



27 April 2021

**UNFPA Management Response to
Evaluation of UNFPA Support to Gender Equality and Women's
Empowerment, 2021**

Agenda item 13 – Evaluation

Executive Board of UNDP, UNFPA and UNOPS
Annual session 2021
7-11 June 2021, New York

UNFPA Management Response to Evaluation of UNFPA Support to Gender Equality and Women’s Empowerment, 2021						
Evaluation Report Issue Date	 Evaluation report tag 	 Additional attributes 	UNFPA business units Responsible for implementation	Heads of responsible business units Final approvers	Responsible Unit Managing/Coordinating Focal Point	Date of submission
04/2021	Programme level evaluation	Institutional	Technical Division Policy and Strategy Division Humanitarian Office Division of Strategic Communications Division of Human Resources Regional offices	Pio Smith, OED Benoit Kalasa, TD Arthur Erken, PSD Josephine Mbithi, DHR Shoko Arakaki, HO Klaus Simoni-Pedersen, DCS	Nafissatou Diop (nandiop@unfpa.org), Chief, Gender and Human Rights Branch, TD	22 April 2021

EVALUATION RECOMMENDATION(S) AND PROPOSED ACTION POINT(S)					
Recommendation No. 1	Strengthening UNFPA positioning on GEWE work			Priority: High	
	As the UN agency that addresses sexual and reproductive health and reproductive rights in support of GEWE, UNFPA should strengthen its positioning by leveraging its areas of expertise to develop a more integrated, coherent approach that joins up the different areas of its mandate. This would be supported by a broader conceptual framework on GEWE that gives prominence to the social norm change work required for sustainable change in GEWE and that facilitates an understanding of gender-transformative approaches. Directed to: Technical Division, Policy and Strategy Division, Humanitarian Office and Regional Offices				
Management response to recommendation acceptance status			Accepted		
If recommendation is partially accepted or rejected, provide reasons:					
If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued					
Action point title	Action point text	Due date	Lead implementing unit	Lead implementing and reporting staff Owner	Additional units involved in implementation (if any)
1.1 Guidance on Gender Transformative Approaches	Develop technical guidance on gender transformative approaches to addressing SRHR, gender, equality, women and girls' rights (GBV + HP) including a framework and Monitoring and Evaluation Indicators	31 December 2021	Technical Division	Leyla Sharafi	Humanitarian Office Regional offices
1.2 Gender Equality Strategy	Develop UNFPA’s new Gender Equality Strategy aligned to UNFPA SP 2022-2025	31 December 2021	Technical Division	Nafissatou Diop	Humanitarian Office; Regional Offices
1.3 Toolkit on social norms	Develop a user friendly toolkit on Promoting Gender and Social Norms change	31 December 2021	Technical Division	Nafissatou Diop	Humanitarian Office Regional offices

1.4 Strategic Plan 2022-2025	Mainstreaming/integration of gender transformative approaches within the outputs/outcomes of the Strategic Plan 2022-2025	31 December 2021	Technical Division	Nafissatou Diop	Policy and Strategy Division
1.5 Guidance on Promoting Positive Masculinities	Develop tools and guidance on promoting positive masculinities in support of ending gender inequality, ending GBV and HP	31 December 2022	Technical Division	Leyla Sharafi	Policy and Strategy Division

EVALUATION RECOMMENDATION(S) AND PROPOSED ACTION POINT(S)

Recommendation No. 2	Scaling up UNFPA’s role as a convener in GBV prevention and response	Priority: High
	To amplify its leadership and positioning in gender-based violence response and prevention, UNFPA should prioritize investment in staffing working in development and humanitarian contexts and consider scaling up UNFPA role as a convener in this programmatic area, which will enable UNFPA to help drive a change process. Directed to: Humanitarian Office, Technical Division, Regional Offices, Policy and Strategy Division	

