



United Nations Population Fund

UNFPA Management Response to Evaluation

Country, Region or HQ Division/Unit that Commissioned the Evaluation	Global
Evaluation Title	Joint Evaluation of Joint Programmes on Gender Equality in
Year of the Evaluation	2013
Type / Focus Area of Evaluation	JointUNEval
MR Submission Date	March 02, 2015
Approved By	
Evaluation Manager	

General Management Response

The entities (UN Women, UNDPD, UNFPA, UNICEF, MDGF/UNDP) consider this evaluation to be a valuable contribution to improving understanding of how to make joint programmes on gender equality most effective.

Recommendations

Recommendation 1 : 1: Whenever possible, make the decision on a joint gender programme a strategic choice rather than a default reaction to funding incentives, United Nations reform or donor pressure. This implies a clear options appraisal, which requires the United Nations and partners to

'make the case' for the joint modality from a development effectiveness and comparative advantage perspective, including in-country capacity of the stakeholders involved. It also implies a) analysis of the state of gender programming nationally (as it sits within broader country programming) and b) the consideration of other potential modalities, which embed the principle of jointness but which may be differently implemented, such as silent partnerships, basket or challenge funds.

Management Response : Accepted

Key Actions :

Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
			Status	Comments
1. Revisit programme guidance on selection of implementation modalities to ensure that joint program modality is only selected where it is strategically appropriate. PD will ensure the revision of the PPM section on CP development to fully reflect the recommendation	July 31,2015	Relevant planning and programme guidance units within each UN entity. PD	February 27,2015,Completed	
2. UN Women will review the new UNDG Guidance on Joint Programmes and advise on any specific additional measures that are required on gender joint programmes	December 31,2015	UN Women	February 27,2015,Completed	

Recommendation 2 : Increase the rigour of the design phase for joint gender programmes:

a) Precede design with robust analytical underpinnings, including political, political economy, conflict/fragility, human rights and operating context analyses. Ensure designs are built on solid capacity analyses of all partners, including United Nations entities, and including the capacity for coherence;

- b) Make design inclusive (including the guidance of the Gender Theme Group where appropriate); well resourced (human and financial, including technical expertise for gender and human rights); broad-based; and incorporate strategic visioning/realistic measurement and results frameworks geared to the realization of common intended results; and
- c) Ensure that design reflects the systematization of a human rights-based approach.

Management Response : Accepted

Key Actions :

Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
			Status	Comments
1. Review and, if necessary, revise entity guidance (internal and agency specific programme and operations manuals or equivalent) on joint programmes to ensure that the design phase is rigorous and quality assured.	December 31,2014	Relevant planning and programme guidance units within each UN agency. PD	February 27,2015,Completed	A guidance note: "Environmental scanning for CP development and implementation "included in PPM. Various tools are available on UNFPA Environmental scanning websites (both microsites and extended)
2. Entities will encourage use of the UNDG gender experts' roster to ensure quality of the design process	October 31,2014	All entities, TD	February 27,2015,Completed	GHRCB/TD will provide necessary technical expertise to facilitate this process
3. Entities will review project/programme appraisal procedures to ensure that there is adequate rigor in the design phase, including by building on the human rights based approach.	June 15,2015	All entities UNFPA Programme review committee (PRC) appraises all aspects of CPs' design including human rights based approach	February 27,2015,Completed	PRC appraisal of all CPs was institutionalized in 2013
			February 27,2015,Completed	PRC appraisal of all CPs was institutionalized in 2013

4. Entities will encourage their staff to use existing relevant resources, including but not limited to “Making Joint Gender Programmes Work – Guide for design, implementation, monitoring and evaluation”	December 31,2014	All entities	February 27,2015,Completed	GHRCB/TD will ensure that UNFPA staff are kept abreast of all UNDG relevant resources, including use of the Gender Marker for design, monitoring and evaluation of joint programmes

Recommendation 3 : The role of UN Women whose mandate positions them, where conditions permit, as a logical technical and/or coordination lead, should be clarified and made explicit within joint gender programmes.

