efforts of the Trust Funds to further build on the capacities of the funds.
<p>Evaluation recommendation 6: Address the dual relationship with private enterprises and public companies as both funders and targets of advocacy by establishing clearer coordination between the policy, program and private sector teams to ensure an integrated approach to managing strategic partnerships and gradually diversifying relationships beyond corporations to individual donors and foundations.</p>				
<p>Management Response:</p>			<p>Select One from Below</p>	

¹ The UN Trust Fund to End Violence against Women (UNTF) is strategically and programmatically guided by an interagency Programme Advisory Committee, and UN-Women will continue to actively engage all participating agencies in the work of the UNTF and particularly in development of it UNTF’s programmatic and strategic directions. The Fund for Gender Equality is coming to the end of its current project document period and UN-Women is exploring options for its future, and will ensure it addresses the issue of broader ownership in doing so, in line with the recommendations of the evaluation. The Global Acceleration Instrument, although fairly new, currently enjoys relatively high levels of ownership in the system.

UN-Women is already implementing this recommendation. UN-Women’s approach to private sector partnerships does not only look at private sector partners as donors but also agents of change within their corporate culture and sphere of influence (e.g. by implementing and reporting on the Women’s Empowerment Principles (WEPs), now managed by the Policy Division). There is greater coordination between SPD and the Programme and Policy Divisions to explore programmatic collaboration with private sector partners. The “HeForShe” campaign Impact Champions and Thematic Champions initiatives have demonstrated success in getting corporate leaders to bring about changes in their respective companies through the implementation of concrete commitments, in addition to providing funding to UN-Women.

UN-Women notes that the evaluation could have distinguished between non-profit foundations and for-profit corporations, which require different approaches and due diligence practices. Because of UN-Women’s unique mandate and its relatively recent establishment in comparison to other UN agencies, cost-effective and pragmatic approaches have been identified to pursue these non-profit foundations and for-profit corporations differently, as evidenced by UN-Women’s successful engagement with the Gates Foundation, Coca-Cola company, and Unilever, among others. These engagements are resulting in partnerships that generate financial contributions for UN-Women *and* enhance partners’ focus on gender and advocacy with other stakeholders to increase support for UN-Women.

Another example of coordination across the organization includes the growth of the partnership with the International Olympic Committee (IOC). It resulted from collaboration over several years between SPD (Communications and RM), the LAC Regional Office and the Country Office in Brazil for the 2016 Olympics in Rio de Janeiro. The Olympic in Brazil was understood as a strategic opportunity to: (i) link the complimentary missions of the IOC (peace through sport) and UN-Women and to showcase these on the world stage as never previously done; (ii) implement a transformative and replicable programme to enable girls to realize their rights through sports, and to become agents of change in their communities and beyond; and (iii) use sport (and well-known sporting figures) as a means to communicate messages in support of gender equality. The success of the partnership required coordination at multiple levels: HQ liaising directly with global IOC; the LAC Regional Office connecting with innovators in the field of sport to develop a proposal that was accepted for funding; linking HQ and Regional Office communications regarding the programme; the Country Office establishing partners in-country and taking on management and monitoring of the programme.

Diversifying UN-Women’s funding base to include individuals is a priority and the 15 UN-Women National Committees (NCs) play an important role in this area. Corporations offer the potential for RM from individuals. For example, in 2017, Citigroup will promote public giving to UN-Women from its customers through a donate button on the digital screens of all 165 Citibank branches in the United States. Another partnership under development is digital giving in Asia with MasterCard.

Regarding due diligence/risk mitigation, UN-Women notes that clear and structured methodologies were already established at the time of the evaluation, and recently enhanced in 2016, on due diligence and risk mitigation in partnerships with the private sector. For example, all high-risk, high-value

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potential partnerships are being subjected to a full risk assessment in order to comprehensively identify, evaluate and measure risks related to the potential partnership. These may relate to reputational risks, stakeholder management risks, and delivery. A mitigation and response plan is developed and monitored on a regular basis by the partnership relationship management, SPD, and the risk focal point. The enhanced due diligence system enables UN-Women to engage with the private sector by improving their gender performance. It also enables UN-Women to consider working with some companies that may not have a good record on gender, but are willing to change the way they operate. UN-Women developed the risk mitigation plan to evaluate corporate partnerships and will only work with a company after they take steps to change their corporate performance and make gender equality a priority. In 2017, UN-Women is making further investments in the system by developing an online tool and a global training programme.