Management Response to Recommendation acceptance status	Accepted
If recommendation is partially accepted or rejected, provide reasons:	

If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued

Action point title	Action point text	Due date (year)	Lead implementing unit	Lead implementing and reporting staff Owner	Additional units involved in implementation (if any)
2.1 Increase the number of staff working on GBV	Recruitment of additional staff to support UNFPA positioning on gender-based violence (GBV)	31 December 2022	Humanitarian Office	Nadine Cornier	Technical Division; Regional offices
2.2 Capacity Analysis of UNFPA GBV Programming	Map GBV staffing and expertise across UNFPA; map GBV programmes and investment gaps and opportunities. Use results to build a case for additional investments in GEWE	31 December 2021	Technical Division	Nafissatou Diop	Division of Human Resources
2.3 Develop a Humanitarian Development Peace framework	A Nexus Strategic Guidance Framework that value of flexible reporting to enable integrated reports across pillars; identify coordination structures in place, lessons learned from COVID response with illustrative country examples	31 December 2021	Technical Division	Dawn Minott	Humanitarian Office
2.4 Focus on strengthening an intersectional approach	Intersectional approach strengthened to bring in more LNOB angle including disability, indigenous, and African descent	31 December 2022	Technical Division	Leyla Sharafi	Policy and Strategy Division
2.5 Leverage UNFPA data expertise	Strengthen UNFPA data expertise, particularly as it relates to violence against women prevalence surveys, geospatial analysis	31 December 2025	Technical Division	Rachel snow	Regional offices

EVALUATION RECOMMENDATION(S) AND PROPOSED ACTION POINT(S)

Recommendation No. 3	Strengthening UNFPA capacity for GEWE	Priority: Medium			
	UNFPA should strengthen capacity for GEWE internally, building on the momentum that has already been demonstrated. Directed to: Technical Division, Division for Human Resources, Regional Offices ,Country Offices				
Management response to recommendation acceptance status		Accepted			
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If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued					
Action point title	Action point text	Due date (year)	Lead implementing unit	Lead implementing and reporting staff Owner	Additional units involved in implementation (if any)
3.1 - Refer to 1.1 and 1.2	See above	December 2021	Technical Division	Leyla Sharafi	
3.2 Gender Equality programme recognition system	Develop and implement an on-going recognition system to strengthen UNFPA staff motivation, capacity, lessons, and incentives around strong GEWE programming in UNFPA	December 2025	Technical Division	Leyla Sharafi	Division of Human Resources
3.3 LNOB Strategy and Operational Plan development	Develop an operational plan on LNOB to guide UNFPA programmatic work around identified groups and furthering the commitment to indigenous groups, people of African descent, and persons with disabilities	December 2022	Technical Division	Emilie Filmer-Wilson	Policy and Strategy Division; Division of Human Resources; Division for Management and Services

EVALUATION RECOMMENDATION(S) AND PROPOSED ACTION POINT(S)

[List all recommendations below as they appear in the Evaluation Report]

Recommendation No. 4	Funding for programming on GEWE and gender mainstreaming	Priority: Medium/High			
	UNFPA should continue engaging Member States and donors in the discussion on the importance of adequate levels of predictable funding for the Strategic Plan that can be utilized flexibly by country offices to support longer-term programming capabilities on GEWE and gender mainstreaming. Although UNFPA is somehow investing in this area with institutional resources more is needed. Directed to: Policy and Strategy Division, Division of Communication and Strategic Partnership, Regional Offices, Office of the Executive Director				
Management response to recommendation acceptance status		Accepted			
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If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued					

