| **Key Recommendations**  *Extract from evaluation report.* | **Management Response** | | | | |
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| **Response**  *Are the key recommendations acceptable? If no, why not?* | **Key Actions**  *What are the concrete proposed actions? Who are the key partners in carrying out the actions?* | **Timeframe**  Start and end dates. | **Responsible unit(s)**  Which units will be responsible for implementing the key actions? | |
| 1. Strengthen UN-Women Leadership in Sudan and South Sudan by fast tracking the following planned initiatives:- 2. Decentralize decision-making to empower country offices to make timely operational decisions. | The recommendation is acceptable. | The Sudan Country Office received Delegation of Authority on 9 December 2013 from HQ. The Country Representative can now approve contracts for operations and programmes at the country level. This has greatly increased timely operational processes. | June 2012 and continuous. | | HQ, SRO and CO. |
| 1. Decentralize financial management; each office to be supported with a Finance Officer with the responsibility to develop systems within UN-Women and support partners in establishing financial systems. | The recommendation is acceptable. | The Finance Associate has been on board since end August 2013 and has undergone orientation and training in the regional Office. The Administrative Associate assumed office on 27 October 2013. He comes from a similar position in UNFPA and is quite conversant with the UN procedures for procurement. He replaces the previous post holder who resigned at the end of July 2013 to travel overseas. The new Operations Manager assumed office on 27 June 2014. The predecessor was refused entry to Sudan arrival because of previous employment 8 years previously with an NGO that was expelled.  There are already established corporate financial systems within UN Women that are globally monitored through monthly reporting from all country offices. UN Women Sudan has been able to comply with the monthly reporting through the strengthening of our operations team. The Operations Team includes an Operations Manager, Finance Associate, Administrative Associate and Administrative Assistant. The capacity to execute all finance functions is now available in the country office. | June 2012 to October 2013 | UNDP HR, Sudan for the recruitments;  UN Women, Regional Office, for external operational support. | |
| 1. Organize partners’ forum to share UN-Women mandate and discuss partners’ concerns and priorities. | The recommendation is acceptable. | Training for UN Women Sudan partners is planned for 30 August 2012. Training will cover mandate of UN Women, guiding frameworks, strategic plan, Sudan AWP – goal, outcomes, outputs and indicators and linking work plans of the partners to the aforementioned. The agenda will include item for discussion of partners’ concerns & priorities. | 3 day training – December 2012  Trainings held with UNAMID Police and Rule of Law in May 2013 on M&E of activities being implemented by them.  Training for all programme coordinators and finance officers of current implementing partners on financial management and reporting on UN Women Funds held in September 2013.  Technical support to implementing partners provided in September 2013 by the Finance Specialist from the Regional Office and the Finance Associate in the country Office to account for their outstanding advances.  One week training on finance for partners facilitated by HQ Finance Team in January, 2014 | UN Women Country office- Finance Associate, Peace & Security Specialist;  Regional Office – Finance Specialist | |
| 1. Utilize the evaluation findings to develop partnership strategy for the new programme plan. The strategy should be supported with well researched tools and approaches on partnership selection, disbursement of funds, partner project planning, reporting, budgeting and institutional building to support a focussed programme plan with fewer outcomes. | The recommendation is not fully acceptable. | Key partnerships are listed in Part VII of the UN Women Sudan AWP for 2012/2013. These include key partners in Government and the UN and unlisted CSO partners. Based on the recommendations of the SIDA Evaluation Report and also prior internal strategising for the 2012/2013 AWP, the number of CSO partners will be reduced considerably to ensure better resourced programme interventions for greater impact.  UN Women has well developed and tested tools for partner selection, disbursement of funds, partner project planning, reporting etc. There will be greater compliance with the use of these tools.  The 2012/2013 AWP has only 4 outcomes. Only 6 key partners were engaged in 2013; that is Sudanese Women’s Parliamentary Caucus (SWPC), Combating Violence Against Women’s Unit (CVAW), Ministry of Welfare and Social Security, Political Parties Affairs Council (PPAC), and UNAMID. Other partners were engaged on an institutional contract basis to provide consultancy services, including studies, research and consultations. | 2012-2013 | Sudan Country Office- Country Representative in consultation with programme staff. | |
