**UNDP Management Response**

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**External Evaluation of the Project “Enhancing women’s political representation through improved capacity and enhanced support in Moldova” (Women in Politics – WiP)**

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| **Overall comments**  The overall recommendation of the Evaluation Team is that a project of the same nature as WiP Programme continues.  **Evaluation Recommendation 1:**  1.1 Current WiP Programme needs to be extended to complete activities; another iteration of this programme should continue for another round of elections at the national and local level.  1.2 Secure sufficient and immediate funding and reduce delays in disbursement of such funds in order not to lose important momentum and institutional memory. | | | | | | | |
| **Management Response:**  **• The WiP Programme has developed a detailed concept of work 2017-2020 in consultation with key stakeholders, based on the findings of the Mid Term Review conducted in February 2016. The concept note expands the focus of the programme to include women in various leadership positions – including in the Executive branch at national and local level.**  **• A cost extension for 2017 has been granted by the Government of Sweden, and has been disbursed in November 2016. As described in the 2017 cost-extension and in the Concept Note 2017-2020, the focus of the programme will be on the implementation of the new Law 71 which introduced 40% gender quota.**  **• In the course of 2017, the Programme Team will develop a full-fledged Project Document with an expanded scope and UN Women and UNDP will continue fund-raising efforts.** | | | | | | | |
| **Key Action(s)** | **Time Frame** | | | **Responsible Unit(s)** | **Tracking\*** | | |
| **Comments** | **Status** | |
| 1. Develop a full-fledged proposal 2018-2020 on advancing women's leadership and participation which will cover the upcoming regular electoral cycle (Parliamentary elections in 2018 and local elections in 2019)   2) Secure immediate funding for the programme in 2017 – to complete all activities and provide sufficient time for the development of a full proposal for 2018-2020 | 1)September 2017  2)December 2016 | | | UNDP/  UN Women    UNDP/  UN Women | 1)Concept Note for 2017-2020 has been developed  2)A one-year cost extension for 2017 has been granted by SIDA | 1) Initiated.  2) Done. | |
| **Evaluation Recommendation 2:**  2.1 Consider expanding the scope to refer to women in leadership in general. Change to a more general focus will serve as an entry point in Transnistria.  2.2 Focus more resources and action at the local level, working both with the local government entities and communities where gender is poorly known. | | | | | | | |
| **Management Response:**  **• The concept note developed for the period 2017-2020 expands the focus of the programme to women in leadership more generally and has a strong focus on work at the local level. The full-fledged proposal to be developed in 2017 will maintain this focus**  **• The 1-year cost extension for 2017 includes a particular focus on the local level. Work with women mayors, but also women presidents of districts, deputy presidents and heads of departments in the district councils is included in the approved annual work plan for 2017. Women-leaders at the local level will represent a particular target group in the next project (2018 – (2020)** | | | | | | | |
| **Key Action(s)** | | **Time Frame** | | **Responsible Unit(s)** | **Tracking** | | |
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| 1. Include strong focus on local level activities in the Annual Work Plan for 2017 of current WIP Programme and implement such activities per APW 2017 2. Design and deliver leadership & advocacy support programmes to women & men at local and district levels to advance implementation of the gender agenda locally, with focus on Law 71. | | 1) December 2017 | | UNDP/  UN Women | AWP 2017 includes a strong focus on local level: capacity building of women mayors, etc. | 1)Initiated. | |
| **Evaluation Recommendation 3:**  **3.1 Support improving aspects of the law that concern placement provision in party election lists and legal measures that ensure women’s safety while running for and holding elected positions.**  **3.2 Formulate capacity development activities that focus on expanding understanding contents of Law 71 and opportunities to engage with the law for various stakeholders.**  **3.3 Focus on the electorate of men and women to raise awareness on the law and importance of electing women at various levels of representation.** | | | | | | | |
| **Management Response:**  **The Annual Work Plan for 2017 contains specific focus on advocacy for improvements to the legislation and for placement of women in winnable positions by political parties, as well as awareness raising activities on the Law 71 for two groups: the general public and elected officials. The Programme will also support discussions on the topic of violence against women in elections and politics, that is not tackled and not discussed adequately in the public space. On this, the latest cutting edge knowledge resources developed by UN Women (i.e. Guide on Violence against Women in Elections) will be used** | | | | | | | |
| **Key Action(s)** | | **Time Frame** | **Responsible Unit(s)** | | **Tracking** | | |
| **Comments** | | **Status** |
