



# UN Women- DFAT Strategic Partnership Framework

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Prepared for // Australia's Department of Foreign Affairs and Trade, and UN Women

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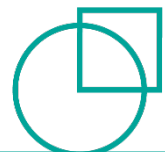
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## Review Report: **Final**

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## Acronyms and Abbreviations

AMPR	Annual Multilateral Performance Report
AQC	Aid Quality Check (DFAT performance report)
CEDAW	Convention on the Elimination of all Forms of Discrimination against Women
CSO	Civil Society Organisation
COVID-19	Novel Corona Virus Disease 2019
DFAT	Australian Department of Foreign Affairs and Trade
DRR	Disaster risk reduction
EVAW	Ending violence against women
EVAWG	Ending violence against women and girls
FBO	Faith-based Organisation
GBV	Gender-based violence
GEWE	Gender equality and women's empowerment
HQ	UN Women New York headquarters
LGBTIQ	Lesbian, Gay, Bisexual, Transexual, Intersex and Queer
ILO	International Labour Organisation
IOM	International Organisation for Migration
MCO	Multi-Country Office
NGO	Non-governmental Organisation
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
PNG	Papua New Guinea
PPA	Partner Performance Assessment (DFAT performance report)
RBM	Results-based Management
SDG	Sustainable Development Goal
SG	Secretary-General of the United Nations
SPF	Strategic Partnership Framework
UN	United Nations
UNDP	United Nations Development Programme
UNDRR	United Nations Office for Disaster Risk Reduction
UNDS	United Nations Development System
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNODC	United Nations Office on Drugs and Crime
UN-SWAP	United Nations System-wide Action Plan on Gender Equality

UNTF for EAW	United Nations Trust Fund for the Elimination of Violence against Women
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
VAW	Violence against women
VfM	Value for Money
WEE	Women's economic empowerment
WHO	World Health Organisation
WPHF	Women's peace and humanitarian fund
WPP	Women's political participation and leadership
WPS	Women, peace and security
WRD	Women's resilience to disasters

A note on the term 'Visibility':

Visibility has two meanings:

- 1) Visibility that DFAT has contributed to UN Women publicising that contribution (globally, or in projects or programs) i.e., use of DFAT branding per the requirements in the SPF clause 21.
- 2) Visibility of the line between DFAT funding and UN Women results within the Indo-Pacific.

## Executive Summary

Australia’s key development objective of gender equality and women’s empowerment is reflected in its commitment to long-term support for the mandate and activities of UN Women. UN Women is the United Nations (UN) entity dedicated to providing guidance and technical support on gender equality, the empowerment and rights of women and gender mainstreaming. It holds a triple mandate of normative support, UN coordination, and evidence-based operational activities. Australia’s commitment to UN Women has most recently been embedded in the UN Women-DFAT Strategic Partnership Framework (SPF) 2016-2020 and 2021 extension<sup>1</sup> (SPF 2016-2021), which defines Australia’s and UN Women’s nine shared objectives, funding arrangements, and engagement principles.










Australia’s Department of Foreign Affairs and Trade (DFAT) and UN Women commissioned a review of the SPF 2016-2021 to assess the partnership performance and arrangements over the period and to provide recommendations to inform the next iteration of the SPF 2022-2025. This future-focused review considers how UN Women and DFAT can maximise the effectiveness of their partnership given the changing global context and the impacts of COVID-19 on women and girls. The review<sup>2</sup> seeks to provide insight into where DFAT should invest to accelerate gender equality in the Indo-Pacific, and consequently what UN Women should do more, do less, or do differently through the next SPF. The review findings are based on over 75 reviewed documents and the input of 85 stakeholders across 19 roundtable interviews with internal DFAT and UN Women staff, and external partners. The DFAT-UN Women review reference group provided feedback during the review process.



### Findings

**Progress against the SPF’s nine shared objectives:** Overall, the partnership effectively supports UN Women’s triple mandate and has achieved important gains for advancing gender equality, and women’s empowerment globally and specifically in the Indo-Pacific.

Progress against each of the nine shared objectives is generally strong, though some are less than expected. Progress is supported by a strong, aligned partnership, long-term core and non-core funding that enables key functions, flexibility and responsiveness, and robust DFAT-UN Women relationships. Conversely, progress is constrained by variability in resourcing and capacity limitations (especially at country level), organisational processes and requirements on both sides, and lack of clarity of UN Women’s role and strategic focus vis-à-vis other UN agencies.

**Changing landscape for gender equality and UN Women positioning:** COVID-19 exacerbates existing gender inequality and vulnerability factors including the safety and security of women and girls, women’s livelihoods and women’s participation. These existing factors, now

Overview of progress against the nine shared SPF objectives	
Objective	rating
1. Performance	
2. Normative	
3. Coordination	
4. Women’s voice in decision making, leadership, and peace and security and humanitarian responses	
5. Women’s economic empowerment (WEE)	
6. Ending Violence against Women and Girls (EVAWG)	
7. Working with women’s organisations and agencies	
8. Disability inclusive development	
9. Private sector and innovation	

 Progress as expected  
 Progress less than expected

<sup>1</sup> The SPF 2016-2020 includes an extension to December 2021, which allows for alignment of the next SPF with UN Women’s Strategic Plan 2022-2025.

<sup>2</sup> Rather than conducting a joint evaluation as described in the original Terms of Reference, the Review team, DFAT and UN Women determined that a review is more appropriate given the emphasis on learning, the process orientation, and the limited time available to conduct the exercise.

exacerbated by COVID-19, are further compounded by the impacts of humanitarian instability, natural hazards and disasters (including from climate change).

UN Women has effectively pivoted in response to COVID-19, providing gender analysis, data and expertise to inform regional, national and global preparedness and response. UN Women was a prominent voice in urging action on the escalating rates of GBV during lockdowns. UN Women advocates for a COVID-19 response that also looks to improve the lives of women and girls beyond COVID-19 recovery. The agency brings strong comparative advantage as the largest source of gender expertise in the UN with the ability to link global and national policy development and having a strong network of civil society organisations and women's agencies to deliver on its mandate. It also comprehensively contributes across the UN's peace and security, human rights and sustainable development pillars and is seen as a politically neutral advocate and implementer. However, UN Women is a small agency with a broad triple mandate, which means it is often thinly spread. This is compounded by the need to accept non-strategic programmatic work due to core funding limitations and donor requirements.

Recent UN development system reform should have advantages for UN Women's coherence and coordination with other UN agencies, and its ability to have an impact in countries where it does not have a country presence. However, it may also cause additional bureaucratic requirements and hide the powerful UN Women brand (necessary for fundraising) under joint program branding. In pursuing partnerships, UN Women needs to clarify and leverage its role in partnership with other UN agencies - as intended in their current draft strategic plan and draft humanitarian strategy.

**Partnership arrangements and funding:** There is a committed, aligned Partnership that transcends donor-recipient arrangements. DFAT is a flexible, highly engaged partner that uniquely provides long-term, flexible non-core financing. UN Women is a responsive, collaborative partner that uniquely provides technical expertise on gender equality and women's empowerment. While the Partnership benefits from high levels of engagement, organisational processes and bureaucracy on both sides curb progress. Partnership arrangements defined in the SPF generally support the Partnership, however there is a need to further strengthen and embed public visibility requirements, and review progress and financial reporting requirements to meet the needs of both agencies.

Core funding is vital for UN Women to deliver its triple mandate. DFAT's core contribution to UN Women under the SPF has enabled UN Women to deliver its programmatic, normative and coordination function. Core funding underpins UN Women's work and ability to be effective to sensitive political situations, plan ahead, respond flexibly, deliver consistently and continue to increase its organisational effectiveness. To date it has been challenging to map out the many layers of results achieved through core funding. The dollar value and reach of core funding, especially in the Indo-Pacific, are not clear in UN Women's Regular Resource Reporting.

DFAT's project specific (non-core) funding has been foundational to global funds managed by UN Women and has allowed UN Women to achieve visible project results for women and girls in the Indo-Pacific Region, but it has higher operational transaction costs. A balance needs to be struck that enables visibility of results and UN Women to perform its core function and flexibly pursue emerging areas.

## Conclusions

**Overall value of the partnership:** The Partnership has achieved significant gains toward its shared objectives with a strong programmatic focus and shared priorities. The strength of the partnership lies in the alignment of the partners, the ability to leverage global and regional expertise, and the long-term, flexible nature of the engagement on both sides. The driving factor for the achievements of the partnership is DFAT and UN Women's shared commitment to gender equality, women's empowerment, and enhancing women's safety and security. Australia's support transcends the role of donor by providing important leadership and advocacy on women, peace and security, ending violence against women, sexual exploitation, abuse and harassment, and for emerging work on disaster risk reduction. For Australia, UN Women's technical expertise and global advocacy role allows DFAT to support politically sensitive areas that are key to gender equality and women's empowerment. Recurring challenges relate to defining UN

Women's role and strategic focus, resource constraints, and optimising partnerships. A key area linked to ongoing funding is ensuring sufficient visibility for DFAT both in terms of 1) UN Women's initiatives include robust public visibility, public diplomacy and branding that promote DFAT's contribution in line with SPF requirements and 2) DFAT's ability to see UN Women's results and core funding allocations within the Indo-Pacific so it can communicate the value of the Partnership within the region to stakeholders.

**Future priorities:** The nine SPF 2016-21 objectives remain relevant within the context of COVID-19 and for the next SPF. The Partnership has a coherent approach and has contributed meaningfully to the objectives. For the next SPF, the Partnership should maintain focus on key areas of strength/competitive advantage/need in COVID-19 response and recovery, and high-functioning existing programs. There is an opportunity to clarify and strengthen the aspects of the Partnership where UN Women has a strategic advantage and where the situation facing women and girls remains critical. A key change is to separate Objective 4 into a) women's political participation and leadership, b) women, peace and security, c) disaster risk reduction and d) humanitarian to take account of the changing context, agency priorities and to allow an appropriate level of focus and clarity on expected performance in each area.

**UN Women delivery approach:** UN Women continues to make improvements to its organisational model and its program delivery. It is actively addressing resource constraints and moving to support the capacity of its country and regional offices. UN Women is actively working to supplement its reporting on core resourcing for greater visibility for donors. UN Women an entity with a dedicated purpose and a clear global mandate, therefore as an implementation partner it should be recognised as distinct from to a managing contractor or non-government organisation.

**Partnership approach:** Partnership engagement has transaction costs. Both partners have high expectations of the level of exchange and communications expected from partners. While communications between UN Women and DFAT are adaptive, at times both partners feel that there are high expectations for the level of engagement and reporting.

## **Recommendations**

### **Future work**

1. The Partnership should retain and build upon work in the established SPF priority areas, integrating cross-cutting COVID-19 response and recovery initiatives, and separating women's political participation and leadership; women, peace and security; disaster risk reduction (including climate change); and, humanitarian work to allow an appropriate level of focus and clarity on expected performance in each area.

### **How the Partnership dynamics, implementation approaches, and operational arrangements can change to support the work.**

2. DFAT could provide non-core resourcing to continue linking policy and research to programming and funding, and invest to translate normative work to the Indo-Pacific.
3. The next SPF should prioritise joint programming and working through UN agency, CSO, and private sector partnerships and DFAT programs, while maintaining the UN Women identity, brand, and unique value proposition.
4. The Partnership should ensure that the engagement is strategic and does not add transaction costs without adding value.
5. The Partnership should explore options for lightly earmarked funding.
6. The Partnership should be clear about how core resourcing is used.
7. The Partnership should clarify and strengthen mutual public visibility requirements.
8. The SPF could identify solutions for UN Women's capacity constraints, drawing from established DFAT processes and initiatives that provide opportunities for qualified Australians to be involved in development work.



# Introduction

## Purpose and scope

The Australian Department of Foreign Affairs and Trade (DFAT) and UN Women have commissioned a review of the UN Women-DFAT Strategic Partnership Framework 2016-2020 and 2021 extension<sup>3</sup> (SPF 2016-2021) to assess partnership performance and arrangements over the period and provide practical recommendations for improvement that can inform the next iteration of the SPF (2022-2025). This future-focused review considers how UN Women and DFAT can maximise the effectiveness of their collaboration given the changing global context and COVID-19. In order of the report and the priority of findings, the review aims to<sup>4</sup>:

- Assess progress against the nine shared objectives and identify areas of strong performance that can be leveraged or accelerated.
- Assess the current and emerging landscape for gender equality within the Indo-Pacific and UN Women's positioning to respond.
- Assess the strength of the Partnership arrangements and future funding options.
- Provide robust, evidence-based recommendations.

The review<sup>5</sup> seeks to provide insight into where DFAT should invest and consequently what DFAT and UN Women should do more, do less, or do differently through the next SPF. This includes understanding how DFAT's contribution to core funding enables UN Women to work effectively on a global level, and what has been achieved toward the Partnership objectives through DFAT's core and non-core contribution, particularly in the Indo-Pacific region.

## Overview of the SPF and background

**Australia's key development objective of gender equality and women's empowerment (GEWE) is reflected in its commitment to long-term support for the mandate and activities of UN Women.** UN Women is the UN entity dedicated to providing guidance and technical support on gender equality, the empowerment and rights of women and girls, and gender mainstreaming. It holds a triple mandate of normative support, UN coordination, and operational activities. Australia is one of UN Women's top ten donors and a key contributor to UN Women over the past ten years.

**Australia's commitment to UN Women has most recently been embedded in the SPF 2016-2021, which defines Australia's and UN Women's shared objectives, funding arrangements and engagement principles.** The UN Women-DFAT Partnership (the Partnership) has the parallel aims to empower women's economic and leadership position and to strengthen women's safety and security through their meaningful participation and leadership. The Partnership has worked towards nine shared objectives: 1) performance; 2) normative standard setting; 3) UN coordination on gender mainstreaming; 4) enhancing women's voices in decision-making, leadership and peacebuilding, security and humanitarian response; 5) women's economic empowerment (WEE); 6) ending violence against women and girls (EVAWG); 7) engagement with women's organisations; 8) disability inclusive development; and 9) private sector and innovation. Australia provided a fixed core funding amount under the current SPF (AUD 7.79m per annum during 2016-2021) and has steadily increased non-core funding during the current SPF period. Non-core funding is focused on the Indo-Pacific, while maintaining a global gender perspective aligned to the Sustainable Development Goals (SDGs). In 2020, the UN Women Executive Board encouraged all Member States to increase their voluntary contributions to UN-Women, especially to its regular resources (core) and to prioritise flexible and timely resources aligned with the Strategic Plan, 2018 –2021, and, if possible, through multi-year commitments, so that UN-Women preserves the capacity to carry out its mandate.<sup>6</sup>

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3 The SPF 2016-2020 includes an extension to December 2021, which allows for alignment of the next SPF with UN Women's Strategic Plan 2022-2025.

4 The balance of effort across the review focus areas is weighted as follows: 1) Assessment of progress against the SPF 50%, 2) Changing context for gender equality and implications 30%, 3) Partnership 10% and 4) Future funding 10%

5 Rather than conducting a joint evaluation as described in the original Terms of Reference, the Review team, DFAT and UN Women determined that a review is more appropriate given the emphasis on learning, the process orientation, and the limited time available to conduct the exercise.

6 <https://undocs.org/en/UNW/2020/9>

Each partner fulfils a specific role. DFAT's role in the partnership is to provide funding in support of UN Women's triple mandate through core support and for specific activities within the Indo-Pacific. UN Women's role in the partnership is to deliver programs and activities as per UN Women's mandate, role within the UN System, Strategic Plan, and 2030 Agenda that are aligned to Australia's aid program and investment priorities.

**The critical backdrop to this review is the change in the global context since the development of the SPF, particularly due to COVID-19,** and more specifically how the changing context is creating differentiated and exacerbated impacts on women that may decrease or block gender equality gains. Therefore, the Partnership's next SPF will draw on the agencies' strategic responses to COVID-19 including DFAT's Partnerships for Recovery, any new DFAT gender strategies and UN Women's Strategic Plan 2022-2025, and results and lessons from the current partnership phase.

