



 **UN
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Planet 50-50 by 2030
Step It Up for Gender Equality

Management Response: Corporate Evaluation of UN-Women's Contribution to Governance and National Planning

The evaluation finds that UN-Women is:

- **A pioneer and leader** in gender-responsive governance and national planning (GNP);
- **In a unique position of comparative advantage** to provide integrated policy support in this area;
- **Highly responsive** to government priorities and needs;
- Effective in coordination with UN agencies to **strengthen gender-responsive GNP** in normative and operational work;
- Providing consistent, **high-quality technical support**; and
- **A trusted partner that has enabled governments** to integrate gender responsive approaches in policy, planning and budgeting.

The evaluation identifies the following key areas for action:

- Conceptualize gender-responsive GNP as **central platform for support** and strengthen linkages with other thematic areas;
- **Refine Theory of Change** for gender-responsive GNP;
- **Strengthen monitoring and evaluation (M&E) systems** to capture results from policy and budgeting, including for marginalized groups;
- Continue to **address capacity gaps** at all levels and among partners that UN-Women seeks to enable;
- Intensify **knowledge management** and improve **internal monitoring and reporting systems**; and
- Identify how to ensure sufficient support for this central area of work.

10 targeted recommendations provide further guidance for UN-Women's next phase of gender-responsive GNP work.

UN-Women to develop an integrated policy and programme package to support national governments with gender-responsive GNP as a central platform.

- UNDS reform emphasizes UN system delivery of integrated policy support to national governments drawing on mandates and full assets of the system.
- GNP is the core theme that runs across all thematic areas of UN-Women's work and its normative, coordination and operational functions.
- UN-Women Flagship Programme Phase 2 focuses on provision of integrated policy and programme support.

Management Response

Action: Develop evidence-based policy and programme package and corresponding tools on gender-responsive GNP to support UN-Women regional and country offices, as well as UN country teams more broadly, to deliver technical assistance to Member States in this area.



UN-Women to determine the intended relationship between UN-Women's GNP work and its support to gender-responsive HIV/AIDS planning and budgeting and take actions to operationalize it within the proposed central platform/integrated package of support to governments.

- UN-Women faces increasing demand at country level to address gender dimensions across the continuum of HIV prevention, treatment, care and support
- Framework of UN-Women's engagement in the Joint United Nations Programme on HIV/AIDS and the implementation of the UNAIDS 2016-2021 Strategy are critical parts of UN-Women's achievements and lessons, within and outside of, the GNP-specific work



Management Response

Action: Undertake an internal review of UN-Women's work on HIV to refine the approach, based on its strategic value added. Results of review to be included in an integrated package of support.



As part of ongoing UN reform processes, UN-Women to leverage coordinated UN support to national governments on governance and national planning, with UN-Women providing leadership and expertise in the area of gender-responsive GNP.

- UN-Women currently engages in UN Sustainable Development Group groups/task forces to ensure gender equality integrated in operational guidance and tools.
- MAPS missions present a strategic entry point for UN-Women to provide policy support in gender-responsive GNP.
- Will ensure gender-responsive GNP is anchored in UNDAF development and analyses, including on financing, to support increased coherence.

Action 1: Prepare methodology for UN-Women engagement in MAPS missions to strengthen gender analysis and support integration of GNP into the MAPS framework.

Action 2: Review good practices of UNCT/gender results groups in anchoring GNP in UNDAFs and develop a guidance note for integrating into joint programmes.

Action 3: Provide guidance for country and regional offices on gender analysis of financing policies/flows in development of the integrated national financing framework (INFF).

UN-Women to strengthen support of AAAA implementation at country level. It should develop a strategy paper that sets out how UN-Women could support implementation alongside the benefits, and human and financial capacity required for each scenario.

- UN-Women provides ongoing support to countries to operationalize the AAAA, particularly in area of public finance.
- The Addis Ababa Action Plan for Transformative Financing for Gender Equality and Women's Empowerment translates AAA commitments into policy and financing actions for operationalization.

Management Response



Action: Prepare strategy paper for country offices to support implementation of the AAAA with a proposal for human and financial resource requirements.



UN-Women to lead an inclusive process to prepare an evolved theory of change for GNP that captures the complexities of UN-Women's approach and provides a medium to long-term strategic overview of the objectives and envisaged process. Country Offices should use the evolved theory of change to prepare narratives tailored to country contexts.