| 1. Carry out advocacy efforts for placement provision in partnership with civil society [EEF, CPD, Gender Equality Platform], Parliament and CEC as part of APW 2017   2) Carry out awareness raising activities on violence against women in elections and politics based on new global resources and knowledge products developed by UN Women and UNDP  3) Develop awareness raising and educational materials on the Law 71 for the general public and for political parties as part of AWP 2017 | | 1)December 2017  2) December 2017  3) December 2017 | UNDP / UN Women  UNDP / UN Women  UNDP / UN Women | |  | | 1)Initiated.  2) Initiated.  3) Initiated. |
| **Evaluation Recommendation 4:**  **4.1 Consider engaging people who have been invested on to capacitate others as role models to promote the agenda of women in leadership positions.**  **4.2 The mentor-mentee relationships created through WiP Programme activities should transform into partnerships in which the mentees may be engaged to arrange joint training activities with trainers.** | | | | | | | |
| **Management Response:**   * **Continuously provide opportunities for women already invested in to capacitate others and lead the agenda on women in leadership as role models and positive champions, in line with its ongoing philosophy of women acting as change agents. This work will continue beyond 2017 as part of regular UN Women/ UNDP programming in Moldova and in the context of new UNDAF 2018-2022.** | | | | | | | |
| **Key Action(s)** | | **Time Frame** | | **Responsible Unit(s)** | **Tracking** | | |
| **Comments** | | **Status** |
| 1. Provide opportunities for women already invested in to capacitate others and lead the agenda on women in leadership as role models and positive champions   2) Carry out activities to strengthen and expand the mentor-mentee relationships established | | 1)December 2019  2) December 2019 | | UNDP / UN Women  UNDP / UN Women | 1)This work will continue beyond 2017 as part of UNDAF 2018-2022  2) Pending funding secured for 2nd phase of WIP | | 1)Initiated.  2)Not started |
| **RECOMMENDATION 5**  **5.1 Design capacity building and strengthening activities in which men are included.**  **5.2 Approach working with men politicians and men/women as an electorate, through a targeted design to make results more effective.** | | | | | | | |
| **Management Response:**  Building on successful practice of engaging with men in the current phase (HeForShe campaign, advocacy with men politicians for quota adoption, involving men in local political clubs, training men local and district councilors, engaging men MPs in the regional policy forums of 2015-2016, work with the Parliament Secretariat and Constituency Offices), the programme will continue its efforts to engage men to a broader extent in its activities. The one-year cost extension of 2017 includes: dissemination of the findings of the Gender Barometer research as well as awareness raising of the Law 71 provisions (and their benefits) targeting both women and men citizens/electorate as well as politicians; work with men in the Executive at central and local level, alongside women; gender mainstreaming support to Parliamentary Secretariat staffers, both men and men, engagement of men in the activities with the Central Election Commission and the Centre for Continuous Electoral Training. | | | | | | | |
| **Key Action(s)** | | **Time Frame** | | **Responsible Unit(s)** | **Tracking** | | |
| **Comments** | | **Status** |
| **1) Target men in different 2017 WIP activities (advocacy work for further legislative changes in partnership with CSOs, awareness raising on Law 71, etc.) as part of AWP 2017** | | 1)December 2017 | | UNDP/ UN Women |  | | Initiated. |
| **RECOMMENDATION 6**  6.1 Clarify logical framework to fit expected results at the output and outcome level. There needs to be a better differentiation between what is expected at the output level (products created with the funding allocated for the project) and at the outcome level (e.g., change in situation/context and behavior) considering realistically how external circumstances outside programme control may affect achievement of expected outcomes.  6.2 For specific aspects of programming in-house resources produced by UN Agencies in projects of a similar nature elsewhere in the world may be used.  6.3 Consider a longer evaluation timeframe and a larger budget, one that would enable evaluation team to evaluate general impact and local impact by reaching out to more communities or allow for community researchers to be part of the evaluation team.  6.4 To obtain the perspectives of various beneficiaries, especially those who do not customarily use internet for communication, other technologies, such as mobile telephones may be explored as a method of obtaining information. | | | | | | | |
| **Management Response:**  The implementation of the next phase of the programme (pending outcome of resource mobilization efforts) will take into account all suggested proposals to ensure that future programming and evaluation addresses the limitations observed during this evaluation exercise. | | | | | | | |
| **Key Action(s)** | | **Time Frame** | | **Responsible Unit(s)** | **Tracking** | | |
|  | |  | |  | **Comments** | | **Status** |
| 1. Ensure all suggestions are taken into account in future phase of programme on women in leadership (pending outcome of resource mobilization efforts) | | December 2020 | | UNDP/ UN Women | Pending funding secured for 2nd phase of WIP | | Not started |