## Methodology

**To assess the Partnership's value, effectiveness and impact; and to consider how UN Women and DFAT could maximise the effectiveness of their collaboration for the new SPF the review focused on four key evaluation questions within four areas of enquiry** (detailed in the Review Matrix in **Annex 1** along with alignment of review questions to the report sections)<sup>7</sup>. Four overarching questions guided the review:

- What is the value of the Partnership?
- What are the key features of the current and future context for gender equality objectives in the Indo-Pacific?
- What are the priorities, strengths, and weaknesses of the Partnership and how can it be improved?
- To what extent has UN Women progressed implementation of areas identified for strengthened performance, and what are the organisational obstacles to progress?

The review used a positive enquiry approach based on qualitative data. The review findings are based on 75 reviewed documents (Annex 2) and the input of 85 stakeholders from DFAT, UN Women, other UN agencies, and implementing partners (civil society organisations (CSO)/Non-government organisations (NGO)/faith based organisations (FBO), managing contractor and academia) across 19 roundtable interviews (Annex 3). Stakeholder interviews and focus group discussions were semi-structured and based on four set key of questions stakeholder groups. In assessing the effectiveness of non-core funding, the review focused a purposive sample of four of Australia's largest non-core funded programs<sup>8</sup> while also considering progress and results from other non-core funded programs.

The review used an open and consultative approach with the DFAT-UN Women review reference group, engaging with them throughout the review process while retaining independence. Following data collection and analysis, key internal UN Women and DFAT stakeholders reviewed and responded to a high-level summary of key findings (document and meeting) to ensure robustness of the findings and of the eventual conclusions and recommendations. The draft report was then reviewed by key internal UN Women and DFAT stakeholders before submission of the final report.

## Limitations

The breadth and depth of the Review is limited by the number of input days (28) and relatively short duration (approximately 14 weeks including three review periods).

The Review relies on performance data from UN Women and DFAT, and a purposive sample of stakeholder interviews with DFAT and UN Women and a small number of associated agencies and external stakeholders. DFAT and UN Women staff supporting the Review joined internal

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<sup>7</sup> The Review matrix (Annex 1) includes indicative alignment to the OECD DAC Criteria. While the OECD DAC is implicit in the Review it is not be directly addressed in the report given the nature of the assessment as a review rather than an evaluation.

<sup>8</sup> 1) Afghanistan Ending Violence Against Women, 2) Pacific Women Shaping Pacific Development (Markets for Change, Pacific Partnership to End Violence against Women, UN Women global initiative Safe Transport/Safe Cities in Papua New Guinea, Women Make the Change in Papua New Guinea (women in politics), PNG Gender and Protection Cluster), 3) Syria Package – Resilience Building (Jordan), and 4) Global Joint Program - Violence Against Women.

stakeholder meetings for their respective agencies. Where the Review sought the views of external stakeholders, with one exception (Partner Agencies for UN Women), DFAT and UN Women staff did not attend to facilitate candid responses.

The Terms of Reference refer to measuring partnership results, its effectiveness and impact, whereas the Review focused on effectiveness. Any reporting of impact is based upon UN Women and DFAT reporting. Where possible, the review identifies the Partnership’s contribution to sustainable programmatic and normative results.

## Findings

### 1.1 Effectiveness of the Partnership 2016-2021

#### 1.1.1 Progress against the nine shared objectives of the SPF

**Overall, the Partnership effectively supports UN Women’s triple mandate and has achieved important gains for advancing gender equality, the empowerment of women globally and specifically in the Indo-Pacific.** Progress against each of the nine SPF shared objectives and sub-objectives is summarised below with an indicative rating as described in the adjacent Rating Scale table.

Rating Scale	
	<i>Progress as expected and likely that the objective will be achieved with current partnership practices</i>
	<i>Progress somewhat less than expected and actions are needed to achieve the objective</i>
	<i>Progress significantly less than expected and the objective is not likely to be met.</i>

DFAT’s core contribution to UN Women under the SPF has enabled UN Women to deliver its programmatic, normative and coordination function globally and at the regional level, however to date it has been challenging to map out the many layers of results achieved through core funding (see Section 1.3.4 Funding) DFAT’s project specific (non-core) support (see Annex 4 for a list of recent projects) has been foundational to supporting global funds managed by UN Women and has allowed UN Women and DFAT to focus on thematic issues and achieve visible project results for women and girls in the Indo-Pacific Region.

#### Objective 1: Performance

SPF objective and sub-objectives	Rating	Summary rationale for rating
<b>Performance</b> i. Delivering timely gender-responsive programming and technical assistance in the Indo-Pacific and globally. ii. Coordinating with other UN Agencies at the headquarters, regional and country levels to avoid duplication and increase impact and maximise transformative change. iii. Taking a strong risk management approach including to fiduciary, staff welfare and security related matters. iv. Ensuring the visibility of Australia’s contributions; and v. Prioritising results-based management supported by robust M&E and reporting systems that demonstrate impact, disaggregating by sex, age and disability		Generally good progress toward programme indicators with examples of effective programming in the Indo-Pacific. Examples of partnerships at UN Women New York HQ and regional level with UN agencies which should be continued and expanded. Strong fiduciary, personnel, and security management. Though there is a need for greater visibility of DFAT contributions under the SPF. Results-based management has continued to improve and although variable, is on track.

**The Partnership has made good progress toward performance objectives.** According to the Mid-Term Review of UN Women’s Strategic Plan, UN Women achieved good performance for 72 per cent of all assessable Strategic Plan indicators, including 74 per cent of development results milestones at the output level.<sup>9</sup> UN Women’s Executive Board has encouraged UN Women to consider lessons learned from two years of the implementation of their Strategic Plan 2018-21, to improve progress towards achieving the partially met Strategic Plan outputs and analyse targets that have been overachieved<sup>10</sup>. DFAT Partner Performance Assessment (PPA) ratings for key SPF projects are generally high (maintaining average ratings of five out of six).

**Although the Indo-Pacific is recognised as a priority for the Partnership given DFAT’s Indo-Pacific agenda there is an ongoing tension between the two agencies in achieving a balance between global and regional priorities,** which gives the impression to DFAT that the Indo-Pacific is not sufficiently or consistently prioritised.<sup>11</sup> Several global projects have focused

<sup>9</sup> D23:2, D17:2

<sup>10</sup> <https://undocs.org/en/UNW/2020/9>

<sup>11</sup> D1, D55, D57, D61, D63, D69, D71, Interviews

on countries in the Indo-Pacific region. This includes the Global Joint Program on Essential Services for Women and Girls Subject to Violence<sup>12</sup> which supported EVAWG piloting initiatives in five countries in the Asia-Pacific region, of which two are in the Pacific. The Gender Inequality of Risk and the Inception of Women's Resilience to Disaster programs spearheaded disaster risk reduction (DRR)/humanitarian in the Pacific, and the successful Women Count gender statistics programme focuses on the Asia-Pacific region.

**UN Women is undertaking joint work and pursuing partnerships with other UN agencies to amplify and leverage its work.** UN Women has numerous joint programs with other UN agencies that have seen positive results<sup>13</sup>. Joint work at the global level includes participation in Inter-Agency mechanisms for electoral assistance, financing for development, effective development cooperation, and gender responsive strategy and budgets which have translated into targeted partnerships in the Indo Pacific<sup>14 15</sup>.

**According to multiple stakeholder interviews there is variability in the coherence and complementarity of partnerships and a perception of blurry lines between UN Women's role and mandate and those of other UN agencies.** While there are reports of strong working relationships and coherence, there is a lack of coordination and of alignment with competitive advantage. This can cause confusion for beneficiaries and other (non-UN) partners, and over-engagement with beneficiaries. This has been particularly noted in UN Women's move into implementation in the humanitarian space. While program coordination is not the sole responsibility of UN Women, their coordination role requires that they demonstrate their complementarity with others. To some extent, this may be addressed by the United Nations Development System (UNDS) reform. Across the Pacific, there is an observed discrepancy in the seniority of UN Women representatives in comparison with other UN agency representatives. This impacts on relations with other UN agencies and shaping responses to gender equality.

**UN Women has sound financial management practices and strong systems for risk management.** UN Women has secured nine unqualified financial audits, though some scope for improvement identified in 2019 includes for field procurement, programs and operations and compliance with rules, regulations and instructions at UN Women New York headquarters (HQ) and field offices.<sup>16</sup> One DFAT PPA noted inadequate performance in project-level budget management. Generally, DFAT PPAs note that UN Women has strong systems for assessing risk, risk management systems, and implementing mitigation strategies relevant to context as well as proactively sharing program-level risks. Where there have been shortfalls in program-level risk assessments, UN Women has addressed them.<sup>17</sup>

**UN Women's approach to public visibility of Australia's contributions and their low use of DFAT's branding have raised more concerns than praise during stakeholder interviews.** A lack of public visibility has led to multiple instances of awkwardness with political stakeholders who are not aware of Australia's contribution. Three DFAT country programs suggested that this is an area that could be improved, and one noted that application of DFAT branding can vary between programs within the same country. The Pacific Partnership for EVAW branding guidelines are highlighted as a useful and robust approach.

**UN Women is committed to results-based management (RBM) and has updated and improved its RBM system.** UN Women is also committed to improving capacities on gender, age, and disability responsive RBM of its partners. Several evaluations report a strengthening of UN-Women RBM systems over time with continued room for improvement. DFAT's PPAs assess UN Women program M&E as generally positive though variable, ranging from excellent to adequate. The PPAs call for improvement in UN Women's understanding of performance at outcome level. The 2019 Mid-Term Review of the UN Women's Strategic Plan identifies quality

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12 Under which falls the Essential Services Package for Women and Girls Subject to Violence

13 D24:4, D24:5. Partnerships between UN Women and UNFPA, UN Office on Drugs and Crime, World Health Organisation, ILO, UNDP, UNICEF, UNDRR, UNHCR, International Organisation for Migration, UN Economic and Social Commission for Asia and the Pacific, UN Statistical Institute for Asia and the Pacific, Food and Agriculture Organisation, UN Environment Program, International Union for Conservation of Nature, World Food Program, International Fund for Agriculture Development, UN Volunteers and World Bank

14 For example, in DRR, UN Women has advanced partnerships with the UN Office for DRR (UNDRR), UNFPA and with the Sendai Gender Stakeholder Group where all actors pursue linked agendas to ensure gender-responsive DRR policies.

15 D3:15

16 D23:27, D19:11

17 D59:4, D61:4, D65:3, D65:4

improvement in UN Women’s Strategic Notes<sup>18</sup>; however, more alignment is needed to allow donors to engage and understand results across investments<sup>19</sup>.

## Objective 2: Normative

SPF objective and sub-objectives	Rating	Summary rationale for rating
Agenda-setting, implementation and promotion of global agreements, norms, policies and standards on gender equality and women’s empowerment (GEWE). <ol style="list-style-type: none"> <li>i. Putting gender equality at the centre of the global agenda</li> <li>ii. Supporting and promoting research that informs and supports strategies to improve GEWE.</li> <li>iii. Raising public awareness about the importance of GEWE and how it can be achieved.</li> <li>iv. Developing, supporting, and promoting mechanisms that monitor and evaluate how gender equality is successfully and effectively incorporated in the implementation of global agreements including the SDGs and Addis Ababa Action Agenda</li> <li>v. GEWE are explicitly and routinely built into national and global monitoring, evaluation and learning processes</li> </ol>		Through critical core resourcing support, UN Women has made significant progress in global normative work and contributed through research that informs policy making. The work at the global level has allowed UN Women to support public awareness raising of GEWE globally and within the Indo-Pacific region which is enhanced by clear alignment and political support from DFAT. Core resourcing supports UN Women’s leadership in UN System integration of a gender lens on SDGs and leadership in supporting monitoring on GEWE

**During the SPF period there have been significant gains in improving norms, policies and standards on GEWE at the global level.** DFAT’s core support enables UN Women to take a leadership and advocacy role that puts gender at the centre of the global agenda. In UN Women’s EAWG and Women, Peace and Security (WPS) initiatives, policy work forms a strong basis for country and regional level programming. UN Women has overachieved its output indicators on setting global norms on GEWE, driven by UN-Women’s technical expertise, partnerships, and influence on intergovernmental processes.<sup>20</sup>

**UN Women has a clear, recognised contribution for its normative function.** At global, national, and multilateral levels, UN Women’s contribution to agenda-setting, implementation and promotion of norms, standards, and policies on GEWE is supported by UN Women’s expert knowledge, activism, and evidence-based advocacy. For example, UN Women has achieved normative results in WPS in the adoption of intergovernmental norms and has supported the development of the UN Peacebuilding Commission’s Gender Strategy<sup>21</sup>.

**UN Women has developed high quality evidence-based research and there are examples of highly effective translation of research into use, particularly with respect to EAWG.**<sup>22</sup> In the Indo-Pacific, UN Women played a critical role at the regional and country level to transform research and evidence, such as evidence from the United Nations Trust Fund for the Elimination of Violence against Women (UNTF for EAW), into concrete policy, advocacy, and programming by supporting policymakers to understand and use research and data.

**The Partnership has invested in improving gender statistics and disaggregation of data. It has an opportunity to ensure that programmatic support includes a policy and research component.** The global Women Count Programme has improved gender statistics and has, for example, provided a resource for real-time sex-disaggregated data throughout the COVID-19 response. Data produced has enabled UN Women to track, understand and respond to women’s needs, including their changing economic situation and (where possible given lockdown conditions) risks surrounding gender-based violence (GBV). **The strength of UN Women’s research and contribution to gender sensitive data generated through the partnership has great value for the Partnership’s policy making and programme design.** UN Women is currently developing a Data Evidence Knowledge Strategy, which aims to ensure all programming is evidence-based and therefore better aligned with actual needs on the ground.

**UN Women is the leader on the WPS agenda in the UN system, to which DFAT has contributed to the strengthening of related normative and policy work.** This has led to

18 D23

19 D37

20 Doc 23

21 D33:12

22 These include UN Women’s VAW prevention and responses in the context of COVID-19 to inform policy, programming and advocacy at global, regional and country level; use of research to inform programming in the Rohingya Response, the Pacific Partnership for EAW, and in Papua New Guinea (PNG) at the country level. At the regional level, the DFAT funded Review of Gender Responsiveness in DRR has supported DRR program design and UN Women’s continued work with national governments and regional bodies (such as ASEAN, the Association of South East Asian Nations) to promote the use data to inform national policies

increased coordination within the UN and with Member States, action as a secretariat of the Women’s Peace and Humanitarian Fund (WPHF) and UN Women’s secretariat role for the Informal Experts Group on WPS that reports to the UN Security Council and allows greater advocacy for WPS within the Security Council<sup>23</sup>. UN Women manages a suite of WPS programs in its WPS Global Facility, which it leads with the UN Peacebuilding Support Office on the Secretary-General of the United Nation’s (SG) Seven Point Action Plan on Gender-Responsive Peacebuilding.

### Objective 3: Coordination

SPF objective and sub-objectives	Rating	Summary rationale for rating
<p>Strengthening the United Nations System’s coordinated promotion and support of gender equality and the full realisation of women’s rights and opportunities at global, regional and national levels, including through:</p> <ul style="list-style-type: none"> <li>i. Advocating for broader resourcing for activities and policies that promote GEWE.</li> <li>ii. Guiding, supporting and implementing joint development programs</li> <li>iii. Collaboration and capacity sharing, particularly in the Pacific region</li> <li>iv. Supporting and promoting the UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) and accountability on gender equality and the empowerment of women across the UN system</li> <li>v. Enhancing the role and outcomes of the United Nations Commission on the Status of Women.</li> <li>vi. Advocating for broader resourcing for activities and policies that promote GEWE.</li> </ul>		<p>Through core resourcing, UN Women has strengthened its coordination mandate and has expanded its ability to promote GEWE across the system. There are examples of good work in the Pacific region although the resourcing is lean. UN Women plays a strong advocacy role across the UN system and has elevated the UN SWAP, and increased outcomes on the UN Commission on the Status of Women.</p>

**DFAT’s support to core resourcing through the Partnership contributes to UN Women’s role within the UN System as the only entity exclusively dedicated to achieving gender equality and empowering women and girls, and its coordination of GEWE across the UN system.** Through the Partnership, UN Women contributed to gains in the prioritisation and coordination of GEWE-related issues in specific UN Agencies and across the UN system<sup>24</sup>. In its coordination role, UN Women works to support coherence on gender mainstreaming, gender parity with the UN system, support to the United Nations System-wide Action Plan on Gender Equality (UN-SWAP), and supporting policy and standards on issues surrounding sexual exploitation, abuse and harassment (SEAH). UN Women has taken a leading advocacy role, publishing two key documents on prevention of and response to Sexual Harassment and Sexual Exploitation and Abuse<sup>25</sup>. UN humanitarian coordination (i.e., coordination of Gender in Humanitarian Action) at regional and national level, while not necessarily funded by core, also represents UN Women’s coordination mandate.