| 1. Recruit adequate staff to support operations at country office. | The recommendation is acceptable. | The new office structure provides an expanded staff for both programmes and operations in the Khartoum and Darfur offices. These were incorporated in the AWP for 2012/2013. A functional analysis was undertaken for the country office in February 2013 and a new organogramme was developed in line with the current needs of the office. They include (for Khartoum) 6 programme specialists for Governance, Peace & Security, Gender Justice – addressing violence against women, an M&E Specialist, a livelihoods specialist and a Communications Specialist; 5 administrative staff – a Finance Associate, Administrative Associate, an Administrative Assistant and 2 drivers. In Darfur, 2 programme staff – a Programme Specialist & Head of Office and Peace & Security Specialist; 2 administrative staff – an administrative Assistant and a driver. At the management level there is a Country Representative, Deputy Country Representative and an Operations Manager. | All staff to be on board by end October 2012 | UNDP Sudan HR team | |
| 1. Train staff on RBM to enhance programme planning and monitoring and roll out training to partners. | The recommendation is acceptable. | RMB training is part of staff capacity building for UN Women Africa section. A regional training for all M&E officers and a programme specialist from each country office was organised from 18-24 August 2012.  At the country level it will form part of the capacity building for staff and implementing partners for 2013 and will be held at the end of October 2013 to train new partners identified for the 2013/2013 country strategy being developed and also all staff. | August/September 2012  October 2013 - RBM | UN Women Africa section (HQ)  SRO  Country Office - M&E Specialist with support of consultant for RBM training | |
| 1. Provide guidelines for review and adaptation of long term plans that are matched with supporting resource and communication strategies in fast changing environment e.g. the post conflict areas to remain relevant to ever changing priorities. | The recommendation is partially acceptable. | A midterm review of the AWP to take place at the end of 2012 did not take place because of the SIDA midterm review finalised in June 2012. An evaluation of the 2012/2013 strategy is ongoing. There are delays in finalising the review because the external consultant has not secured a visa yet for Sudan after almost 6 weeks.  Regular review of AWPs and country , global and sub regional strategies are part of UN Women’s evaluation processes so additional guidelines do not have to be developed, but rather using existing guidelines to ensure continued relevance of programmes.  The country office will initiate the review with technical inputs from the regional M&E Specialist.  Detailed global guidelines are provided for country strategies and the guidelines for the 2014/2016 strategic plan was circulated to all country and regional offices and complied with as a prerequisite for approval of the country strategies by HQ. | October/November 2013 | SRO- Regional M&E Specialist  Country Office- M&E Specialist & Deputy Country Representative | |
| * 1. Strengthen the Capacity of the Respective Ministries of Gender i.e. MoGCSW and MoWSS in the Two Countries for Policy Implementation.  1. Conduct capacity assessment of the MoGCSW and MoWSS specifically the Gender Directorate to clarify human resources required to lead policy analysis, planning and turning resolution into action. | The recommendation is acceptable. | UNWOMEN Sudan will consolidate on the ongoing support to the Ministry of Social Security and Welfare to strategically position itself to meet its mandate and honour its commitment towards the Sudanese women which was articulated in the National Policy for Women’s Empowerment and Gender Equality.  This requires negotiation with the Ministry. A proposal has been made to undertake a gender audit of the Ministry. UNFPA undertook a gender audit for 5 state level ministries and also capacity for GM in selected federal line ministries. Latter was not exhaustive and did not include human resource capacity. Tools used also had limitations.  Meanwhile it is accepted that policy formulation and implementation needs to go beyond the Ministry of Welfare and Social Security. Un Women is thus supporting Ministry of Welfare to work with other sectors and institutions on gender mainstreaming activities. Currently the Ministry is working with Ministry of finance and the Central Bureau of Statistics to mainstream gender in the forthcoming household survey and PRSP. The Ministry has formed a technical gender committee that is being funded by UN Women to work with the technical survey committee set up by CBS. The Committee integrated 22 questions on gender in the questionnaire and fulfils the international standard requirements for gender responsive household surveys. | 2012/2013 | Country Office – Country Representative, Deputy Country Representative, Peace & Security Specialist. | |