UN-Women recognizes that it could strengthen its capacities and structures with regard to partnerships with the private sector. However, it operates in a context of modest financing and of competing demands for organizational resources. UN-Women agrees that the number of private sector specialists is limited due to core resource constraints that prevent the recruitment of additional capacity. For expertise in specific sectors (e.g. Information and Communication Technologies), this is being mitigated, in part, through the planned establishment of an “Executive in Residence” programme to develop the organization’s technical capacity. The plan is to launch and pilot the programme at the global level in 2017 and possibly expanded to the regional level in 2018. There remains a capacity deficits in countries and regions, as well as at HQ, which is under discussion by Management vis-à-vis the budget allocation priorities for the 2018-2019 biennial.

Key Actions (s)	Timeframe	Responsible unit(s)	Tracking	
			Status	Comments
6.1 Move responsibility for the WEPs and other substantive functions to the Bureau of Policy and Programme.	2016	SPD/Policy Division	Done	This was completed in late 2016. In terms of implementation of commitments under the WEPs, the Policy Division is building a tool kit to aid companies to advance women’s empowerment. The formulation of the tools was undertaken by the FPI “Women’s Entrepreneurship through Gender-Responsive Procurement” managed by the Policy Division.
6.2 Develop a system for SPD to coordinate communication with corporate partners by integrating inputs and requests from across the house.	2017-2018	SPD	Started	A core instrument to deliver this proposed action is the planned CRM system. Where team coordination is concerned, the system of focal points is being complemented by joint planning sessions engaging both pillars: a regular FPI planning meeting brings together Policy, Programme and SPD, in addition to monthly planning meetings between SPD and the Programme Division.

<p>6.3 Disaggregate and articulate different types of corporate partnerships, with appropriate levels of due diligence processes established for each category. Establish pre-approved mechanisms for engaging ‘corporate friends of UN-Women’ that require lower levels of due diligence and that can be approved by regional offices.</p>	<p>2018</p>	<p>SPD, CSS, Policy, regional offices</p>	<p>Planned</p>	<p>SPD has developed and rolled-out a decentralized Due Diligence Toolkit for engaging private sectors partners at global, regional and national levels.</p> <p>As SPD updates its Private Sector Engagement Strategy, in consultation with various units within UN-Women, it will consider the risk management approach now used for corporate partners, and explore how it needs to be adjusted to underpin the effort to engage foundations and high-net-worth individuals, including preapproval mechanisms.</p>
<p>6.4 Strengthen support to National Committees and field offices to diversify corporate partners and fundraising from individuals.</p>	<p>2016- 2018</p>	<p>SPD/Programme Division</p>	<p>Ongoing</p>	<p>In 2016, a review was carried out to identify priority investment strategies in various markets, including those of UN-Women’s 15 NCs and several emerging markets. This reiterated that individual donors have greater potential in these markets than corporate fundraising.</p> <p>UN-Women is piloting the new due diligence and risk mitigation system with NCs and field offices and plans to share best practices on fundraising practices with NCs and field offices.</p> <p>Individual giving: Since 2014, UN-Women has provided expert support to, and capacity development of, its NCs to tap into the potential offered by fundraising from individuals. During this time, four NCs have significantly increased efforts in this area (e.g. the Iceland NC raised 95% of their income from individuals; the Finland NC raised about 70% from individuals; the Australia NC is increasing its investment in this area and prioritizing it in 2017 and the Germany NCs scaled-up their 2015 and 2016 pilot initiatives in individual giving in 2017). Other NCs are now able to receiving regular online contributions from individuals and are gradually piloting different recruitment approaches based on the level of resources they can invest.</p>

Evaluation recommendation 7: Identify and address barriers to country-level coordination of relationships with strategic partners that work with multiple UN entities.