**The coordination role is critical but lean across the UN system and at regional and country levels and resourcing to support accountability and improved performance through coordination is stretched.** The resourcing of UN Women’s coordination function has implications for UN Women’s evolving role within UNDS reform and the extent to which it can leverage its position to influence agencies’ consideration of gender issues on all fronts, from humanitarian, to peacekeeping, to transformative impacts for women and girls. UN Women serves as a secretariat for the UN WPS Standing Committee, effectively convening UN and CSO members for monitoring progress and reporting on the implementation of WPS, especially in preparation of the annual SG’s reports on WPS. UN-Women has enhanced the role and outcomes of the UN Commission on the Status of Women<sup>26</sup> by convening dialogues with Member States and technical experts and provided substantive inputs.<sup>27</sup>

23 Sharland, L., 2021. Women, Peace, and Security Mandates for UN Peacekeeping Operations: Assessing Influence and Impact, International Peace Institute.

24 D30:8

25 <https://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2018/towards-an-end-to-sexual-harassment-en.pdf?la=en&vs=4236> and <https://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2020/discussion-paper-sexual-exploitation-abuse-and-harassment-seah-en.pdf?la=en&vs=5902>

26 D32

27 UN Women’s work through the Commission on the Status of Women has resulted in 43 per cent of General Assembly resolutions integrating gender perspectives. Eighty-eight per cent of recommendations in the Secretary-General’s report on the priority theme of the 63rd session of the Commission on the Status of Women were reflected in the agreed conclusions.

## Objective 4: Enhancing women’s voices in decision making, leadership and peacebuilding, security and humanitarian responses

SPF objective and sub-objectives	Rating	Summary rationale for rating
<p>Enhancing women’s voices in decision making, leadership and peacebuilding, security and humanitarian responses.</p> <ul style="list-style-type: none"> <li>i. Taking action to ensure women’s full participation at all levels of decision making.</li> <li>ii. Supporting women’s leadership and participation in conflict prevention, peace processes, security and humanitarian action and strengthening the support for women’s agency, leadership and participation in rebuilding their lives in situations of crisis, conflict and disaster.</li> </ul>		<p>Work in peacebuilding, security, and humanitarian processes has achieved important progress and seen gains globally and in the Indo-Pacific region. DFAT has provided critical support for UN women to lead WPS. However, UN Women’s role in humanitarian interventions needs to be sharpened which will be supported through UN Women’s forthcoming humanitarian strategy.</p>

The Partnership contributes to strengthening women’s voices in leadership, peace and security processes, and humanitarian responses through several initiatives. **Within the humanitarian and peacebuilding area, both a corporate evaluation<sup>28</sup> and stakeholder interviews suggest contribution to results for women’s meaningful participation and leadership through partnerships and across a broad geographic scope on Women’s Political Participation and Leadership (WPP).** Although UN Women has exceeded the ambitions of its output areas<sup>29</sup>, evidence from stakeholders suggests that UN Women has not yet demonstrated that it has achieved the necessary gains on WPP to drive improvements in GEWE. The corporate evaluation identified the need to prioritise WPP at country level, and strengthen UN Women’s internal capacity, resource mobilisation, inclusion, evidence base for use in normative work, coordination role (including operational guidance at country and regional level) and coherence with other UN agencies.

**To date, UN Women has strengthened its work and leadership on WPS including gender-responsive conflict analysis, planning and prioritisation of the UN’s presence in peace and security contexts.** UN Women supports local women’s organisations across multiple country contexts, connecting local practice with global policy making processes.<sup>30</sup>

**Australia’s largest non-core funding commitment to the WPS agenda is through the WPS Global Facility and Australia contributes not only a donor, but as a champion of WPS agenda in the region and globally.** DFAT’s thought leadership, support for innovation and learning, and non-earmarked funding<sup>31</sup>, has supported UN Women to build up the strategic WPS Global Facility, as well as build the basis of the WPHF, moving these initiatives forward. Not all WPS initiatives supported by Australia fall under the DFAT funding commitment to the WPS Global Facility, which brings challenges to visibility of Australia’s suite of contributions in this space, as well as an understanding of UN Women’s results.

**A recurring challenge is articulating UN Women’s role and contribution through its humanitarian action.** There are several non-core funded SPF initiatives (including the Syria Package and Rohingya Response) where UN Women’s role and contribution are clear. As recognised by DFAT<sup>32</sup>, this has enabled UN Women to capably work in areas where it does not traditionally work and there have been important project level achievements. Generally, though, it has been challenging to fully capture the overall contribution and for UN Women to find its niche vis-à-vis other humanitarian actors given thin resourcing across a wide geographic area, and because of lack of clarity over UN Women’s role in fragile contexts and humanitarian settings. UN Women is acting to address this through their upcoming humanitarian strategy and strategy on working at the nexus of humanitarian-peace-development on GBV/VAWG.

**Women’s voice and leadership in DRR is a growing and promising area. UN Women provides technical support to the Gender Stakeholder Group advising on the application**

28 D33 2018 Corporate Evaluation of UN Women’s Contribution to Women’s Political Participation and Leadership (WPP)  
29 Doc 23

30 For example, with support from DFAT, UN Women partnered with the Global Network of Women Peacebuilders on a 2020 study of the role of women peacebuilders in sustaining peace, conflict resolution and conflict prevention. Subsequently, the results of the study informed the work of the UN Peacebuilding Commission, the SG’s report on peacebuilding and sustaining peace and participation of women briefers at the UN Security Council and meetings of the UN Peacebuilding Commission.

31 Interviews

32 D71:1, Interview

of the Sendai Framework for DRR 2015-2030 in Asia and the Pacific through the Asia-Pacific Sendai Action Plan. A new flagship approach, the non-core funded Women’s Resilience to Disasters (WRD) - Inception program (2019) is planned to be rolled out in the Pacific and globally. The return on investment of the WRD program is particularly high, given the substantial co-financing mobilised and the important policy results already obtained. It also supports the articulation of the DRR work area in the UN Women Strategic Plan 2022-2025.

### Objective 5: Women’s Economic Empowerment

SPF objective and sub-objectives	Rating	Summary rationale for rating
Promoting women’s economic empowerment <ul style="list-style-type: none"> <li>i. Eliminating policies, practices and social norms that restrict women’s access to decent employment, global and local markets, financing and resource ownership and control.</li> <li>ii. Improving support for female entrepreneurs and economic opportunities for women.</li> </ul>		The Partnership has taken an intersectional approach to supporting WEE through policies and programmes that aim to support WEE. The Partnership has supported WEE through strong programming across the Indo-Pacific region. This support has pivoted to respond to the challenges to women’s livelihoods presented by the COVID-19 pandemic

The Partnership has effectively promoted WEE through advocacy to address prohibitive gender norms, and country and regional programs directly supporting women’s economic autonomy and leadership. Across the Indo-Pacific region, the Markets for Change project in Fiji, Solomon Islands and Vanuatu supports women market vendors’ participation in decision making and their economic empowerment, making marketplaces safe, inclusive, and non-discriminatory. The Syria Package’s Oasis model supports livelihoods through providing cash for work opportunities, addressing barriers to livelihoods, and working with the Ministry for Social Development to support women to develop business plans.

Normative gains include work to improve gender responsive policies on land rights, supporting gender responsive social protection systems, and working to make labour laws more equitable for women. Programmatically, the Partnership’s work on WEE includes women’s increased access to sustainable livelihoods, productive assets and decent work, DRR and women’s participation and leadership in economic policy and decision-making. A 2017 UN Women evaluation<sup>33</sup> found that WEE was the strongest programming area for its quality, reach, contextual adaptations and results.

Across its programming, and particularly with respect to WEE, the Partnership aims to address intersecting issues of vulnerability. To develop integrated solutions, UN Women has taken a multi-dimensional approach to analysing gender sensitive data to understand the multiple burdens and challenges facing women. Overlapping issues include women working in the informal economy, communities dealing with frequent climate disasters, and the stresses due to COVID-19. As an example, the proposed DRR work through the Partnership addresses the multifaceted challenges facing women.

In response to the COVID-19 pandemic and lockdown, partnership initiatives sought to address the impacts on women’s livelihoods. For example, the Markets for Change project supported women market vendors and the Women Count program supported the data collection on the impacts of the pandemic on women’s livelihoods, employment, and unpaid care and domestic workloads.

### Objective 6: Ending violence against women and girls

SPF objective and sub-objectives	Rating	Summary rationale for rating
Ending violence against women and girls <ul style="list-style-type: none"> <li>i. Improving the availability and quality of services for women who have been subject to violence.</li> <li>ii. Supporting justice systems and responses that aim to prevent and effectively prosecute violence against women.</li> <li>iii. Supporting evidence-based activities and advocacy that prevent violence against women.</li> </ul>		Progress in EVAWG has been supported through alignment within the Partnership and strong support from DFAT. Globally, this area has achieved variable progress at the global level in moving toward an intersectional prevention approach with relevant programming in the Indo-Pacific region. VAWG remains a critical issue and requires increased attention from the Partnership.



**UN Women is well-placed to deliver activities that support the SPF EVAWG objectives in the Indo-Pacific, having dedicated expertise at global, regional, sub-regional and country levels to address EVAWG in public and private settings.** DFAT's Office of Development Effectiveness highlighted the importance and effectiveness of DFAT's partnership with UN Women in advancing Australia's global leadership on EVAWG and addressing VAWG in the Indo-Pacific and beyond. DFAT provides crucial support for EVAWG agenda. Per DFAT, UN Women demonstrates continued leadership in the Indo-Pacific region on VAWG prevention, essential service delivery for violence survivors (across social, justice, legal and health services), and the evidence base on addressing and preventing VAWG<sup>34</sup>.

**The Partnership has supported key achievements in changing norms and standards towards ending GBV and harmful practices during the strategic period although UN Women's results at the outcome level were mixed in 2019.**<sup>35</sup> DFAT has been a leading advocate of UN Women's work to highlight, prevent, and respond to SEAH globally and within the UN System., Via communications channels and programmatically, the EVAWG lens is used across Partnership initiatives. Projects that focus on women's empowerment have the underlying objective of reducing risks of GBV. The Partnership has provided important contributions through women's protection and family guidance centres, and GBV crisis lines.

**Many of the Partnership initiatives contribute, directly or indirectly, to identifying and responding to women's needs in the face of violence against women and girls.** UN Women and the Partnership have an ongoing focus on providing VAWG response and is taking a more integrated approach that strengthens work on prevention<sup>36</sup>. This shift is welcomed and encouraged by CSO and NGO stakeholders. The Pacific Partnership for EAW has supported the first national action plan on prevention in Fiji and the Global Flagship Program's Safe Cities and Safe Transport have also supported prevention through creating safer environments in Papua New Guinea (PNG) for women market vendors and commuters. The Afghanistan EAW program has demonstrated leadership in supporting a significantly high number of complicated VAW cases, and improved local capacity to handle such cases now allows UN Women to refocus engagement with the provincial commissions towards prevention<sup>37</sup>. The Oasis model under the Syria Package also focuses on GBV prevention. The Women Count programme has provided data to support immediate identification and response to women in GBV situations, including by performing innovative big data analysis in multiple countries in the Indo-Pacific. In the Philippines, UN-Women successfully supported adoption of the Safe Spaces Act which it defines sexual harassment against women in public spaces as violence and a violation of their human rights.<sup>38</sup>**In its COVID-19 response, UN Women identified the 'Shadow Pandemic' of domestic violence due to decreased mobility due to pandemic restrictions.** Its programming has pivoted to address women's vulnerability to GBV within the context of COVID-19.

## Objective 7: Engagement with Women's Organisations

SPF objective and sub-objectives	Rating	Summary rationale for rating
Engagement with women's organisation and coalitions, non-government organisations to promote GEWE. <ul style="list-style-type: none"> <li>i. Supporting and engagement with the National Committee for UN Women in Australia.</li> <li>ii. Promoting intersectional links with women's networks and organisations in Australia, and with partner countries and building solidarity in the global civil society movement.</li> <li>iii. Supporting women's organisations and coalitions, including women entrepreneurs, associations and service providers for women, to deliver services for women, particularly disadvantaged and difficult to reach women, and</li> </ul>		Significant progress has been achieved in engagement with Women's organisations. The Partnership's work with grassroots organisations, diverse NGOs, CSOs, FBOs and with support and engagement with the National Committee in Australia has helped to drive promotion of GEWE in the Indo-Pacific region.

<sup>34</sup> D53:5

<sup>35</sup> Doc 32

<sup>36</sup> The key non-core EAW partnership framework consists of contributions to the Global Joint Program on Essential Services for Women and Girls Subject to Violence, Blueprint for Prevention of Violence against Women, the UNTF for EAW, and Asia-Pacific regional programming such as, Stepping Up Solutions to End Violence against Women.

<sup>37</sup> D63:3

<sup>38</sup> Doc 23

**Engagement with diverse women’s organisations, including at the grassroots level, and women’s ministries is a bedrock of the Partnership and of UN Women’s delivery model.** It enables UN Women to deliver on the ground and leverages the advantages of multiple parties. These relationships are developed over time and require effort to sustain. Both DFAT and UN Women have demonstrated effective support to women’s CSOs, based on the premise that strengthening women’s organisations will sustainably help to promote GEWE, advance the WPS agenda, and end VAW. UN Women works to ensure women’s organisations meaningful participation and representation in multilateral fora and provides funding to bolster their work across multiple domains. **CSOs were invaluable as first responders during the COVID-19 crisis and allowed UN Women to continue to reach women and girls<sup>39</sup>.**

**The National Committee for UN Women in Australia works closely and effectively with the Australian government to support fundraising, and to provide communications and data.** Multiple DFAT stakeholders<sup>40</sup> praised the responsiveness and competence of this agency as well as the support it offered as an avenue to UN Women HQ.

**The UNTF for EAW, and the WPHF have been efficient mechanisms for delivering programs to CSO,** including small, women-led and women’s rights organisations and lesbian, gay, bisexual, transexual, intersex and queer (LGBTIQ) rights organisations, across countries and territories including in fragile or humanitarian contexts and with targeted approach to reaching out to those at risk of being left behind, such as women and girls living with disabilities, refugees, and the LGBTIQ population.

**Implementation through women’s organisations, CSO, NGO, and FBO in the Indo-Pacific, and across UN Women’s work, contributes to the efficiency and relevance of UN Women supported programs.** For example, the Pacific Partnership for EAW engages with over 90 national government, CSO, EAWG networks, faith-based, and sporting partners across the region<sup>41</sup>. Further, the Pacific-based Markets for Change program partners with 17 active, representative marketplace groups in three countries as well as the UN Development Programme (UNDP) as a delivery partner<sup>42</sup>. DFAT and UN Women’s support of FBOs in the Indo-Pacific is an important recognition of the effectiveness of local social structures. UN Women also has valuable relationships with National Women’s Machineries, especially Women’s Ministries. These position UN Women as a partner of choice (especially for technical support) of Women’s Ministries, such the WPP project Women Make the Change in PNG.

**Nonetheless, women’s organisation partners require investment to build capacity, particularly for program management and M&E.** CSO and NGO partners note constraints to working with UN Women including onerous procurement processes and reporting requirements to meet UNW’s reporting needs<sup>43</sup>. CSOs note that the often short-term funding limits sustainability, and the administrative and cost inefficiency of indirect engagement with UN Women (i.e., through an intermediary NGO).