| 1. Revise partnership model between UN-Women and the two Ministries with long term programmes that support national gender empowerment outcomes and not short term projects. | The recommendation is partially acceptable. | UN Women has moved beyond short term projects and programme interventions focus on institutional capacity building, policy development and policy implementation. UN Women does not receive multiyear funding and therefore cannot commit to multiyear funding of its partners. However discussions are ongoing with the Ministry to develop a multiyear UN Joint Programme on Gender that will address the priorities of the Gender Policy and Action Plan.  A draft of the joint programme on gender is available and will be validated after internal review by the Ministry of Welfare. | November 2013 | Country Office – UN/GoS Gender Theme Group & consultants | |
| 1. Develop coordination mechanisms for collaboration with UN Agencies, line ministries and CSOs.   MoGCSW | Recommendation is acceptable. | UNWOMEN will lead the Gender Thematic Group of the UNCT and is part of the Gender Forum that is initiated as part of the UNWOMEN support to the Ministry of Social Security and Welfare. UN Women also has regular meetings with the Director of the General Directorate for Women and Family Affairs. It has not been possible to have scheduled meetings with the Minister because of change of ministers.  The Resident Coordinator and the Minister chair the Gender Theme Group at the policy level; at the operational level the UN Women Country Representative and the Director of the General Directorate co -chair.  The civil society advisory group for UN Women is yet to be set up. | August – December 2012  October/November 2013 | Country Office – Country Representative.  Country Representative | |
| * 1. Build Capacity of Women’s Organizations for Implementation  1. Develop guidelines, tool kits and other material to support gender analysis, gender mapping, disaggregated data and gender framework for implementation by partners. | Recommendation is acceptable. | This is part of the AWP activities for 2012 and training held in December 2012 and September 2013 on M&E and Financial reporting respectively for government and civil society partners. Institutional capacity building is integrated into all agreements signed with CSO and government implementing partners. Capacity building in 2013 targets only active implementing partners.  UN Women already has tools and guidelines that need to be followed, especially for programme development. | December 2012  September 2013 | Country Office – M&E Specialist; Finance Specialist, Country Representative & Peace & Security Specialist.  Regional Office – Finance Specialist | |
| 1. Revise disbursement plans to provide longer term funding to support programmes and not short term projects. | The recommendation is partially acceptable. | As mentioned earlier UN Women cannot commit to multiyear funding. However programme interventions are now focused on achieving results rather than short term activity interventions. Consultations will be held with traditional and non-traditional donors in 2014 for funding of the 2014-2016 Strategic note that will enable the country office to enter into longer term support to partners. |  |  | |
| 1. Focus on fewer partners with longer term comprehensive programme support | Recommendation is acceptable. | This was a major decision for 2013. Only 5 main partners in 2013. | 2013 | Country Office – Country Representative and programme staff | |
| 1. Develop guidelines for partner project implementation. | Recommendation is acceptable. | This already exists within UN Women. |  |  | |
| 1. Organize partners’ orientation for new partners to clarify approaches, strategies, tools and methodologies. | Recommendation is acceptable. | This was covered in partners training mentioned above. The Finance Associate also provides individual trainings for partners on Finance. | December 2012/September 2013 | Country Office – M&E Specialist, Finance Associate and Country Representative. | |
