

UN Women Management Response and Tracking

Evaluation Title: “Supporting Gender and Capacity, Women’s Rights Protection and Child Protection in Recovery and Peace-building in Sierra Leone”

Evaluation Completion Date: 29/07/2011

Overall comments:

The project is considered to have achieved a great deal in a very short space of time and against a post-conflict backdrop. Overall, it is considered to have been very effective. In particular, the engagement with both the national women’s machinery (Ministry of Social Welfare, Gender and Children’s Affairs – MSWGCA) and women organizations seems to have been very strategic. The challenge remains for these institutions to build on the achievements and sustain them in the long term. Given the quick impact, catalytic nature and short period of intervention of this project, a better exit strategy should have been designed at the planning phase, particularly regarding the development and/or strengthening of advocacy capacities of women organizations so that they could sustain the efforts once the project finished. Even though the evaluation found evidence that these organizations have been greatly strengthened, their advocacy capacity remains quite fragile and dependent on external assistance. Notwithstanding, UN Women continues to support both the women’s machinery and civil society organizations both technically and financially in the improvement of their capacity to advocate for, develop and support relevant policies in line with international gender instruments.

The coordination mechanism put in place in this project was deemed necessary at the time given the large size and complexity of the steering committee and given the need to ease the implementation of the project in a very short time period. However, this did not always foster the necessary ownership of the project by national partners and stakeholders. In other interventions, this type of ad hoc coordination mechanism has been avoided so as to enhance the project’s ownership by national partners and other stakeholders.

Evaluation recommendation 1. Continue targeted support to the gender machinery in Sierra Leone				
Management Response: UN Women continues to provide both technical and financial capacity in strengthening the MSWGCA and other stakeholders to develop relevant policies and laws in line with CEDAW and other internationally agreed instruments in support of gender equality and women's empowerment.				
Key Action (s)	Timeframe	Responsible unit(s)	Tracking	
			Status	Comments
1.1 Support advocacy around the enactment of the 30% Affirmative Action bill for women's increased representation and participation in decision making.	2011-2012	UN Women Sierra Leone	Bill has been drafted	SL DRF 1.1
1.2 Support the 6th CEDAW report writing process	2011	UN Women Sierra Leone	Report completed to be submitted to HQ by Ministry of Gender	
Evaluation recommendation 2. Holistic programming for the women's movement				
Management Response: UN Women works strategically to leverage opportunities for the organization to further its work in the country. UN Women is avoiding as much as possible ad hoc activities that will not contribute to the overall strategic objectives of the agency. The agency is also ensuring that resources used to support various initiatives provide a catalytic effect to enhance development in Sierra Leone. UN Women continues its capacity building strides with civil society organizations including women's organizations. For example, in 2009 UN Women supported capacity building visits for Sierra Leone's Female Parliamentary Caucus and the Council of Female Councilors through an exposure programme visit to the Rwanda Parliament and Senate. The visit teaches that it is possible for African women to play key roles in politics as leaders, change agents and political mobilizers.				
Key Action (s)	Timeframe	Responsible unit(s)	Tracking	
			Status	Comments
2.1 UN Women Sierra Leone develops and approves its own strategic note and workplan aligned to UN Women's global Strategic Plan.	4 th Quarter 2011	UN Women Sierra Leone	Process has begun, still to be approved	SL's strategic note and workplan developed and submitted

Evaluation recommendation 3. Collaboration with other UN agencies

Management Response: UN Women provided technical support to the UN country team on gender equality and women’s rights. It mainstreamed gender in the UN Joint Vision (UNJV) [2009 – 2012] programme of support. The UN Joint Vision for Sierra Leone (UNJV) (2009-2012) defines the United Nations Country team (UNCT) contribution to the implementation of the PRSP II. It has 21 programmes with a Programme 17 on “Gender Equality and Women’s Empowerment” it primarily supports the implementation of the recommendations of the Truth and Reconciliation Commission relevant to women and girls, the concluding comments to the 1st-5th CEDAW report for Sierra Leone and the various national gender policies.

UN Women organized a gender technical team retreat for all UN agencies working on gender equality and women’s rights issues. At the retreat the programme 17 implementation framework was developed with 8 key result areas an annual work plan and a reporting template which all agencies contributing to UNJV prog. 17 report on.

UN Women in partnership with UNCDF is also jointly implementing the Gender Equitable Local Development (GELD) programme using a gender lens in local government planning budgeting and implementation.

Key Action (s)	Timeframe	Responsible unit(s)	Tracking	
			Status	Comments
3.1 Working with the UNCT to develop a UNJV 2013-2014	2011-2012	UN Women and UNCT	A planned UNCT retreat to draft the new UNJV	SL MRF 1.1
3.2 Support female parliamentarians to engage with various CSOs and NGOs on community development strategies	4 th quarter 2011	UN Women and Female parliamentarians	First set of meetings completed. The second meeting planned	SL MRF 1.2

Evaluation recommendation 4. Need to strengthen UN Women’s managerial efficiencies

Management Response: A financial decentralization process is planned for Sierra Leone within the next 2 years

Key Action (s)	Timeframe	Responsible unit(s)	Tracking	
			Status	Comments
4.1. UN Women’s sub-regional office devolves operational decision-making authority and autonomy to the SL office	Within 2 years	UN Women’s sub-regional office in Dakar and Sierra Leone Country Office	Process has began	SRO MRF 4.1

Evaluation recommendation 5. Improve information and documentation management				
Management Response: Filing systems are being improved at UN Women's sub-regional office and country-level offices with the development of guidelines.				
Key Action (s)	Timeframe	Responsible unit(s)	Tracking	
			Status	Comments
5.1. UN Women Country Office improves hard and electronic filing systems following guidelines provided by the sub-regional office	1 year	Sierra Leone Country Office with the support of the sub-regional office	Hard filing guidelines have already been developed by sub-regional office and shared with SL Country Office	MRF 2.1
5.2. Handover exercises are systematically carried out when staff rotate to avoid information loss		Sierra Leone Country Office		
Evaluation recommendation 6. Improve project cycle management				
Management Response: Within the planned M&E activities for 2012-2013, it is envisaged that partners and staff M&E needs will be assessed and training provided accordingly.				
Key Action (s)	Timeframe	Responsible unit(s)	Tracking	
			Status	Comments
7.1. Provide training to UN-Women staff on project design, Result Base Management, Monitoring and Evaluation to improve the use of baseline and development of performance measurement frameworks in project management and delivering of results.	2 years	UN Women's sub-regional office in Dakar and Sierra Leone Country Office	MRF developed with key deliverables on staff training	SRO MRF2.1 SL MRF 3.1