**There are mixed perceptions from stakeholders about UN Women and DFAT as partners.** Stakeholders appreciate the willingness of UN Women and DFAT to receive feedback. Conversely, some stakeholders find that UN Women and DFAT take a top-down approach from their global and regional programs that does not always recognise and harmonise with existing local CSO or bilateral work to leverage overall limited resourcing. **Care is needed to ensure visibility of CSO and women’s agency work and public acknowledgement of their contribution to UN Women and DFAT objectives and programs<sup>44</sup>.** While there are spaces where UN Women showcases the achievements of CSOs (such as the UNTF for EAW, the

39 As extensively documented in two UNTF for EAW briefs: <https://unwomens.org/en/digital-library/publications/2020/06/impact-of-covid-19-on-violence-against-women-and-girls> and <https://unwomens.org/en/digital-library/publications/2020/09/six-months-of-global-pandemic-covid19-impact-on-violence-against-women-and-frontline-organizations>

40 Interviews

41 D67:2

42 D67:2

43 Interview. These needs may include reporting to donors, but this was not specified in the interview.

44 Interviews

WPHF, and in UN Women corporate communications and advocacy as reflected in their website and social media) tangible and accessible visibility is also needed at the grassroots.

## Objective 8: Disability Inclusive Development

SPF objective and sub-objectives	Rating	Summary rationale for rating
Disability inclusive development  i. Adopting disability sensitive programming practices as cross-cutting issues ii. Increasing the availability of sex and disability disaggregated data and the evidence and data for disability inclusion iii. Promoting the rights of persons with disabilities, in line with the UN Convention on the Rights of Persons with Disabilities and the Convention on the Elimination of all forms of Discrimination against Women, the Convention on the Rights of the Child, and other human rights instruments		UN Women is increasing its work on disability. Progress reviews have noted the challenge of getting data in order to reach women living with disabilities and there is a perception that disability inclusive development needs improvement in programs.

**The Partnership addresses the mutual priority of disability inclusive development normatively and programmatically, which to date has contributed to mixed results against this SPF objective.** UN Women’s reflection on the first two years of their strategic plan implementation indicates challenges gathering and effectively disaggregating data on women living with disabilities which constrains the ability to report on this objective, although this is also an area where UN Women has more recently advocated for improvement<sup>45</sup>. DFAT’s 2016 Annual Multilateral Performance Report (AMPR) noted that UN Women needed to improve visibility of their extensive disability inclusive development efforts that included advocacy with government and integration into policy, the 2019 AMPR notes ‘Although some UN Women programs are addressing disability inclusion, UN Women could do more to prioritise disability inclusion in their programs’, while the 2020 AMPR ‘encourage[s] UN Women to initiate more targeted and strategic change’<sup>46</sup>.

**The Partnership contributed to the UN flagship report on disability (2018), which supported reporting on international normative frameworks on disability and gender and the situation of women and girls with disabilities.** The footprint of Australia and of UN Women is evident in the data reported and the gender lens that is brought to the analysis.

**UN Women has led advocacy initiatives and has expanded its work with CSOs to include disability rights groups.** Through the UNTF for EVAW, UN Women has opened the first special thematic funding window on violence against women and girls living with disabilities, which has so far awarded and managed 20 projects targeting women with disabilities in 19 countries and territories. Further, the Essential Services Package to EVAWG has a strong intersectional orientation and is inclusive of women and girls with disabilities. In the Asia-Pacific, initiatives to bring attention to violence against women with disabilities have been used and replicated across the region. WPHF has also recently initiated tracking projects focused on integrating women and girls with disabilities (together with other women and girls facing intersectional forms of discrimination) as one of the scoring criteria in proposals for projects.

**With DFAT’s support, disability has become a key consideration in UN Women’s DRR work.** The Inception WRD program<sup>47</sup> was designed in a disability-inclusive manner and has a strong focus on sex, age and disability disaggregated data collection and reporting and gender, age and disability responsive service provision. The program also tracks gender and disability responsive policy progress in DRR on its WRD Knowledge Hub<sup>48</sup>. Further, UN Women’s 2020 report *Review of gender-responsiveness and disability-inclusion in disaster risk reduction in Asia and the Pacific* (partially funded by DFAT) assesses the extent to which progress towards the Sendai Framework for DRR targets has been gender-responsive and disability-inclusive.

45 D54:5 ,D23:11

46 D55:6, D54:2, D53:3

47 inception phase funded by DFAT, full 4-year proposal currently under review

48 wrd.preventionweb.net/tracker

## Objective 9: Private Sector and Innovation

SPF objective and sub-objectives	Rating	Summary rationale for rating
Private sector and innovation, including <ol style="list-style-type: none"> <li>i. Engaging with the private sector to leverage technical expertise, resources, public awareness and innovation in support of better gender equality outcomes.</li> <li>ii. Collaborating with DFAT to share lessons learned in mainstreaming innovation and to identify new approaches to the delivery of assistance and development programs, especially in the Pacific; and</li> <li>iii. Fostering a culture of innovation in development, and to develop and use new tools and processes that deliver better results.</li> </ol>		The Partnership has a number of initiatives underway to support work with the private sector and innovation. UN Women's ambitions on private sector work has been constrained by limited capacity on private sector expertise.

**Working with the private sector on shared priorities is a common objective of DFAT and UN Women that has started to produce results. UN Women's initiatives are effective but require additional capacity and expertise.** Across its programming, strategic partnerships and coordination with the private sector has supported advocacy on GEWE, WPS, women's economic issues, and EVAWG. UN Women has contributed to the SG's Task Force on Digital Financing, which has prompted the office to explore innovations. Further, the UN Women Regional Office for Asia-Pacific EAW and WEE teams have undertaken research on EAW and sexual harassment in the workplace. However, UN Women's ambitions on corporate partnerships has been constrained by limited expertise from private sector specialists.<sup>49</sup>

**Independently, and in partnership with other UN agencies (e.g., the International Labour Organisation, ILO) UN Women is working with the private sector toward common objectives and global campaigns** such as UN Women's HeForShe. The planned Australian National Chapter of the Unstereotype Alliance will engage the private sector in eradicating harmful stereotypes and discrimination from advertising and media, galvanising a collective effort in diversity, equity and inclusion initiatives.

**UN Women is using private sector partnerships to explore options for engaging with IFIs, the private sector and institutional investors as potential partners<sup>50</sup> and grow their expertise in innovative financing and delivery approaches,** such as gender development bonds and International Financial Institutions (IFI) stimulus packages. **UN Women has leveraged resourcing through private sector partnerships** including the Bill and Melinda Gates Foundation, Netflix and with high-profile individuals. In response to COVID-19, UN Women Asia-Pacific partnered with 12 Mobile Network Operators and with Indonesia's ride share company Gojek<sup>51</sup> to collect gender data on the impacts of the pandemic. **Innovative practices and private sector partnerships are also being introduced to non-core funded initiatives supported through the Partnership** such as the partnerships in the WPHF to support the WPS agenda, and the Syria Package's Oasis program's innovative use of blockchain technology. Conversely, DFAT has encouraged UN Women to their increase engagement with the private sector in the Markets for Change program<sup>52</sup>.

### 1.1.2 Factors that support or constrain progress

There are several factors that support or constrain SPF progress. DFAT and UN Women's strong strategic alignment is a fundamental support for the Partnership. Overwhelmingly, the nature of funding emerges as a factor that can either support or constrain progress against the SPF. Core funding underpins UN Women's ability to be strategic, deliver consistently, act flexibly and to be effective in sensitive political situations.<sup>53</sup> DFAT's set annual core funding allocation for the term of the SPF provides consistency. DFAT has also increased annual non-core funding over the term of the SPF and UN Women has valued the often longer term and relatively flexible allocations, though allocations are often relatively small and can require a multi-donor approach to optimise results. These smaller allocations can cause a degree of reporting burden for UN

49 Doc 23

50 D18:7

51 <https://asiapacific.unwomen.org/en/news-and-events/stories/2020/09/un-women-and-gojek-collaborate---indonesia>

52 D67:3

53 D75.

Women, especially when multiplied across a number of small projects. Limited core funding overall (beyond DFAT) constrains strategic response and progress, through limiting the resources available to UN Women for staffing and normative and coordination functions.

Strong relationships enable achievement of objectives and in this UN Women has been quite successful, both in their relationship with DFAT and with women's organisations and agencies. UN Women is somewhat constrained by their administration capacity and bureaucracy and concerns have been raised about their program management capacity, variable capacity in country offices and limited country office presence.

Table 1 summarises factors that support or constrain progress, identified throughout the review. A more detailed table that includes cross-references to findings is at **Annex 5**.

*Table 1 Summary of factors supporting and constraining progress*

<b>Supports:</b>	<b>Constraints:</b>
<ul style="list-style-type: none"> <li>– Strong aligned partnership</li> <li>– Long-term, core and non-core support enables key functions, flexibility and responsiveness</li> <li>– Women's agency/CSO delivery modality and relationships</li> <li>– Strong DFAT-UN Women relationships</li> </ul>	<ul style="list-style-type: none"> <li>– Resourcing and capacity limitations</li> <li>– Organisational processes and requirements on both sides</li> <li>– UN Women position vis-à-vis other UN agencies</li> </ul>

## 1.2 Changing landscape for gender equality

### 1.2.1 Current and emerging context for gender equality within the Indo-Pacific

**UN Women and DFAT bring strong policy frameworks that support GEWE.** As the UN's lead agency for women's empowerment and gender equality, UN Women aligns with the Beijing Platform for Action, the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW), UN Security Council Resolutions on Women, Peace and Security (WPS), other normative frameworks for GEWE, as well as the gender-responsive implementation of the 2030 Agenda for Sustainable Development, and SDG 5 in particular<sup>54</sup>. UN Women also identify the nexus between SDG 5 and health, climate action, peace and security and ending poverty as a crucial focal point<sup>55</sup>. DFAT's gender mandate aligns with the 2017 Foreign Policy White Paper and the 2016 Gender Equality and Women's Empowerment Strategy.

**UN Women's Beijing+25 review (2020) reiterates that there are global persistent challenges to gender equality** including structural and institutional barriers, discriminatory social norms and practices, slow legal and policy reform, regressive economic policies, insufficient and inflexible financing and erosion of gender equality institutions, violence against women, pushback against gender equality, de-prioritisation in times of crisis, and policies that undermine women's sexual and reproductive health and rights<sup>56</sup>. There are rising threats faced by women peace builders and human rights defenders within fragile and conflict affected states **and emerging issues relating to climate and environmental change, disasters, large-scale migration and displacement, protracted humanitarian crises and fragile states, growing economic equality and inequalities in access to social protection and technology**<sup>57</sup>.

**The COVID-19 pandemic exacerbates existing socio-economic vulnerabilities and inequalities that exist within the Indo-Pacific**<sup>58</sup>. Women's full, equal, and meaningful participation across all levels of decision-making in peace and security matters, health, economic security, safety and social protection are disproportionately impacted by COVID-19<sup>59</sup> and therefore responses need to address gender impacts<sup>60</sup>. Initially, there was the emergency and health response and going forward stability and economic empowerment will increase in

54 D18c:1

55 D18c:2

56 D18c:1

57 D18c:1

58 D47:3

59 D47:3, Interview, D18c:2

60 D47:3

importance<sup>61</sup>. **Both UN Women and DFAT have developed COVID-19 Response Frameworks that consider the needs of women and girls.**

**With the risks of natural hazards or disasters (especially in the Pacific), and protracted political conflicts, women’s resilience is undermined, they are at greater risk of violence, are more likely to be excluded from decision-making processes, have less opportunity for economic stability, and more domestic responsibilities, and less access to social safety nets.** Migration trends result in long-term consequences to refugee and host-communities. As part of the SDG emphasis on leaving no one behind, it is critical to strengthen gender-responsive DRR and support women’s resilience to disasters and climate change, and to consider the wide and long-term impacts but also the leadership potential of humanitarian situations on women and conflict.

**The health impacts of COVID-19 for women include the potential for higher exposure and go beyond the virus.** Women may receive less information than men about how to protect themselves<sup>62</sup>. Health impacts may be felt due to reallocation of resources and priorities, including from sexual and reproductive health<sup>63</sup> and rights.

**UN Women has described the increase in violence against women and girls as the shadow pandemic.** The combination of increasingly difficult socio-economic circumstances and restricted movement from COVID-19 lockdowns have exacerbated violence against women and girls while lockdowns also limit women’s access to support services<sup>64</sup>. Remote support services have had significant increases in calls during lockdowns<sup>65</sup>.

**Women’s rights organisations’ service delivery and advocacy, and women’s meaningful participation in peacebuilding, conflict prevention, humanitarian action, disaster prevention and preparedness, and recovery efforts within fragile and conflict-affected countries or contexts are hampered by COVID-19 conditions.** Women’s rights organisations are experiencing rising demand but their work is hampered by diminishing funding and lockdown conditions. Further, exacerbated insecurity and community violence in fragile and conflict-affected countries or contexts impacts women and girls’ ongoing participation and leadership in peacebuilding and conflict prevention as well as resilience to disasters and climate change. **An increased burden of care, including unpaid care and domestic work, will decrease women’s ability to participate in leadership, education, economic and livelihoods opportunities<sup>66</sup>.**

**COVID-19 has caused significant economic impacts that disproportionately affect women<sup>67</sup>.** Economic impacts on women are heightened by their over representation in the sectors and jobs that are hardest hit by COVID-19 including manufacturing, textile and garments, care services, hospitality and tourism as well as in jobs within global supply chains and as migrant workers<sup>68</sup>. Further, women tend to earn less and have more insecure work such as daily wages, self-employment and informal employment (70 per cent in developing countries)<sup>69,70</sup>.

## 1.2.2 UN Women’s Role in relation to COVID-19

**UN Women’s pre-COVID-19 strategic positioning and programming is still highly relevant because COVID-19 exacerbates existing issues<sup>71</sup>.** Many countries in the Indo-Pacific are disaster-prone and gender in DRR is already highly relevant. To this end, UN Women Pacific Multi-Country Office (MCO) see COVID-19 as an extension of their DRR work. **UN Women advocates for a COVID-19 response that aims to improve the lives of women and girls**

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61 D45

62 D13:7

63 D47

64 D47:3

65 D47:7

66 D47:7, D18c:2

67 D47:5

68 D45:6, D45:7

69 D45:7

70 D47:5

71 Interview

**post-COVID-19**, one that includes women's organisations, transforms the inequities of unpaid care work into an inclusive care economy and women-focused socio-economic plans<sup>72</sup>.

**UN Women has provided gender analysis, data and expertise to inform regional, national and global preparedness and response**<sup>73</sup>. This includes their contribution to the UN's COVID-19 Socio-Economic Impact Assessments and Socio-Economic Response Plans at global, national and regional level and the report: *The First 100 Days of COVID-19 in Asia and the Pacific: A Gender Lens* and the follow-up report published in 2021 *Standing Up to the Challenge: Response to the COVID-19 Pandemic in Asia and the Pacific* as well as *Unlocking the Lockdown: the gendered effects of COVID-19 on achieving the SDGs in Asia and the Pacific*. In the Asia-Pacific, UN Women conducted the first surveys of the gendered impacts<sup>74</sup> and agile advocacy and awareness raising of gendered COVID-19 impacts<sup>75</sup><sup>76</sup>.

**UN Women was a prominent voice in urging action on the escalating rates of GBV violence during lockdowns**<sup>77</sup> and **engaging women's organisations to support**. UN Women is at the nexus of development and emergencies on GBV/VAWG and is developing a strategy on this nexus, drawing upon latest practice and learning from COVID-19. The UN SG is working closely with UN Women to advance his Political Engagement Strategy on GBV & COVID-19. A key element is the availability of flexible funding for women's rights organisations working at the nexus of COVID-19 and GBV, to support these organisations' capacity to adapt their projects and efforts to the continuously evolving situation. In addition, UN Women provided extensive insights to the UN system and Member States on the impacts of COVID-19 and rise in VAWG, as well as impacts on CSOs and women's rights organisations<sup>78</sup>. The UN Women and UNTF for EVAW's early responses to COVID-19 heavily informed the UN Inter-agency Statement on VAWG in the context of COVID-19, and UN Women and the UNTF for EVAW have since provided an immediate and medium to long term plan to address this impact.