| 1. Develop institutional capacity building strategy to address partner needs. It is recommended that such a strategy would provide a framework for identifying capacity required by partners to be effective, efficient and accountable. | Recommendation is acceptable. | An institutional partner assessment tool exists in UN Women. It is a comprehensive tool for assessing the institutional, human resource, programme and financial management capacity of partners. Additional tools were developed by the SRO to also assess the capacity for gender analysis, mainstreaming and knowledge of women’s rights framework.  The assessment enables UN Women to address the identified gaps.  UN WOMEN EHARO has also developed a capacity building strategy for government and CSOs. This will continue to guide capacity building interventions. | 2012 | Country Office – Country Representative & Programme staff | |
| 1. Improve monitoring and evaluation through development of a strategy and framework jointly with partners. | Recommendation is acceptable | An M&E strategy and Monitoring Plan exists. Country Office to however improve on its monitoring and do more joint monitoring that would include donors.  A joint monitoring framework developed during the implementing partners training in December 2012 with all partners and in May 2013 with Rule of Law and police. UNAMID.  A monitoring framework is also in place for the 2014 Annual Work Plan. | December 2012  May 2013 and September 2013. | Country Office – M&E Specialist | |
| * 1. Engage strategically in inter-agency work to raise profile and credibility of UN-Women.  1. Collaborate with other UN agencies to leverage capacities and resources available for gender to have greater impact. | Recommendation is acceptable | UN WOMEN has collaborations with UNOPS, UNDP and UNFPA through joint programmes, membership of GBV clusters etc.  UN Women is playing a lead role in the integration of gender in the Fast Track Activities of the Darfur Development Strategy being implemented by UN Agencies with funding from the government of Qatar. A tool for gender integration was developed and circulated to all UN Agencies to guide the development of their proposals. In addition UN Women has reviewed all proposals for gender responsiveness and made substantive comments to address gaps. | Ongoing | Country Office – all staff | |
| 1. Engage UNCT structures e.g. UN Coordination Group on joint gender programmes, UN Agencies and Donor Joint Group in identifying joint funding opportunities on common themes. | Recommendation is acceptable | Un Women provides leadership on gender within the UNCT. Works with the GenCap Adviser in providing this support. Has developed an Action Plan for the 7 Point Agenda.  UN Women also providing leadership and coordination for a joint programme on gender which will be submitted to SIDA and other donors at a locally organised donor conference by the Resident Coordinator. | 2012  November 2013 | Country Office – Country Representative    SIDA – to be discussed as part of Gender Theme Group. | |
| 1. Provide leadership on UN, Government, CSO gender coordination mechanisms to strengthen collaboration and partnership. | Recommendation is acceptable | Comment above applies |  |  | |
| 1. Continue to engage donors in UN-Women events and meetings to maintain donor interest. | Recommendation is acceptable | This has been agreed with donor. Will invite them to major events and also to joint monitoring missions. | 2012/2013 | Country Office | |
| * 1. Continue to Support This Core Group of Women Parliamentarians  1. Develop a broader programme to provide continuous training of women parliamentarians on core themes including CEDAW, SCR 1325, 1820, Protocol to the African Charter on Human and People’s Rights of Women in Africa, gender budgeting; representation and engagement with constituency; advocacy, lobbying and representation skills in both countries. | Recommendation is acceptable | Project with women parliamentarians includes a broader programme for training and institutional capacity enhancement. Technical assistance was offered to set up systems and for skills transfer. Implementation has been slow and there is need for continued confidence building with the women parliamentarians due to the political nature of the institution and the political dynamics in the country. SWPC has been supported to undertake missions for South-South learning including Rwanda as part of this confidence building.  To ensure wider support to women in political leadership, the Political Parties Advisory Committee has been supported to provide capacity building of women in 10 political parties. | 2012/2013 | Country Office – Country Representative and programme staff. | |
| 1. Engage women parliamentarians in developing strategies for effective legal reform, e.g. Child Act in Sudan. |  | This was included in UN Women’s support to the SWPC in 2012/13. They chose 2 legislations for review; the laws related to adultery and rape and the new constitution. Child Act is outside UN Women’s mandate, and would be a UNICEF area.  Work with SWPC has been challenging and slow and other strategies are being explored to support legislative reform such as working with parliamentary committees and state legislatures in 2014-2016. | 2012 | Country Office – programme staff | |