Action point title	Action point text	Due date	Lead implementing unit [specify only one per action point only]	Lead implementing and reporting staff Owner [specify only one per action point only]	Additional units involved in implementation (if any)
4.1 Gender Marker Quality Assurance	Conduct quality assurance on UNFPA’s Gender Marker System; implement recommendations for improving gender marker coding, and usage of gender marker data to better inform programming decisions; and to build capacity of staff	31 December 2021	Technical Division	Leyla Sharafi	Policy and Strategy Division
4.2 Continue to identify non-traditional donors	Continue to identify private strategic partners, particularly with regards to humanitarian settings, to fund prevention, social norms work, and resilience building on a longer time scale	31 December 2025	Division for Communications and Strategic Partnerships	Mariarosa Cutillo	Regional offices; Country offices
4.3 Strengthen gender architecture through innovation in fundraising	Continue to identify innovations in fundraising with a view to allocating a larger share of funding to the gender architecture to enable them to develop longer-term strategies in addressing harmful practices and gender-based violence and to dedicate time to supporting other teams to mainstream GEWE.	31 December 2025	Division for Communication and Strategic Partnerships	Klaus Simoni-Petersen	Office of the Executive Director

EVALUATION RECOMMENDATION(S) AND PROPOSED ACTION POINT(S)

Recommendation No. 5	Partnership strategies for sustainable change in GEWE	Priority: Medium
	In developing partnership strategies beyond its engagement with implementing partners, UNFPA should consider which partners can complement UNFPA expertise and resources within an ecosystem approach that is essential to resolving the more complex and deeply rooted drivers of inequalities with a view to achieving sustainable change in GEWE.	
	Directed to: Division for Communications and Strategic Partnership, Policy and Strategy division, Technical Division, regional offices, country offices	

Management response to recommendation acceptance status	Accepted
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Action point title	Action point text	Due date	Lead implementing unit	Lead implementing and reporting staff Owner	Additional units involved in implementation (if any)
5.1 Applying an ecosystem approach	Apply an ecosystem approach that by definition engages a diverse set of stakeholders and multiple sectors whose value added and expertise are synergistic, in strategic thematic areas.	31 December 2021	Division for Communications and Strategic Partnerships (Strategic Partnership Branch)	Mariarosa Cutillo	Regional offices; Country offices; Technical Division, Policy and Strategy Division

5.2 Engaging FBOs	Engage faith-based organizations and faith actors to challenge and encourage changes in values and social norms, with a view to contributing to achieving gender equality and women’s empowerment.	31 December 2021	Policy and Strategy Division (IIPDB)	Soohyun Kim	Regional offices
5.3 Ensure inclusion of women-led organizations and voices	Ensure more consistent inclusion of women-led organizations in any strategy, to ensure their voices, positions, and rights issues are integrated in all thematic areas	31 December 2025	Technical Division	Leyla Sharafi	Humanitarian Office; Regional offices

EVALUATION RECOMMENDATION(S) AND PROPOSED ACTION POINT(S)

Recommendation No. 6	Building resilience strategy from an intersectional gender perspective	Priority: High
	UNFPA should continue to build organizational strategic thinking on resilience from an intersectional gender perspective, drawing on lessons learned from the COVID-19 pandemic. Directed to: Humanitarian Office and Regional Offices	

Management response to recommendation acceptance status	Accepted
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Action point title	Action point text	Due date	Lead implementing unit	Lead implementing and reporting staff Owner	Additional units involved in implementation (if any)
5.4 Support Gender responsiveness and women’s leadership in disaster risk reduction and resilience building	In line with the new SP, support gender responsiveness and women’s led organizations participation and leadership in strategies for disaster preparedness and climate change risk reduction, in community-based approaches to resilience building, and in all risk-informed programming design.	31 December 2025	Humanitarian Office	Henia Dakkak	Technical and regional offices
5.5 Strengthen preparedness, early warning and early action on gender	Strengthen preparedness, early warning and early action in UNFPA, including: - undertaking gender vulnerability assessments, - strengthening early warning system with sex-disaggregated data analysis, - timely preposition of medical supplies for reproductive health and gender based violence early action.	31 December 2022	Humanitarian Office	Nadine Cornier	Policy and Strategy Division; Regional offices