**UN Women has successfully pivoted to adapt to COVID-19 in their programs and are adapting to new delivery modalities**. They have both protected their staff/contractors and been able to repurpose their work to be able to better serve beneficiaries and stakeholders. (See Section 1.1.1 for examples). And, as noted, CSOs are invaluable to the COVID-19 response efforts on the ground. The remote delivery used during COVID-19 could be maintained going forward. While not a replacement for country presence, and where there is available infrastructure and opportunity to build digital capacity (if lacking), UN Women could add value to a post-COVID-19 landscape in the Pacific and other locations where populations are remote and travel is difficult or costly<sup>79</sup>. While UN Women has been nimble in adapting programs, DFAT has highlighted the need for longer term planning to mitigate against risks in a protracted situation where there are health and travel challenges<sup>80</sup>.

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72 D47:21

73 D47:7

74 D13:7

75 For example, through its co-chairing role in the Regional Gender in Humanitarian Action Working Group for Asia and the Pacific, UN Women produced one of the first gendered impact advocacy briefs related to the pandemic (March 2020) outlining anticipated impact.

76 Interview

77 D13:6

78 <https://www.unwomen.org/en/digital-library/publications/2020/04/series-evaw-covid-19-briefs>

79 Interview

80 D67:3

### 1.2.3 UN Women organisational positioning and the effects of United Nations Development Systems reform

UN Women organisational characteristics and comparative advantage

**UN Women's technical expertise on gender, networks with women's agencies and CSOs, and its strong advocacy are where it shines.** Gender mainstreaming and rights approach is in UN Women's DNA and is part of UN Women's normative, coordination, and programmatic work. UN Women works with legally registered women's organisations, NGOs and CSOs that constitute the backbone and "infrastructure" of women's movements. In acknowledging the value of their networks UN Women recognise that strengthen their impact requires new and innovative ways of working with a broader range of actors, including other UN agencies.

**UN Women is the only agency on the ground that holds a Security Council mandate through the WPS agenda,** and there are opportunities for greater UN Women's role in strengthening focus on GEWE and WPS in UN's analysis, planning, advice to the government, as well as working through the humanitarian-peace-development nexus.

**UN Women is increasingly involved in humanitarian action and has markedly increased its humanitarian budget and engagement** (a 700% annual budget increase between 2011-2017<sup>81</sup>). As an emerging contributor to humanitarian action, UN Women's strategic role in this area has not been fully defined. A 2019 UN Women corporate evaluation of UN Women's contribution to humanitarian action noted that UN Women needed to increase humanitarian action effectiveness and impact by better linking its work to system-wide responses while **minimising programming not carried out in partnership or that does not have broader strategic importance** and to focus on developing global partnership frameworks with the UN Office for the Coordination of Humanitarian Affairs (OCHA), the UN High Commissioner for Refugees (UNHCR) and the UN Population Fund (UNFPA) as the UN's key humanitarian agencies (and where UNFPA's operational mandate is GBV in humanitarian response). UN Women is progressing with related dialogues<sup>82</sup> and, as noted in Section 1.1.1, addressing these issues through their upcoming humanitarian strategy and strategy on working at the nexus of humanitarian-development on GBV/VAWG.

**UN Women is a small agency with a broad triple mandate which means that it is often thinly spread, this is compounded by the need to accept non-strategic programmatic work.** UN Women has seen its overall budget increase during the latter half of the strategic period. However, chronic resource constraints push UN Women toward a projectised approach encouraged by the needs of donors for ownership and visibility. UN Women has taken on many small projects that do not demonstrate strategic choices based upon UN Women's comparative advantage or value within an operating context. UN Women's own assessment of progress against their Strategic Plan 2018-2021<sup>83</sup> recognises these factors, and stresses that programmatic work must be focused on where UN Women can achieve the most effective and impactful results aligned with UN Women's comparative advantage.

UN Women's Draft Strategic Framework for their Strategic Plan 2022-2025 nominates four key areas of comparative advantage.

1. UN Women is the largest source of gender expertise in the UN.
2. UN Women can link global and national policy development for gender equality goals.
3. UN Women brings a long-standing network of women's agencies and CSOs to deliver on its mandate.
4. UN Women offers comprehensive and integrated contributions across the UN's peace and security, human rights and sustainable development pillars.

81 D29:9

82 These include a humanitarian partner roundtable with OCHA and UNFPA in July 2020 and bilateral strategic dialogue with UNHCR in November 2020.

83 D17



**UN Women maintains regional representation and some country presence; though their lack of country presence inhibits UN Women's ability to respond to government requests for support<sup>84</sup>.** In the Pacific, there are logistic and relationship challenges due to non-presence in eight of the 14 countries within the Pacific mandate – where securing work requires presence<sup>85</sup>.

**UN Women is seen as a politically neutral advocate and implementer for sensitive GEWE thematic areas** such as EVAWG<sup>86</sup>. UN Women's global campaigns, and regional positioning enable UN Women to broach challenging topics at the country level.

UN Women operational arrangements

**Where UN Women has achieved strong partnerships and good results, has often been the result of a high-performing individual or small team, rather than a strategic decision or systematic change.** This is important as UN Women has experienced significant staff turnover across its offices, affecting results at multiple levels and continuity at country level. UN Women is acting to improve cultural issues including allegations of bullying and abuse of authority that may have generated staff turnover<sup>87</sup>. **Due to limited core funding, UN Women has a high number of contractors rather than staff.** UN Women is tied to an expedient approach to staffing that ultimately reduces cost effectiveness and contributes to increased staff turnover due to short-term contracts.

**UN Women's capacity in program management and capacity across its bureaus, regional offices, and country offices is variable.** Notably the capacity of the Asia-Pacific Regional office is strong.<sup>88</sup> UN Women has just finalised its country establishment policy to 'right-size' its country and regional presence to ensure that the right personnel are in the right places. **UN Women's management is concentrated at HQ which diffuses convening power at country level.** Country level staff are often program specialists rather than director level positions. Therefore, engaging in intra-agency dialogue can be challenging for UN country staff to have seniority to lead discourse on UN Women's role in the context.<sup>89</sup>

**UN Women has cumbersome administrative processes, particularly in relation to staff recruitment.** UN Women, DFAT and CSO stakeholders note that UN Women's organisational pace and bureaucratic nature do not match its aspirations, nor do they take advantage of UN Women's potential in being a smaller, and therefore more nimble entity. Many of UN Women's functions are centralised which constrains efficiency and means that UN Women is not always able to respond efficiently to country needs.

**However, as part of UN Women's ongoing change management, and planning for the next Strategic Plan, UN Women continues to make improvements to its organisational model and its program delivery.** UN Women is engaged in an ongoing change management process which includes reforms to better respond to programmatic needs at the country level, including procurement and partner engagement processes. Further, there is some indication of improvement due to the new Country Presence Governance Framework approved in 2020.

Effects of UNDS Reform on UN Women

**UNDS Reform presents opportunities and challenges for UN Women's coordination role.** Country offices have found that the UN Reform and resident coordinator system, while welcome, is at times tripling the coordination requirements. This is particularly the case for the Pacific MCO, who currently reports to two, soon increasing to three, RCs. However, UN Women might achieve greater reach an impact in settings where it is non-resident and there may be overall benefits for coherence across the UN agencies and for beneficiaries.

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84 Interview

85 Interviews; UN Women has a country presence in Afghanistan, Bangladesh, Cambodia, Nepal, Pakistan, Papua New Guinea, Timor-Leste; Multi-Country Offices in Fiji (which supports governments and CSO across 14 Pacific Island countries) and India (and a Regional Office in Bangkok).

86 D57:3, Interview

87 D53:2, D19:5

88 Strengthening Organizational Structure for Delivering Gender Equality Results – Corporate Evaluation of the Regional Architecture of UN Women, Independent Evaluation Office, 2016

89 <https://undocs.org/en/UNW/2019/6> Asia Pacific Staffing has 2 D-1 positions; 23 Program staff; 15 National Officers and 27 General staff. This is proportionate with staffing arrangements across UN Women's divisions and across its regional offices.

**While UN Women in the Pacific MCO play a key administrative role to support the Resident Coordinator Office this is not the best use of UN Women’s expertise or organisational capacity.** UN Women’s Pacific MCO’s effective leadership of the Resident Coordinator Office operations and management team and back-end streamlining of more efficient processes across UN agencies within the Pacific demonstrates their capabilities and reach but should not set an example for other UN Women offices to engage in a similar role because it is purely an administrative coordination function rather than gender mainstreaming/coordination.

**With the new roles of Resident Coordinators, GEWE issues in some countries may be de-prioritised due to political sensitivity,** thus posing challenges for UN Women and women’s rights activists to pursue the gender equality agenda and affecting the broader civic space. This is an important consideration given the value that UN Women brings to the SPF as the non-political advocate for shared objectives.

**There is power to the UN Women branding but visibility may be reduced by UN reform<sup>90</sup>.** UN Women’s visibility is vital for establishing and maintaining local networks and for UN Women fundraising. The UN’s use of program-specific brands for ‘One UN’ joint-delivery programs reduces the visibility of individual agencies. However, fund raising for core funding (in particular) is an individual effort that needs visibility and evidence of agency results. A potential outcome of the One UN approach to joint program branding, therefore, might be reduced core funding and the related impacts on capacity.

## 1.3 Partnership Arrangements and Funding

### 1.3.1 Individual and shared objectives and future priorities

**DFAT and UN Women’s nine shared objectives in the SPF 2016-21 bring together UN Women’s strategic priorities and Australia’s development objectives.** In consideration of the direction for the SPF 2022-2025, UN Women and DFAT each have their own gender objectives and emerging priorities described within their current high-level strategic documents.

**UN Women’s current and future (indicative) strategies within their Strategic Plan 2018-21 and Draft Framework for the UN Women Strategic Plan 2022-2025 strongly align with the three priority areas in DFAT’s *Gender Equality and Women’s Empowerment Strategy (2016)* of enhancing women’s voice in decision making, leadership and peace building, WEE and EVAWG.** UN Women also contributed to Australia’s new draft international development policy, where gender equality was one of Australia’s six development priorities, before the policy was put on hold and temporarily replaced by DFAT’s *Partnerships for Recovery: Australia’s COVID-19 development response*. UN Women’s *COVID-19 Response Framework* also strongly aligns with DFAT’s *Partnerships for Recovery* priorities of WEE and EVAWG (Annex 6). Australia’s development objective of gender-empowerment is also reflected in its commitment to long-term support for the mandate and activities of UN Women. Notwithstanding DFAT’s strong gender focus, UN Women by its nature has deeper articulation of gender priorities than DFAT.

**Informing future direction for the SPF 2022-2025, UN Women’s upcoming Strategic Plan 2022-2025 focuses on using the triple mandate to address four ongoing gender themes: 1) governance and participation in public life, 2) economic empowerment and resilience, 3) EVAWG and 4) peace, security, humanitarian action and DRR<sup>91</sup>.** These themes are further focused within specific target areas including COVID-19 response and recovery; climate change and environmental challenges, including women’s role in adaption and mitigation; the pushback on gender equality and closing of civic spaces for women’s organisations; the inequality in social protection and the care economy and large-scale displacement and migration. To address these issues, UN Women will continue to engage in partnerships with policy makers, women’s movements and CSO, private sector partners and a range of gender equality influencers. In particular, UN Women will continue to build on and clarify working arrangements with their

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<sup>90</sup> Interviews

<sup>91</sup> D18c.

'common chapter' agencies UNFPA, UNDP and the UN Children's Fund (UNICEF)<sup>92</sup> to work together to support implementation of the 2030 Agenda. Lessons learned from UN Women's COVID-19 response will also inform thematic areas.

### 1.3.2 SPF operational arrangements

**Generally, the Partnership operational arrangements defined in the SPF support delivery.** These arrangements include: specified engagement, financial contributions, engagement principles including public visibility (branding and publicity) for DFAT's contribution to UN Women's work, performance reporting, and accounting records.

**Specified engagement between UN Women and DFAT supports the relationship's coherence and cohesion** (Section 1.3.3). **Financial contributions to core funding support UN Women's mandate, and flexible and thematic non-core funding supports effective program planning and delivery** however, they do not support DFAT's needs for visibility of funding allocation (Section 1.3.4).

**Both DFAT and UN Women expressed concern and confusion relating to UN Women's uneven and at times poor application of the SPF public visibility requirements for DFAT's contribution to UN Women's activities and results.** The current wording in the SPF, while clear enough about the expected approach, does not sufficiently convey the deep importance for DFAT to ensure visibility of their contribution and is not sufficiently prescriptive to ensure application e.g., 'wherever appropriate and feasible, attempts will be made to achieve this'<sup>93</sup>.

**Performance reporting requirements in the SPF seek to reduce the burden on UN Women, however UN Women's reporting on core funding is standardised for all donors and does not meet DFAT's need for targeted reporting on expenditure and use of core funding in Indo-Pacific countries to justify Australia's contributions. UN Women at times noted a program reporting burden** – particularly for smaller programs with multiple funders. DFAT requires both program financial and performance reporting but for UN Women the reporting is often not in isolation. For example, a Pacific program in 2020 had four donors with three different reporting requirements and DFAT reporting involved three reports per year (two six monthly reports and one annual report). UN Women in PNG report to three different divisions in DFAT, all of which have different and separate reporting requirements for three relatively small programs. **The SPF requires UN Women to maintain accounting records aligned with UN Women regulation and rules, for which project-level performance and communication of budget information could be improved** (see Section 1.3.5). The SPF Performance objective mentions Value for Money (VfM) and fiduciary risk management, but not project-level budget requirements.

### 1.3.3 Relationship

#### **Multifaceted relationship**

**The Partnership operates across multiple levels: HQ, regional, country, and through program-based or Fund-specific mechanisms, while generally perceived as both positive and constructive there is some variation in the level of engagement and alignment across partnership settings and fora which appears to be context-specific and, at times, personality driven.** At its best, the Partnership is characterised by a high level of professionalism, fluid communication, and flexibility on both sides. Where it is more challenging, the Partnership suffers from overly stretched staffing on UN Women's side and difficulty responding to DFAT's requests.

**Collaboration and communication, both in substance and frequency, are often strong though high staff turnover at both DFAT and UN Women can constrain effective delivery.** Post is noted as both having strong program communications and offers opportunity for UN Women to strengthen dialogue, information sharing and collaboration with DFAT's bilateral program. Where communication is less strong or requires more effort it is generally linked to

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<sup>92</sup> D3:4. To support coherence and effectiveness, in line with the Quadrennial Comprehensive Policy Review 2016 of the UN development system. the Strategic Plans 2018-2021 of UNDP, UNFPA, UNICEF and UN-Women have a common chapter describing a commitment of the four agencies to work collaboratively in compliance with their respective mandates and in partnership with other members of the United Nations family to contribute to the implementation of the 2030 Agenda for Sustainable Development and Sustainable Development Goals.

<sup>93</sup> D1:9

distance and a disconnect between HQ and field, staffing constraints or staff turnover (rather than any relationship issues). DFAT's flexible and trusting support has enabled UN Women to respond effectively to COVID-19.

### **DFAT partner characteristics**

**DFAT is a long-term partner with a clear focus on the Indo-Pacific.** UN Women, and civil society partners coincide on their esteem and appreciation for DFAT's long-term financing through multi-year non-earmarked funding as well as multi-year project funding. In contrast to other donors that operate in annual planning cycles, DFAT's commitment to providing multi-year financing enables better planning and programmatic consistency. The political, economic, and development impetus for focusing on the Indo-Pacific is evident and well-communicated to partners. This presents an opportunity to focus on issues facing the Indo-Pacific to receive funding and a challenge for UN Women to pursue an appropriate balance between its global and regional programming.

**As a development agency and donor, DFAT are leaders in the field of GEWE.** UN Women appreciates DFAT's prioritisation and leadership on GEWE on the global and regional stage. DFAT's sophisticated understanding of gender issues, and its ability to promote gender in multilateral fora is well-recognised. **DFAT provides political leveraging and support but the nature of DFAT means that development decisions can also be politically driven.** For example, DFAT has brought broad government support to the Markets for Change program where there is significant cross-cutting political support, while on the other hand, DFAT has not placed the same level of emphasis on climate change which significantly affects Pacific countries but is more politically sensitive for DFAT.