- 2018-2021 UN-Women Strategic Plan (SP) Outcome 2 ToC defined as "women lead, participate in and benefit equally from governance systems."
- Evolved ToC will focus on linking gender-responsive GNP with UN-Women's priority thematic areas; strengthening monitoring and evaluation; provision of integrated policy and programme support; assessment of impact on governance systems and institutions.

Management Response



Action 1: Lead inclusive process to develop evolved ToC with regional and country offices.

Action 2: As part of the mid-term review of the 2018-2021 SP, integrate refined Outcome 2 ToC into strategic documents and corresponding guidance for countries.

Action 3: Provide technical support to integrate the evolved GNP ToC into Strategic Notes, Annual Work Plans (AWPs) and project documents at regional and country levels.

UN-Women to work proactively through its Regional and Country Offices to support stronger national civil society roles in monitoring budget expenditure and gender equality results achieved through government policy and budget decisions, feeding findings into future planning cycles.

- UN-Women 2018-2021 SP Output 2.5 includes focus on role of women's organizations in scrutinizing and demanding transparency on government spending for gender equality.
- Will draw on lessons from HIV/AIDS work in fostering long-term partnerships with grassroots women's organizations.
- Focus on analyzing country reporting and codifying knowledge to support regional/country offices in engaging civil society.



Management Response

Action 1: Collect qualitative data on successful practices and challenges for civil society to play an oversight/watchdog role in monitoring and evaluation of gender responsive GNP.

Action 2: Prepare guidance, in collaboration with regional and country offices, on best practices in sustaining engagement of civil society in gender responsive GNP.



UN-Women to work proactively through its Regional and Country Offices to assist national GNP partners, including in the area of HIV/AIDS, to put in place systems to measure the impact of gender-responsive GNP on the lives of women, including marginalized women.

- *Leaving no one behind* is a central principle of the 2030 Agenda and the UN-Women Strategic Plan 2018-2021. Gender responsive GNP is rooted in this principle.
- UN-Women/IMF partnership on gender-responsive budgeting will include studies to build the evidence base on impact of budget decisions.

Management Response

Action 1: Provide ongoing technical support to country offices to strengthen reporting on impact level results, particularly from local level GNP implementation.

Action 2: Examine causal links between changes in plans/budgets and impact level results.



UN-Women to accelerate the institutionalization of the Results Management System, to articulate results achieved through UN-Women's support, and to gain insight into what is working and how.

- Efforts underway to strengthen systematic country/regional office reporting on Strategic Plan (SP) outputs and outcomes through the Results Management System (RMS).
- In 2018, the first year of implementation of the UN-Women Strategic Plan 2018-2021, detailed guidance in the form of Methodological Notes provided to all country offices.
- UN-Women has initiated development and roll out of an enhanced system to support project management.

Management Response



Action 1: Develop a new system for supporting project management with a project module to build the repository of information on UN-Women projects (HQ, Regional and Country levels).

Action 2: Provide guidance, technical support to regional and country offices to strengthen consistency and quality of RMS annual reporting.

UN-Women to continue the drive for its knowledge management strategy to support knowledge management for GNP, including in the area of HIV/AIDS and sector-related work.

- UN-Women's Strategic Plan 2018-2021 highlights the importance of strengthening its knowledge platforms and developing communities of practice (COPs).
- Corporate Knowledge Management Strategy presents the framework for the effective production, sharing and application of knowledge across the organization.
- UN-Women currently updating its intranet for internal knowledge sharing and management.



Management Response

Action 1: Identify knowledge gaps and prepare the KM plan for gender responsive GNP.

Action 2: Develop and disseminate guidance on the updated intranet.

Action 3: Conduct webinars on all aspects of gender responsive GNP normative and operational developments.

UN-Women to review the use of core funding and consider how it can best be used to enable strategic planning and delivery in GNP.

- As part of the Integrated Budget 2020-2021 and its change management process, UN-Women is reviewing its methodology for core resource allocations to ensure adequate resource distribution within existing levels to all areas of work.
- In line with the practice of other agencies, programmable resources are not allocated thematically but geographically.

Management Response

Action: Review conducted to assess allocations of core resources across the Entity, including on appropriate usage to enable strategic planning and delivery on GNP.





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THANK YOU!