<p>Management Response:</p>	<p>Select One from Below</p>
<p>UN-Women agrees with this recommendation. A full evaluation of UN-Women’s implementation of its coordination mandate was finalized and submitted to its Executive Board in September 2016. In response to the evaluation of UN-Women’s coordination mandate, the organization is already addressing elements reflected in this recommendation.</p> <p>UN-Women played a key role in engaging member states through the The Economic and Social Council (ECOSOC) Dialogue on the longer-term positioning of the UN development system, leading</p>	<p>Accepted</p>

to the new Quadrennial Comprehensive Policy Review (QCPR). The ECOSOC Dialogue and the QCPR specifically addressed the issue of partnerships and the contributions that are expected by the UN development system.

At the regional and country level, UN-Women is leveraging existing UN coordination mechanisms, such as gender theme groups, to ensure a coherent approach to engaging common partners of regional United Nations Development Groups and United Nations Country Teams. In at least one region (Arab States), UN-Women established and chairs the regional gender working group, which has membership from 22 agencies, and is due to become a formal working group of the UNDG. Furthermore, UN-Women is a strong partner in UN Joint Programming modalities, where joint management of relations and programming with strategic partners that are common to multiple UN entities offers an opportunity to scale-up the partnership. This is an area that UN-Women will work to strengthen at the global and country levels, including where UN-Women leads/chairs the donor gender theme groups.

A good example of country-level coordination is in Colombia, where UN-Women manages the secretariat for the *Mesa de Genero* of International Cooperation which is composed of 42 international aid agencies, UN agencies and international NGOs. It has two working groups that discuss and develop joint actions that focus on: (i) Leadership, Inclusion and Political Representation of Women; and (ii) Peacebuilding and Gender Justice in the context of the official peace process in Colombia. Currently, Canada serves as the President of this group, which is a model for international cooperation and coordination that has been a significant factor in amplifying the voices of women in the official peace process. The roundtable represents a replicable model for other countries to advance peace, as well as the SDGs. This has also allowed UN-Women to maintain regular and coordinated contact with donors to mobilize significant resources and to eliminate duplication of efforts among donors – for more efficient allocation and use of resources.

UN-Women has adapted the abovementioned model in Haiti where the Donors Coordination Group on Gender Equality was officially launched in May 2017. The first meeting was convened by Switzerland, Canada and UN-Women bringing, together a wide range of bilateral and multilateral partners resident in Haiti at the level of Ambassador and Head of Cooperation, including high-level representation from Canada, Chile, the European Union, Panama, Spain, Switzerland and the World Bank and heads of UN Agencies, among others. UN-Women will also manage the Secretariat, with member states serving rotationally as President and Vice President of the group.

Finally, the introduction of FPIs – high-impact, scalable initiatives grounded on strong theories of change – at the core of its programmatic agenda, is contributing to significantly reduce transaction costs and staff burden in partnership development and stewardship. In fact, the average size of non-core grants has increased from USD 300,000 to USD 600,000 between 2015 and 2016 and is expected to further expand.

The FPIs are already serving as effective partnership vehicles in some areas, with FPIs like Safe Cities, Gender Inequality of Risk, and Data and Statistics all bringing together multiple partners around the FPI Theory of Change for joint programming. The FPIs also serve as partnership vehicles more broadly, and provide the programmatic basis for partnership going forward.