**DFAT is an engaged, constructive partner with higher reporting expectations than other donors.** DFAT is not just a donor, but a partner. DFAT's strongest partner engagement is at HQ and country level. DFAT is highly engaged throughout the funding and program design process. DFAT Post and Canberra can require different styles of communication due to distance. UN Women notes that DFAT's program reporting requirements are more exhaustive than other partners (for example, the requirement for six-monthly reports) and among donors this need for 6-monthly reports is paralleled only by the UK's Foreign and Commonwealth Office. While supporting program quality, the reporting requirements have transaction costs for UN Women.

### **UN Women partner characteristics**

**UN Women is a responsive, cooperative, and strong communicator as a program partner and at country level, but HQ is less strong on engagement and communications where the relationship is not localised and UN Women has high expectations for ministerial engagement.** In terms of localised relationships, DFAT New York enjoys a strong collegial relationship with UN Women HQ in New York but some other areas of DFAT have noted challenges in accessing information from UN Women HQ and have found greater support from UN Women Australia. UN Women requests extensive participation from DFAT including ministerial engagement at roundtables. While this recognises Australia's support and leadership, the requested level and calibre of representation is not always appropriate or possible from DFAT's perspective.

**UN Women is receptive to feedback and is taking steps to improve its effectiveness and efficiency.** UN Women is notably open to feedback and willing to undertake performance and process improvements to better serve CSOs, and respond to donors, including DFAT.

**UN Women is a highly competent rights-based technical partner and a strong advocate for change.** They are described as highly principled and capable of managing sensitive issues. UN Women is innovative and explores new methods of delivery while also remaining practical and the agency is perceived as strategic, thinking long-term.

#### **1.3.4 Funding**

**Australia has been a key financial contributor to UN Women over the past ten years and has increased non-core support during the current SPF period.** DFAT has provided consistent core funding (**Figure 1**). The SPF outlines agreed financial contributions including a fixed figure for core funding (AUD7.79m per annum) and arrangements for ear-marked (non-

core) contributions specific to either a program/project or to thematic groups of programs and projects. **The ratio of non-core to core funding has decreased and DFAT's funding for earmarked investments has increased significantly (Figure 1).** An ongoing challenge for both DFAT and UN Women is articulating how DFAT's support to UN Women's core resources is used or, rather, separating DFAT's core funding from the overall core narrative.

**UN Women is clear that core resources are critical to fulfilling its triple-mandate (particularly in fulfilling its normative and coordination functions), global reach, and providing a relevant and flexible response<sup>94</sup>.** UN Women's response to COVID-19, which stakeholders recognise as being timely, relevant, and necessary, demonstrates how core resourcing can be used effectively. Core funding enables UN Women to plan and adroitly respond to opportunities, emerging priorities, emergencies and government requests for support. Core funding supports cost effectiveness for staff positions, and therefore better use of already limited resources. UN Women staff in the Pacific note they are unable to respond to government requests for support due to a lack of core funding for staff positions, and note a lack of donor willingness to support staff positions for technical normative work (in particular) when donors already give core funding<sup>95</sup>

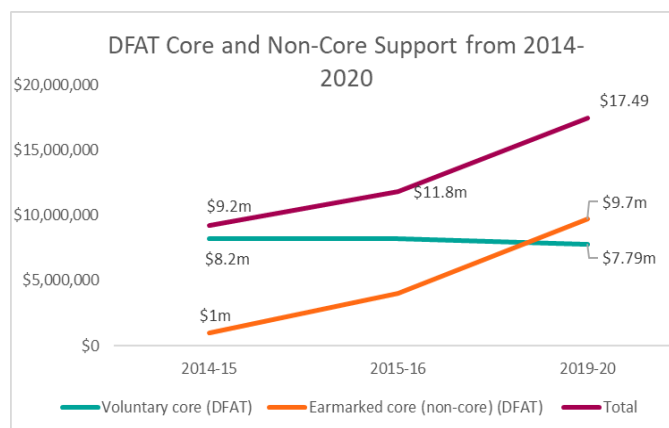


Figure 1: Core and Non-Core Support from DFAT 2014-2020, source: AMPR reports

**To date, UN Women has offered DFAT limited visibility of how core funding has generated impacts in the Indo-Pacific which, makes it difficult for DFAT to justify the core expenditure.** Even while DFAT and UN Women's strategic priorities are largely aligned, it is not always possible for UN Women to demonstrate how core resourcing contributes to DFAT's priorities in the Indo-Pacific and politically it is challenging for DFAT to demonstrate how Australian tax dollars are being used when it cannot 'follow the money.' The UN Women's Regular Resources Report 2019 states that most core funding in the Asia-Pacific region<sup>96</sup> is spent on program implementation (76 per cent) and 10 per cent on normative functions and 7 per cent on coordination functions and, notwithstanding positive normative and coordination findings, the reach of this core funding is not clear<sup>97</sup>. Further, UN Women can only provide additional information on the regions as defined by UN Women governance framework (i.e., UN Women's Asia-Pacific rather than DFAT's Indo-Pacific).

**DFAT would prefer to offer activity-based financing to ensure that funding reaches the Indo-Pacific.** As both DFAT and UN Women recognise, it is easier to identify results for project specific (non-core) funding and to align non-core funding to a specific region. But that does not enable UN Women to respond when needs emerge, particularly where there is not political alignment, or to provide core services. In practice, a blend of project and core resourcing contributes to the Partnership objectives with a greater concentration of non-core resourcing designated to women's leadership, WPS, EVAWG, and WEE initiatives.

**Long-term, core and non-core funding and non-core pooled funding enable key functions.** Multi-year core funding has enabled flexible program delivery. DFAT is one of the few donors that provide this funding and it enables UN Women to have a more strategic and adaptive

94 D17:28

95 Interview

96 UN Women refers to Asia Pacific, whereas DFAT refers to Indo-Pacific. DFAT does not have a defined list of countries that are classified as the Indo-Pacific. UN Women covers the Asia-Pacific as follows: <https://asiapacific.unwomen.org/en/countries>

97 The UN Women's Regular Resources Report 2019 broadly disaggregates the proportions of core funding spent at the Asia-Pacific regional level but does not identify the value or what percentage of overall core funding is spent in the region. In the Asia-Pacific Region, 76 per cent of regular resource spending is on program implementation, 10 per cent on normative functions, 7 per cent on coordination, 5 per cent on knowledge and results management, and 2 per cent on partnerships, communications and resource mobilisation.

approach to program delivery. Non-core pooled funding mechanism such as the UNTF for EVAW, WPS Global Facility and the WPHF have supported good results.

### 1.3.5 Value for Money

**DFAT's most recent AMPR<sup>98</sup> for the financial year 2019-20, found that UN Women consistently demonstrated VfM in overall effectiveness of program delivery achieving a higher rating (5) than in the 2018-19 AMPR<sup>99</sup>.** However, the 2019-20 AMPR identifies the economy issues of funding fragmentation and limited joint programs as an impediment to VfM. **UN Women has ethically managed their finances.** As noted in Section 1.1.1, they have received nine unqualified audits. **Partnership activities offer adequate to good VfM in terms of efficiency and economy from the perspective of DFAT activity managers on all four case project agreements.** In the related PPAs, higher ratings were consistently found in UN Women's commitment to improve VfM, and their pursuit of cost-effectiveness and proportionality in resource allocation. However, lower ratings (though a mix between good, adequate and inadequate) were consistent for UN Women's efficiency for budget management, and their systems and procedures to monitor and manage VfM during implementation.

## Towards the SPF 2022-2025

### Conclusions

#### Overall value of the Partnership

**The partnership between DFAT and UN Women has achieved significant gains toward its shared objectives with a strong programmatic focus.** The strength of the Partnership lies in the alignment of the partners, the ability to leverage global and regional expertise, and the long-term, flexible nature of the engagement on both sides. The driving factor for the achievements of the Partnership is DFAT and UN Women's shared commitment to gender equality, women's empowerment, and enhancing women's safety and security. Australia's support transcends the role of donor providing important leadership and advocacy on WPS, EVAWG, SEAH, and is expected to be important to emerging work on DRR. For Australia, UN Women's technical expertise, global advocacy role and political neutrality enable DFAT to support politically sensitive areas that are key to GEWE.

While the Partnership has a sound and demonstrated value, there are aspects of the Partnership that have been recurring challenges related to defining the role and strategic focus for UN Women, resource constraints and optimising partnerships which are being addressed in UN Women's forthcoming Strategic Plan. A key area linked to ongoing funding that needs to be resolved is how to ensure sufficient visibility for DFAT both in terms of public diplomacy/ branding and understanding of the line between core funding and results in the Indo-Pacific.

#### Future priorities

**The nine SPF objectives remain relevant within the context of COVID-19.** The Partnership has a coherent approach and has contributed meaningfully to the objectives. For the next SPF, **the priority areas remain relevant,** and the Partnership should maintain focus on key areas of strength/competitive advantage/need in COVID-19 response and recovery/high-functioning existing programs. There are strong points of convergence and intersectionality between the established priority areas, as will be reflected in UN Women's next Strategic Plan, that allow for mutual reinforcement of the priority areas. Further, going forward there is an opportunity to clarify and strengthen the aspects of the Partnership where UN Women has a strategic advantage and where the situation facing women and girls remains critical. In particular, women's political leadership and decision making, WPS, DRR and humanitarian work are emerging as their own distinct thematic focus areas (though linked by enhancing women's voice/decision making/participation) and the generation and use of data should also be elevated in line with UN Women's emerging data, evidence and knowledge strategy.

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## UN Women delivery approach

As part of UN Women’s ongoing change management, and planning for the next Strategic Plan, UN Women continues to make improvements to its organisational model and its program delivery. With encouragement from its Executive Board, UN Women is actively addressing resource constraints and moving to support the capacity of its country and regional offices and is currently reviewing its procurement and partner engagement processes to better respond to programmatic needs at country level. UN Women is actively working to supplement its reporting on core resourcing for greater visibility for donors. UN Women is an entity with a dedicated purpose and a clear global mandate, therefore as an implementation partner it should be recognised as distinct from to a managing contractor or an NGO.

## Partnership approach

**Partnership engagement has transaction costs.** Both partners have high expectations of the mutual level of exchange and communications. While communications between UN Women and DFAT are adaptive, at times both partners feel that there are high expectations for the level of engagement and reporting.

## Recommendations

Future priorities for the next SPF

1. The Partnership should retain and build upon work in the established SPF priority areas, integrating cross-cutting COVID-19 response and recovery initiatives, and separating women’s political leadership, WPS, DRR (including climate change) and humanitarian work to allow an appropriate level of focus and clarity on expected performance in each area.

Given that the COVID-19 pandemic exacerbates existing gender issues for which progress is already subject to disruption from major events and inconsistent desire for change (Section 1.2.2), there is relatively strong performance across all current SPF objectives (Section 1.1.1) and the strong alignment between UN Women’s and DFAT’s strategic priorities (Section 1.3.1), **the next SPF should carry forward the existing SPF objectives with some necessary changes to focus.**

Table 2: Key focus areas and recommended changes for SPF 2021-25

→	Continue as is (i.e. it is working and needs no change)	↑	Continue and do more (i.e. strengthen, add capacity)	↓	Continue and do less (i.e. no longer relevant)	↕	Continue and do differently (i.e. restructure, change focus, adapt)
<b>Current Objective</b>	<b>Continue...</b>	<b>Key focus areas and recommended changes for SPF 2021-25</b>					
1. Performance	↑	<b>Continue and strengthen the following:</b> <ul style="list-style-type: none"> <li>• Public visibility requirements.</li> <li>• Link results-based management and reporting to the need for outcomes-level reporting and robust budget management and financial reporting.</li> </ul>					
2. Normative	↑	<b>Continue</b> supporting normative work through regular resources, drawing on global gains for regional programming. <b>Increase</b> focus on gender data collection and use in line with UN Women’s upcoming Data Evidence Knowledge Strategy and integrate data use as a key priority for its programming across countries, regions and global programmes.					
3. Coordination	↑	Use the coordination mandate to draw on gender expertise across programming. Strengthen UN Women’s role within the Humanitarian Country Team.					
4. Women’s voice in decision making, leadership, and peace and security and humanitarian responses	↕	Continue this area with some refinements in the structuring of these objectives. Specifically, separate women’s political decision-making and leadership, WPS, DRR and humanitarian action as individual objectives to allow an appropriate level of focus and expected performance in each area. Continue enhancing women’s voices in political decision making and leadership. <b>WPS</b> -Distinguish WPS as a specific objective which will support specific programming and strengthened support through the Partnership. <b>DRR</b> -Take the DRR agenda further as DRR is highly relevant in the Indo-Pacific, and is an area that should have greater focus going forward as the					

		impacts on women are intensified through frequent disasters and the impacts of climate change. <b>Humanitarian-</b> Reflect on and build on UN Women’s new humanitarian action strategy that seeks to address UN Women’s role and comparative advantage in humanitarian action.
5. Women’s economic empowerment	↕	<b>Continue programming and</b> adapt WEE support to address the COVID-19 response and recovery as planned.
6. Ending Violence against Women and Girls	↑	<b>Continue and do more as UN Women has variable gains in EVAWG. Specifically:</b> Continue strengthening integrated work on EVAWG that brings together prevention work as well as maintaining response/services to VAWG survivors. Expand the support to EVAWG to address the increasing cases of domestic violence during COVID-19, and heightened risk factors of violence against women brought by the pandemic. Strengthen links between normative work and UN Women’s programming. Support UN Women’s unique triple mandate position to coordinate EVAWG efforts with Member States, civil society, UN agencies, development partners, private sector, and the academia.
7. Working with women’s organisations and agencies	↑	<b>Continue</b> and build on support for women’s rights organisations and movements, CSOs, NGOs, and FBOs, especially considering their role as first responders during COVID-19 crisis.
8. Disability inclusive development	↑	<b>Continue</b> to improve integration of disability into programming, advocacy, policy, and data.
9. Private sector and innovation	→	<b>Continue</b> and consider opportunities to support UN Women’s capacity and expertise in this area

How Partnership dynamics, implementation approaches, and operational arrangements can change to support the work.

2. DFAT could provide non-core resourcing to continue linking policy and research to programming and funding, and invest to translate normative work to the Indo-Pacific.

Leverage the link between UN Women’s advocacy work and its programs to optimise the impact of the Partnership, particularly in the Indo-Pacific. including harnessing and building upon lessons learned through the COVID-19 pandemic including UN Women’s ability to respond flexibly and coherently across regions. The new SPF can build on the lessons and good practices, including delivery methods that are emerging from UN Women’s pivot to COVID-19 response.

3. The next SPF should prioritise joint programming and working through UN agency, CSO, and private sector partnerships and DFAT programs, while maintaining the UN Women identity, brand, and unique value proposition.

The next SPF should prioritise joint programming with UN agencies and with CSOs by establishing principles for partnership engagement and targets for joint programs to strengthen the infrastructure for women’s empowerment and strategically leverage its investments.

The next SPF should encourage more work through partnerships, including with other UN agencies, women’s machinery, and WROs/CSOs. This supports the localisation agenda, working more effectively and efficiently, and strengthening UN Women’s position within the UN system. UN Women needs to articulate its niche and build on its coordination mandate, where relevant. At the regional and country level (in particular), UN Women should continue strengthening and clarifying its relationships with other UN agencies (especially their ‘common chapter’ agencies UNFPA, UNDP and UNICEF) to ensure harmonisation of gender equality activities across the region and optimisation of limited resources. UN Women may also consider how to ease processes for engaging, funding and monitoring WROs/CSOs and opportunities for more direct engagement with them.

DFAT should consider linking UN Women with broader DFAT programs that provide vocational training in digital literacy (e.g., for CSOs/beneficiaries) to build on the COVID-19 response remote work and support cost efficiencies going forward.



4. The Partnership should ensure that engagement is strategic and does not add transaction costs without adding value.

The next SPF should be explicit about DFAT's use and purpose of progress reporting.

To highlight the importance of sound project-level financial reporting while maintaining flexibility, the need could be articulated at a high-level in the SPF section about performance reporting and accounting records, linked to individual project agreements.

The Partnership should work to strengthen communications between different levels both within and between the agencies, such as New York to the Indo-Pacific.