Management Response : Accepted

Key Actions :

Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
			Status	Comments
1. Entities will develop a shared approach to determining and making explicit the different technical and coordination roles of different partners in joint gender programmes.	December 31,2015	UN Women, UNDP, UNICEF, UNFPA. (led by UN Women) TD And PD	February 27,2015,Completed	TD and PD colleagues will lend necessary technical expertise to developing this shared approach
2. Entities will provide direction to field offices on the implementation of the shared understanding.	December 31,2015	Relevant UN coherence and coordination units within each UN entity. TD And PD	February 27,2015,Completed	UNFPA HQ (TD and PD) will send out joint directives to field offices on the implementation of the shared understanding

Recommendation 4 : Ensure that the following key principles are integrated into design and implementation:

- Alignment should focus on the articulated priorities of rights holders (including those of women’s organizations) and from a human rights perspective, rather than just generalized national needs;
- Accountability should be shifted in perspective, from upwards to United Nations headquarters, to being truly mutual, human rights focused and centred on the country level. The role of the Resident Coordinator and the United Nations country team in holding programmes and partner agencies to account should be formalized including going beyond the use of tools of performance measures or scorecards. Joint monitoring and performance reporting should be both a precondition of funding and monitored throughout;
- Ownership requires explicit strategies which are articulated from the outset and linked to capacity development strategies, below. Mechanisms for ownership during implementation should be broad based - including representatives of women’s organizations and other appropriate agents of change - and tracked through reporting;
- Harmonizing for coherence also needs a clear vision and set of strategies from the outset, full commitment from partners and to be followed through. The premise of the joint modality should be core to the visioning process, and embedded within monitoring and reporting requirements. An explicit results statement on coordination within results frameworks should be included. The use of pass through or parallel modalities, which actively militate against harmonization, should be resisted. Coordination mechanisms should be explicitly resourced and housed in national structures (not necessarily government) to increase the location of accountability at national level. Lesson learning strategies should be integrated and applied throughout; and
- Underpinned by a shared vision, joint gender programmes need a stronger focus on managing for development results through collective working, and clearly monitored, measured, evaluated and reported upon. Activities do not need to be all jointly implemented, but need to be geared towards a common set of results, with clear upwards and horizontal linkages. Performance reporting needs to be frequent, joint, results-oriented and required. Comparison of the joint gender modality with single-entity models needs to be included in the design of country programme and thematic evaluations.

Management Response : Partially Accepted

Key Actions :

Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
			Status	Comments

1. The entities will share the findings of the evaluation with the UNDG	March 31,2015	UN Women	February 27,2015,Completed	
2. The evaluation report will be shared with all UNCTs through the coordination practice network (CPN)	June 30,2015	UN Women	February 27,2015,Completed	

Recommendation 5 : For joint gender programmes to be implemented in fragile or conflict-affected situations, a Do No Harm analysis, the international principles for good engagement in fragile situations and a state-building lens should be applied as appropriate and on an ongoing basis. A separate theory of change should be developed for programmes in these situations, which includes the elements indicated in Section 4 of the Synthesis Report.

Management Response : Partially Accepted

Key Actions :

Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
			Status	Comments
1. Entities to review and, if required, revise their strategies and guidance for humanitarian action to harmonize, and ultimately to provide additional guidance to field offices to engage in joint programmes. Prepare the guidance note to the COs on programming in fragile contexts which would inform joint programming in these settings	March 31,2015	Relevant thematic or sectoral unit/team in each entity. HRFCB/PD		
			February 27,2015,Completed	

Recommendation 6 : Designs should be centred within a full risk framework from the outset – analysis of strategic, political, political economy, capacity and governance risks, as well as the risks of the joint modality itself, is essential. Mitigation strategies, and ongoing risk management processes, should be explicit, and frequently reviewed. This is the case for all joint gender programmes without exception and particularly those in fragile or conflict-affected situations.

Management Response : Accepted

Key Actions :

Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
			Status	Comments
1. Review and, if necessary, revise entity guidance on risk management to ensure that it is fully reflected in programme guidance.	December 31,2014	Relevant risk management units within each UN entity.	February 27,2015,Completed	
2. Review and, if necessary, strengthen quality assurance processes (including through project appraisal) of joint programmes to ensure that risk management is being incorporated into joint programme design.	June 30,2015	Relevant risk management units within each UN entity that has internal quality assurance processes for engagement in joint programmes.	February 27,2015,Completed	

Recommendation 7 : Joint gender programmes should be positioned as an opportunity to develop comprehensive national capacity development strategies for gender equality and empowerment of women. This should fit with national capacity development strategies; reference UNDP's capacity development framework; include both duty-bearers and rights holders; and be partnership-oriented, inclusive and cross-cutting.

Management Response : Partially Accepted