Key Actions (s)	Timeframe	Responsible unit(s)	Tracking
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			Status	Comments
7.1 Support finalization and implementation of new generation of UNDAF which – inter alia – emphasize the importance of stakeholder engagement by the UNCT	2017	Programme Division	In progress	UN-Women continues to seek to strengthen its role at country level through its work in UNCTs, including through leadership of Gender Theme Groups and or Results Groups, lead roles in joint programmes on gender, and by building gender equality and women’s empowerment more centrally into UN Development Assistance Frameworks.
7.2 UN-Women closely liaise with other Funds and Programmes (i.e. UNDP, UNICEF, UNFPA) to ensure joint engagement of member states (Executive Boards) in the development of the new Strategic Plans 2018-2021.	2017	EDO in collaboration with UN Coordination Division	In progress	UN-Women has been working closely with other funds and programmes to ensure coordinated engagement of Executive Boards members, including through the organization of a joint informal session. A common chapter has been developed describing the key joint approaches that will be followed to ensure enhanced coherence and collaboration through the implementation of each entity’s Strategic Plan.
Evaluation recommendation 8. Establish a model for a strategic partnership between UN-Women and the various agencies within a member state that support coordination between the role of that state in intergovernmental processes, regional mechanisms, global and local donors, and the global economy.				
Management Response:			Select One from Below	
<p>UN-Women takes note of this recommendation. However, a single model is not likely to be suited given the diversity of Member States and the complex contexts in which UN-Women works. Given the complexities involved, UN-Women has explored possible models to support improved coordination of strategic partnerships.</p> <p>For example, in 2016, UN-Women found an effective model that might apply to a range of donors, but not all partners. The UN-Women/Australia Strategic Partnership Framework Agreement 2016-2020² outlines nine shared objectives across UN-Women’s triple mandate, and six mechanisms for implementation, which cover these multiple connections such as Department of Foreign Affairs and Trade (DFAT), Embassies and Australian High Commissions, the Permanent Mission to the UN, Australian Civilian Corps. It also includes engagement with women’s organizations and coalitions, non-government organizations to promote GEEW, including through supporting the National Committee. As part of partnership implementation, the Agreement also includes the identification of opportunities to increase private sector engagement, including innovative approaches and how DFAT</p>			Accepted	

² Australia and UN-Women reaffirm partnership: <http://www.unwomen.org/en/news/stories/2017/1/announcer-australia-and-un-women-reaffirm-partnership>; See interview with Australian Minister of Foreign Affairs regarding the Strategic Partnership Framework Agreement at: <http://www.unwomen.org/en/news/stories/2017/1/partner-profile-interview-with-australian-minister-for-foreign-affairs-julie-bishop#sthash.g0PiAPD1.dpuf>

can support this engagement.

Another example is the UN-Women/Spain Strategic Partnership Framework Agreement, which focuses on the programmatic priorities in the 2014-2017 Strategic Plan and in alignment with the Strategic Plan 2018-2021, the Agreement will also be renewed. It provides a unique mechanism to tap into funding from local and regional government bodies, as well as other ministries. The Agreement establishes that other parties can make financial contributions to UN-Women by adding amendments to the main Strategic Partnership Framework Agreement, signed between the Signatories and the joining entity thereby simplifying the process, reducing transaction costs, and increasing coordination.

In addition, UN-Women NCs, whose partnership is managed by SPD, are actively working to advocate with their respective governments (including different agencies in the government) in support of UN-Women in coordination with the UN-Women Partnership Managers in SPD. As part of their work to raise funds for UN-Women from individuals, corporations and foundations, NCs are in close communication with UN-Women offices depending on their thematic and geographic priorities, which sometimes include field visits to UN-Women programmes.

To further strengthen coordination between UN-Women Programme, Policy and SPD, in September 2016, UN-Women revised the terms of reference for SPD, through which it is now reporting to both Deputy Executive Directors and supporting both pillars.

While remaining at the same level of resources, SPD is now ensuring that:

- A project to deliver a shared information system (CRM) was launched and is expected to be completed by May 2018;
- Outreach to member states by partnership and management across UN-Women is informed by a common partner-intelligence system on SharePoint;
- Outreach to ministries and agencies is coordinated by Partnership Managers in its Resource Mobilization team;
- Regional and country staff seeking non-core and other support from donors have access to shared information on SharePoint and benefit from Partnership Managers' guidance and participate in joint training;
- Outreach to donor partners on the FPIs is supported by a tripartite management team including SPD and Policy and Programme Divisions, coordinating the engagement process; and
- A Community of Practice is being established as well as a programme of periodic staff secondment.

Key Actions (s)	Timeframe	Responsible unit(s)	Tracking	
			Status	Comments
8.1 Explore how multiple connections with member states	2017-2018	SPD, Programme and Policy Divisions,	In progress	CRM project launched and to be fully implemented by May 2018.

could be appropriately coordinated within the framework of a strategic partnership.		IGSD		
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