5. The Partnership should explore options for lightly earmarked funding.

The next SPF could include thematic or multi-country financing aligned to the priorities in the upcoming UN Women Strategic Plan. This would enable UN Women to flexibly pursue areas of strategic importance, reduce individual reporting requirements and to balance earmarked funding with flexible funding arrangements.

6. The Partnership should be clear about how core resourcing is used.

The next SPF should provide clarity for DFAT and UN Women about mutual expectations from core funding and the parameters of core funding.

DFAT should continue to provide sustainable core resourcing on a multi-year basis to enable UN Women to pursue its key functions as an entity and allow it to flex to emerging priorities.

UN Women should do more to clarify how and where core is used to support DFAT's ability to advocate for core funding and articulate how supporting UN Women creates value for DFAT and stakeholders within the Indo-Pacific. For example, UN Women could indicate the value of Asia-Pacific funding outlined in the annual Regular Resources Report, provide supplementary information bilaterally, or look to adopt other UN agencies' core funding disaggregation approaches. UN Women needs to be clear about how UN Women's geographic footprint is justified, how programming decisions are made in Asia-Pacific, and be clear to Australia how the region is being prioritised and how regional and global interests are balanced.

7. The Partnership should clarify and strengthen mutual public visibility requirements.

DFAT and UN Women should mutually clarify and strengthen the SPF protocols for public visibility. Firstly, the protocols must support public visibility of DFAT's contribution to UN Women to ensure DFAT is publicly acknowledged, and UN Women has clear understanding of the diplomatic necessity and DFAT expectations for branding. Further, the SPF should clarify mutual expectations and requirements on visibility needs, whilst ensuring partner recognition. Requirements in the SPF should be linked to field level guidance to amplify the Partnership, respective contributions, and the value add from speaking together. Consideration should also be given to visibility in joint programming such as under One UN programs.

UN Women can also provide a more systematic and coordinated recognition of Australia as a funding partner, its contributions to UN Women and the results achieved such as within UN Women's donor week campaigns.

8. The SPF could identify solutions for UN Women's capacity constraints, drawing from established DFAT processes and initiatives that provide opportunities for qualified Australians to be involved in development work.

DFAT and UN Women could consider evening out institutional capacity constraints in UN Women and potentially in WROs/CSOs by modifying the current SPF mechanism that allows assignment of DFAT staff and Australia Assists humanitarian workers to UN Women. This could be expanded in the next SPF to address development work, including program management capacity and technical support, and include other DFAT programs such as the Australian Volunteers Program and New Colombo Plan. Australia completes competitive process for those programs which reduces administration for UN Women, the participants are fully funded by Australia, and would benefit personally and professionally from working with a UN agency.

## Annex 1 Review Matrix

Area of enquiry	Key review question	Criteria <sup>100</sup>	Sub-questions	Data collection methods	Data sources
How effective has the partnership been toward achieving its objectives?	1. Identify the value of the partnership, both in terms of value for money, effectiveness and output <sup>101</sup>	Effectiveness, Efficiency (cost-effectiveness), Impact (reported)	<p>1.a What has been the progress and achievements of the SPF against the nine shared objectives of the 2016-2020 SPF?</p> <p>1.b What resources (human and financial) has the partnership invested toward shared objectives?</p> <p>1.c What has supported or constrained progress toward objectives?</p> <p>1.d What results has DFAT's core contribution to UN Women under the SPF enabled to date? Is the balance of DFAT's contribution to core and non-core funding right?</p> <p>1.e What results (normative and/or programmatic) has the Partnership achieved for the Indo-Pacific region?</p>	Document review	<p>SPF</p> <p>DFAT Aid Quality Check (AQC) and PPA reports</p> <p>DFAT AMPR</p> <p>UNW Annual reports, regular resources reports</p> <p>UNW Evaluation Meta-Synthesis – GERAAS data<sup>102</sup></p> <p>UNW Mid-Term Review</p>
How can the partnership remain agile and relevant going forward?	2. What are the key features of the <b>current and likely future</b> context for gender equality objectives in the Indo-Pacific	Relevance, Sustainability, Coherence	<p>2.a What is the context and the development priorities for the Partnership? (SDGs, SRHR, EAWG, PSEAH)</p> <p>2.b How is DFAT funding allocated by UN Women in the Indo-Pacific and how is it positioned within the donor landscape? What are the unique features working with DFAT as a donor?</p> <p>2.c How does the Partnership support UN Women's coordination role (i.e. ability of UN Women to influence gender mainstreaming across UN programming)?</p>	<p>Document review</p> <p>Key informant interviews</p>	<p>AMPR</p> <p>Key informants</p>

<sup>100</sup> The Review matrix includes indicative alignment to the OECD DAC Criteria. While the OECD DAC is implicit in the Review it may not be directly addressed in the report given that it is not an evaluation.

<sup>101</sup> Following DFAT/UN Women prioritisation of shared SPF objectives:

1. performance; normative standard setting; UN coordination on gender mainstreaming;
2. women's participation and voice; women's economic empowerment; ending violence against women; engagement with women's organisations;
3. disability inclusive development; private sector and innovation

<sup>102</sup> The Global Evaluation Reports Assessment and Analysis System (GERAAS) is a retrospective external assessment of UN-Women evaluation reports.

Area of enquiry	Key review question	Criteria <sup>100</sup>	Sub-questions	Data collection methods	Data sources
			2. d What has been the role of UN Women in relation to the COVID-19 pandemic? What does this mean for its role going forward? How should UN Women position itself in the Indo-Pacific?		
Priorities, what works, what could the partnership do better or differently (what should the next SPF include)?	3. What are the priorities, strengths and weaknesses of UN Women's partnership with DFAT and how can the partnership be streamlined and improved	Coherence (internal), Efficiency	<p>3. a What are the shared and individual gender objectives of each organisation?</p> <p>3.b To what extent do the partnership operational arrangements enable the realisation of shared objectives?</p> <p>3. c What is the organisational character (including relationships) of the partnership and how has that affected performance?</p> <p>3.d What changes could be made to the improve the efficiency and effectiveness of the partnership?</p>	Document review Interviews	<p>2017-18 UNW MOPAN assessment</p> <p>SPF</p> <p>Partnerships for Recovery</p> <p>Partnerships for Recovery – gender</p> <p>DFAT Gender Equality and Women's Empowerment Strategy 2016</p> <p>UN Women Strategic Plan 2014-17, 2018-2021</p>
What are the UN Women organisational factors that are helping or hindering the partnership?	4. To what extent has UN Women progressed implementation of areas identified for strengthened performance,	Effectiveness	<p>4. a To what extent does UN Women's organisational model, capacity, and resourcing enable achievement of partnership goals? (See 1c)</p> <p>4.b What are the current UN Women organisational obstacles to progress?</p>	Document review Interviews	2017-18 UNW MOPAN assessment

Area of enquiry	Key review question	Criteria <sup>100</sup>	Sub-questions	Data collection methods	Data sources
	and what are the organisational obstacles to progress		4. c. How has the UNDS reform affected the partnership? Particularly any changes from the UN Resident Coordinator and UN Sustainable Development Cooperation Framework?		

Chapter alignment to review questions

Chapter	Questions
Effectiveness of the Partnership 2016-2021	<p>AOE1: How effective has the partnership been toward achieving its objectives?</p> <p>KEQ1.a What has been the progress and achievements of the SPF against the nine shared objectives of the 2016-2020 SPF?</p> <p>KEQ1.c What has supported or constrained progress toward objectives?</p> <p>KEQ1.d What results has DFAT's core contribution to UN Women under the SPF enabled to date?</p> <p>KEQ1.e What results (normative and/or programmatic) has the Partnership achieved for the Indo-Pacific region?</p> <p>KEQ2. c How does the Partnership support UN Women's coordination role (i.e. ability of UN Women to influence gender mainstreaming across UN programming)?</p>
Changing landscape for gender equality	<p>AOE2 How can the partnership remain agile and relevant going forward?</p> <p>KEQ2. What are the key features of the current and likely future context for gender equality objectives in the Indo-Pacific?</p> <p>KEQ2.a What is the context and the development priorities for the Partnership? (SDGs, SRHR, EAW, PSEAH)?</p> <p>KEQ2. d What has been the role of UN Women in relation to the COVID-19 pandemic? What does this mean for its role going forward? How should UN Women position itself in the Indo-Pacific?</p> <p>KEQ4. a To what extent does UN Women's organisational model, capacity, and resourcing enable achievement of partnership goals? (See 1c)</p> <p>KEQ4.b What are the current UN Women organisational obstacles to progress?</p> <p>KEQ4. c. How has the UNDS reform affected the partnership? Particularly any changes from the UN Resident Coordinator and UN Sustainable Development Cooperation Framework?</p>
Partnership Arrangements and Funding	<p>AOE3: Priorities, what works, what could the partnership do better or differently?</p> <p>KEQ3. What are the priorities, strengths and weaknesses of UN Women's partnership with DFAT?</p> <p>KEQ3. a What are the shared and individual gender objectives of each organisation?</p> <p>KEQ3.b To what extent do the partnership operational arrangements enable the realisation of shared objectives?</p> <p>KEQ3. c What is the organisational character (including relationships) of the partnership and how has that affected performance?</p> <p>KEQ2. d What has been the role of UN Women in relation to the COVID-19 pandemic? What does this mean for its role going forward? How should UN Women position itself in the Indo-Pacific?</p> <p>KEQ3.d What changes could be made to the improve the efficiency and effectiveness of the partnership?</p>

	<p>KEQ1.b What resources (human and financial) has the partnership invested toward shared objectives?’</p> <p>KEQ1.d Is the balance of DFAT’s contribution to core and non-core funding right?</p> <p>KEQ2.b How is DFAT funding allocated by UN Women in the Indo-Pacific and how is it positioned within the donor landscape? What are the unique features working with DFAT as a donor?</p>
<p>Towards the SPF 2022-2025</p>	<p>KEQ1 Identify the value of the partnership, both in terms of value for money, effectiveness and output</p> <p>KEQ1.c What has supported or constrained progress toward objectives?</p> <p>KEQ1.d What results has DFAT’s core contribution to UN Women under the SPF enabled to date? Is the balance of DFAT’s contribution to core and non-core funding right?</p> <p>KEQ2. What are the key features of the current and likely future context for gender equality objectives in the Indo-Pacific?</p> <p>KEQ2. d What has been the role of UN Women in relation to the COVID-19 pandemic? What does this mean for its role going forward? How should UN Women position itself in the Indo-Pacific?</p> <p>KEQ3. What are the, priorities, strengths and weaknesses of UN Women’s partnership with DFAT and how can the partnership be streamlined and improved</p> <p>KEQ3.d What changes could be made to the improve the efficiency and effectiveness of the partnership?</p> <p>Future funding options</p> <p>KEQ4. To what extent has UN Women progressed implementation of areas identified for strengthened performance, and what are the organisational obstacles to progress.</p>

## Annex 2: Document list

#	Document
<b>Strategy</b>	
1	UN Women-DFAT Strategic Partnership Framework (SPF) 2016-2020
2	UN Women-DFAT Strategic Partnership Framework Extension (SPF Ext) (2020-2021)
3	UN Women Strategic Plan 2018-2021
4	UN Women Strategic Plan 2014-2017
5	DFAT, 2020, Partnerships for Recovery
6	DFAT Gender Equality and Women's Empowerment Strategy 2016
7	DFAT, 2020, Australian priorities for the UN Women Strategic Plan 2022-2025
8	DFAT <a href="#">Partnerships for Recovery and gender equality</a> [Online]
9	DFAT <a href="#">Pacific Regional - Empowering women and girls</a> [Online]
10	DFAT <a href="#">Australia's Development Partnership with Afghanistan</a> [Online]
11	DFAT <a href="#">Overview of Australia's Pacific Regional development program</a> [Online]
12	DFAT <a href="#">Pacific Women Shaping Pacific Development</a> [Online]
<b>Performance - UN Women</b>	
13	UN Women Annual Report 2019-20
14	UN Women Annual Report 2018-19
15	UN Women Annual Report 2017-18
16	UN Women Annual Report 2016-17
17	Report of the Under-Secretary-General/Executive Director of the United Nations Entity for Gender Equality and the Empowerment of Women on progress made on the Strategic Plan 2018-2021, including the midterm review of the Strategic Plan, 20 April 2020 [ <a href="https://www.unwomen.org/en/executive-board/documents/2020/annual-session-2020">https://www.unwomen.org/en/executive-board/documents/2020/annual-session-2020</a> ]
18	Executive Board of the United Nations Entity for Gender Equality and the Empowerment of Women First Regular Session, 15-16 February 2021 <a href="https://www.unwomen.org/en/executive-board/documents/2021/first-regular-session-2021">https://www.unwomen.org/en/executive-board/documents/2021/first-regular-session-2021</a> [online]
18.a	Management Response to Corporate evaluation of support provided by UN-Women to United Nations Security Council resolution 1325 national action plans on women, peace and security (UNW/2021/CRP.2)
18.b	Management Response to Effectiveness and Efficiency Assessment of UN Women Flagship Program Initiatives and Thematic Priorities of the Strategic Plan 2018-2021 (UNW/2021/CRP.3)
18c.	Background note: Draft Strategic Framework for UN-Women's Strategic Plan 2022 – 2025
19	Executive Board of the United Nations Entity for Gender Equality and the Empowerment of Women Report on the First Regular Session, 14 February 2020, 20 April 2020
20	UN Women Executive Board Annual Session 2020 Background Paper, Update on UN Women's Response to COVID-19
21	UN Women Executive Board Annual Session 2020 Annual certification to the Executive Board on Protection from Sexual Exploitation and Abuse (SEA) and Reporting of SEA Allegations and Sexual Harassment (SH)
22a	Minutes of Annual High-Level Consultations between DFAT and UN Women: 2020
22b	Minutes of Annual High-Level Consultations between DFAT and UN Women: 2019
22c	Minutes of Annual High-Level Consultations between DFAT and UN Women: 2018
22d	Minutes of Annual High-Level Consultations between DFAT and UN Women: 2017
23	UN Women, 2020, <a href="#">Mid-term review of the current Strategic Plan 2018-2021</a>
24	UN Women, 2020, Insights on organisational effectiveness and efficiency: A meta-synthesis of UN Women evaluations
25	UN Women, 2020, Annual Report on Evaluation to the Executive Director and Executive Board
26	UN Women, 2019, Annual Report on Evaluation to the Executive Director and Executive Board
27	UN Women, 2018, Annual Report on Evaluation to the Executive Director and Executive Board
28	UN Women, 2017, Annual Report on Evaluation to the Executive Director and Executive Board

#	Document
29	UN Women, 2019, Corporate thematic evaluation of UN Women's contribution to humanitarian action
30	UN Women, 2019, Meta-synthesis of UN Women evaluations 2017/2018
31	UN Women, 2019, Corporate thematic evaluation of UN Women's contribution to governance and national planning
32	UN Women, 2018, Reflections on change: Meta-analysis of evaluations managed by UN Women in 2017
33	UN Women, 2018, Corporate evaluation of UN Women's contribution to women's political participation and leadership: Synthesis report
34	UN Women, 2017, A unique view of the bigger picture: A meta-analysis of UN Women evaluations in 2016
35	UN Women, 2017, Corporate evaluation of UN Women's strategic partnerships for gender equality and the empowerment of women
36	UN Women, 2016, Corporate evaluation of UN Women's contribution to UN system coordination on gender equality and the empowerment of women
37	MOPAN 2017-2018 UN Women Performance Assessment
38	UN Women, 2019, Core Report [online] ( <a href="https://www.unwomen.org/en/partnerships/donor-countries/core-resources">https://www.unwomen.org/en/partnerships/donor-countries/core-resources</a> )
39	Viet Nam Country Portfolio Evaluation (ToRs 2020, final version expected in the coming weeks) <a href="https://gate.unwomen.org/Evaluation/Details?EvaluationId=11482">https://gate.unwomen.org/Evaluation/Details?EvaluationId=11482</a>
40	Papua New Guinea Country Portfolio Evaluation (final report 2020) <a href="https://gate.unwomen.org/Evaluation/Details?evaluationId=11431">https://gate.unwomen.org/Evaluation/Details?evaluationId=11431</a>
41	Safe Cities impact evaluation <a href="https://gate.unwomen.org/Evaluation/Details?evaluationId=11437">https://gate.unwomen.org/Evaluation/Details?evaluationId=11437</a>
42	UN Women Asia-Pacific Regional Annual Report 2018-2019 <a href="https://asiapacific.unwomen.org/en/digital-library/publications/2020/09/un-women-asia-pacific-annual-report-2018-2019">https://asiapacific.unwomen.org/en/digital-library/publications/2020/09/un-women-asia-pacific-annual-report-2018-2019</a>
43	UN Women Asia-Pacific Regional Annual Report 2017-2018 <a href="https://asiapacific.unwomen.org/en/digital-library/publications/2019/03/un-women-asia-and-the-pacific-annual-report">https://asiapacific.unwomen.org/en/digital-library/publications/2019/03/un-women-asia-and-the-pacific-annual-report</a>
44	UN Trust Fund to EVAW Annual Report 2018 <a href="https://www2.unwomen.org/-/media/field%20office%20untf/publications/2019/annual%20report%202018/un%20trust%20fund%20annual%20report%202018_web%20final.pdf?la=en&amp;vs=3055">https://www2.unwomen.org/-/media/field%20office%20untf/publications/2019/annual%20report%202018/un%20trust%20fund%20annual%20report%202018_web%20final.pdf?la=en&amp;vs=3055</a>
45	The Asia-Pacific COVID response report: first 100 days <a href="https://asiapacific.unwomen.org/en/digital-library/publications/2020/04/the-first-100-days-of-the-covid-19-outbreak-in-asia-and-the-pacific">https://asiapacific.unwomen.org/en/digital-library/publications/2020/04/the-first-100-days-of-the-covid-19-outbreak-in-asia-and-the-pacific</a>
46	Multiple reports on the impact of COVID at the country level in the Asia-Pacific region <a href="https://asiapacific.unwomen.org/en/digital-library/publications?keywords=covid&amp;pageNumber=2">https://asiapacific.unwomen.org/en/digital-library/publications?keywords=covid&amp;pageNumber=2</a>
47	UN Women, 2020, Policy Brief on the impact of COVID-19
48	UN Women, 2021, UN Trust Fund to End Violence Against Women, Strategic Plan 2015-2020
49	UN General Assembly Economic and Social Council, 2020, Report of the United Nations Entity for Gender Equality and the Empowerment of Women on the activities of the United Nations trust fund in support of actions to eliminate violence against women
50	DFAT, 2018, Partner Performance Assessment United Nations Trust Fund to End Violence Against Women.
51	UN Women Global COVID response report (to be published on 1 Feb 2021)
52	UN Women Independent evaluations ( <a href="https://gate.unwomen.org/">https://gate.unwomen.org/</a> )
75	UN Women Regular Resources Report 2019.
<b>Performance – DFAT Assessments</b>	
53	DFAT, 2020, UN Women Annual Multilateral Performance Report 2020
54	DFAT, 2019, UN Women Annual Multilateral Performance Report 2018-19
55	DFAT, 2016, UN Women Multilateral Performance Assessment 2016
56	AQC 2019 INI820 – Global Joint Program Violence Against Women



#	Document
57	PPA 2019 INI820 – Global Joint Program Violence Against Women
58	AQC 2020 INI820 – Global Joint Program Violence Against Women
59	PPA 2020 INI820 – Global Joint Program Violence Against Women
60	AQC 2019 INM435 - Afghanistan Ending Violence Against Women Phase 2
61	PPA 2019 INM435- Afghanistan Ending Violence Against Women Phase 2
62	AQC 2020 INM435 - Afghanistan Ending Violence Against Women Phase 2
63	PPA 2020 INM435- Afghanistan Ending Violence Against Women Phase 2
64	AQC 2019 INK496 - Pacific Women Shaping Pacific Development
65	PPA 2019 INK496 - Pacific Women Shaping Pacific Development
66	AQC 2020 INK496 - Pacific Women Shaping Pacific Development
67	PPA 2020 INK496 - Pacific Women Shaping Pacific Development
68	AQC 2019 INM209- Syria Package - Resilience-Building (Component 3)
69	PPA 2019 INM209- Syria Package - Resilience-Building (Component 3)
70	AQC 2020 INM209- Syria Package - Resilience-Building (Component 3)
71	PPA 2020 INM209- Syria Package - Resilience-Building (Component 3)
<b>Operational</b>	
72	UN Women, 2020, Certified Financial Statement for Period ended 31 December 2019
<b>COVID</b>	
74	Thematic Brief  Gender and COVID-19 in the Pacific: Emerging gendered impacts and recommendations for response [ONLINE} <a href="https://pacificwomen.org/wp-content/uploads/2020/05/Thematic-Brief_Gender-and-COVID19_Pacific-Women-May-2020.pdf">https://pacificwomen.org/wp-content/uploads/2020/05/Thematic-Brief_Gender-and-COVID19_Pacific-Women-May-2020.pdf</a>

## Annex 3: Roundtable Interviews

#	Interview (type)	Participants	Number of participants
1	DFAT FDG	UN New York Post	2
2	DFAT FDG	Suva Post Port Moresby Post	4
3	DFAT FDG	Gender Equality Branch	11
4	UNW FDG 1	Syria package – resilience building (Jordan)	3
5	UNW FDG	WPS incl WPHA	5
6	DFAT FDG	Dhaka Post Kabul Post Amman Post Bangkok Post Vietnam Post	12
7	UNW Interview	UN Women Australia	1
8	UNW FDG	EVAW Global + UNTF for EVAW	2
9	UNW FDG	UNW Strategic Partnerships and Resource Mobilisation	3
10	DFAT FDG	Office of the Pacific Multilateral Organisation Branch Humanitarian Refugee & NGO Branch Afghanistan Development Section	6
11	UNW FDG	Asia-Pacific Regional Office	9
12	UNW FDG	Afghanistan EVAW program	4
13	DFAT FDG	Elimination of Violence Against Women – Thematic group with MC/NGO/CSO/Academia	5
14	DFAT FDG	Women Peace and Security - Thematic group with MC/NGO/CSO/Academia	5
15	UNW FDG	UN partners (UNICEF, UNFPA, IOM)	4
16	UNW Interview	Pacific Multi-Country Office (Resident Coordinator Office)	1
17	UNW Interview	NGO implementing partners in Indo-Pacific	1
18	DFAT FDG	Women's Economic Empowerment – Thematic group with MC	2
19	DFAT FDG	Pacific Multi-Country Office and PNG Country Office	5

## Annex 4: Key Recent Non-core Funded Initiatives

Key Recent Non-core Funded Initiatives (common name and qualifications in italics)	Included in the review
Trust Fund for the Elimination of Violence against Women <sup>103</sup> <i>[UN Trust Fund to End Violence against Women (UN Trust Fund to EVAW) managed by UN Women on behalf of the UN system. Relies entirely on voluntary non-core contributions for grant-giving and operations]</i>	
Fund for Gender Equality	
Women, Peace and Security (WPS) Global Facility: from Resolutions to Accountability  From Communities to Global Security Institutions: Engaging Women in Building Peace and Security <i>[Women, Peace and Security Global Facility]</i>	
Women, Peace and Security Global Facility: From Resolutions to Accountability and Leadership 2017-2018 (WPSGF) <i>[Women, Peace and Security Global Facility]</i>	
Violence Against Women and Girls - A Global Emergency Towards Universal Access to Quality Essential Services for Survivors  <i>[Global Joint Program on Essential Services for Women and Girls Subject to Violence, joint program: UN Women, UNFPA, WHO, UNDP and UNODC, under which falls the Essential Services Package for Women and Girls Subject to Violence]</i>	<b>Case example</b>
Support to the Government of Kiribati to Implement the National Approach to Eliminating Sexual and GenderBased Violence in Kiribati: Policy and National Action Plan 2011-2021, Preparatory Phase	
UN-Women Market for Change Program <i>[Markets for change, part of Pacific Women Shaping Pacific Development]</i>	<b>Case example</b>
UN Women global flagship initiative Safe Transport/Safe Cities in Papua New Guinea <i>[part of Pacific Women Shaping Pacific Development]</i>	<b>Case example</b>
Women Make the Change in Papua New Guinea (women in politics) <i>[part of Pacific Women Shaping Pacific Development]</i>	<b>Case example</b>
PNG Gender and Protection Cluster <i>[part of Pacific Women Shaping Pacific Development]</i>	
Pacific Partnership for Ending Violence Against Women <i>[part of Pacific Women Shaping Pacific Development]</i>	<b>Case example</b>
Increasing Women's Political Participation in Nauru	
Private Sector Leadership Advisory Council Work Program	

<sup>103</sup> UN Women EVAW non-core initiatives including Global Essential Services, UN Trust Fund EVAW and Prevention program Stepping up solutions in the Pacific are grouped under one partnership agreement. UNTF EVAW and essential Services are both global initiatives.

<b>Key Recent Non-core Funded Initiatives (common name and qualifications in italics)</b>	<b>Included in the review</b>
Stepping -Up Solutions to Eliminate Violence against Women and Girls in Asia and the Pacific - Agreement : 73159/4	
Survivors Economic Empowerment Journey	
A Blueprint for Prevention of Violence against Women and Girls	
UN Women's Flagship Report: Progress of the World's Women	
Support for Women's Protection Program (Afghanistan) <i>[Afghanistan Ending Violence Against Women Phase 2]</i>	<b>Case example</b>
Making Every Woman and Girl Count: Supporting the Monitoring and Implementation of SDGs Through Better Production and Use of Gender Statistics <i>[Women Count programme]</i>	
Technical Support for the Development of the National Strategy for Gender Equality 2021-2030	
Building food security and supporting self-reliance through employment in Jordan <i>[Syria Package - Resilience-Building (Component 3)]</i>	<b>Case example</b>
Support for Women's Protection and Services Program	
Mapping of Faith-based responses to Violence Against Women and Children, and Addressing Gender Equality and Child Protection in the Pacific Region	
Promoting women's economic empowerment in the Indian Ocean Rim 00110604	
Addressing the Gender Inequality of risk and promoting community resilience in Solomon Island	
Strengthening Women's Disaster Resilience in Small Island Developing States Inception Phase Project Pacific Region <i>[Women's Resilience to Disasters program - Inception Phase]</i>	
Pacific Protection Cluster <i>[Funded through the broader RedR agreement]</i>	<b>Case example</b>
Women's Peace and Humanitarian Fund <i>[Funded through UNDP, and supporting multiple UN agencies]</i>	
Empowerment and Protection of Rohingya Women and Adolescent Girls in Cox's Bazaar, Bangladesh (UN Women project) <i>[Funded through the COVID-19 emergency response coordinated by OCHA]</i>	<b>Case example</b>

Source: UN Women, 2020, Certified Financial Statement for Period ended 31 December 2019 and DFAT supplied.

<i>Included in Review: Case Example</i>	
<i>Included in Review</i>	

## Annex 5: Factors that support or constrain progress

Support or Constraint	Factor	Section
Support	<b>Strong alignment of strategic objectives and commitment to furthering GEWE.</b> The driving factor for the achievements of the partnership is DFAT and UN Women's shared commitment to gender equality, women's empowerment, and enhancing women's safety and security	1.3.1
Support	<b>UN Women and DFAT generally share positive, trusting, and flexible working relationships that enable achievement of objectives.</b>	1.3.3
Support	<b>Long-term, core and non-core funding and pooled funding enable key functions:</b> Multi-year non-core funding enables greater flexibility and strategic planning in program delivery.	1.3.4
Support	<b>Visibility of the UN Women brand opens doors with key stakeholders including partners, beneficiaries and donors,</b> enabling UN Women to build on past achievements and enhance existing progress.	1.2.3
Support	<b>UN Women's relationship with CSOs, women's rights organisations and networks and agencies (including National Women's Machineries such as Women's Ministries) is one of its key performance areas and biggest assets.</b>	1.1.1, Objective 7
Constraint	<b>UN Women needs greater clarity on how best to ensure visibility of Australia's contribution to UN Women programs.</b>	1.1.1, Objective 1
Constraint	<b>UN Women's normative and coordination work is constrained by insufficient regular and core funding.</b> UN Women needs flexible and predictable funding to pursue its triple mandate <sup>104</sup>	1.3.4
Constraint	<b>Donor's needs for visibility and funding constraints cause UN Women to take ad-hoc project work that detracts from overall strategic direction and progress.</b> While DFAT aims for strategic program funding the issue is broader than DFAT.	1.2.3
Constraint	<b>UN Women has cumbersome administrative processes, particularly in relation to staff recruitment and engaging, monitoring and funding CSOs</b>	1.2.3
Constraint	<b>UN Women can have limited program management capacity and variable capacity in country offices which is not always linked to required scope.</b>	1.2.3
Constraint	<b>Extensive reporting requirements to DFAT and other donors for multiple and relatively small projects reduce the time that UN Women could spend on implementation.</b>	1.3.2
Constraint	<b>UN Women's competition and lack of program coordination with other UN Agencies and CSOs currently limits effectiveness and efficiency from the broader donor, implementing partner, and beneficiary perspective.</b>	1.1.1, Objective
Constraint	<b>High staff turnover at both DFAT and UN Women has constrained progress, relationships and effective delivery.</b>	1.1.1, Objective 1, 1.2.3

<sup>104</sup> D17:28

Support or Constraint	Factor	Section
<b>Constraint</b>	<b>Intra-agency gaps in knowledge management and sharing at both UN Women and DFAT cause duplication of effort. There are noted examples within and across UN Women offices and between various DFAT country level programs</b> <sup>105</sup> . While there are strong examples of high-level knowledge management at UN Women, such as the knowledge management Strategy for Women Count from which some lessons learned are informing UN Women's Global Data, Evidence and Knowledge strategy (for the upcoming Strategic Plan) there was a noted disconnect at and between country-level for both DFAT and UN Women.	---
<b>Constraint</b>	<b>Limited physical presence in some countries (in particular the Pacific) and travel restrictions during COVID-19.</b>	1.2.3
<b>Constraint</b>	<b>A lack of clarity for UN Women's role in humanitarian work has constrained progress</b> though this will be addressed in UN Women's upcoming Strategic Plan.	1.2.3

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<sup>105</sup> D17:5 and Interviews

## Annex 6: Common Current and Future High-Level DFAT and UN Women Gender Priorities

Priority Area	DFAT Strategy Document	UN Women Strategy Document
Women's voice in decision making, leadership and peace building	GEWE Strategy 2016 (Priority 1)	Strategic Plan 2018-21 Draft Strategic Framework for the Strategic Plan 2022-2025* (cutting across several priority areas)
Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural hazards and disasters, and conflicts and humanitarian action	GEWE Strategy 2016 (Priority 1) Humanitarian Strategy 2016	Strategic Plan 2018-21 Draft Strategic Framework for the Strategic Plan 2022-2025* (framed as women's leadership rather than contribution)
Women lead, participate in and benefit equally from governance systems	GEWE Strategy 2016 (Priority 1)	Strategic Plan 2018-21 Draft Strategic Framework for the Strategic Plan 2022-2025
WEE	GEWE Strategy 2016 (Priority 2) Partnerships for Recovery: Australia's COVID-19 development response 2020 (economic recovery, disability inclusive)	Strategic Plan 2018-21 COVID-19 Response Framework Draft Strategic Framework for the Strategic Plan 2022-2025
EVAW	GEWE Strategy 2016 (Priority 3) Partnerships for Recovery: Australia's COVID-19 development response 2020 (health security and stability, inclusive of people with disabilities)	Strategic Plan 2018-21 COVID-19 Response Framework Draft Strategic Framework for the Strategic Plan 2022-2025
The strengthening and implementation of a comprehensive and dynamic set of global norms, policies and standards on gender equality and the empowerment of women	-	Strategic Plan 2018-21 Draft Strategic Framework for the Strategic Plan 2022-2025* (framed as: 1) Gender responsive Normative and Institutional Frameworks and 2) Positive gender social norms)
People support and practice the equal sharing of the burden of care	-	COVID-19 Response Framework

Priority Area	DFAT Strategy Document	UN Women Strategy Document
Women and girls lead and meaningfully participate in COVID-19 response planning and decision-making	-	COVID-19 Response Framework
Gender is mainstreamed into national, regional and global efforts including through gender data and coordination mechanisms	-	COVID-19 Response Framework