

MANAGEMENT RESPONSE TO EVALUATION: QUARTERLY UPDATE, DECEMBER 2021

Recommendation #1: <i>Define the Fund's strategic vision, including through the creation of a Theory of Change and multi-year results framework, and raise awareness among the UNSDG about the need for a UNDS-wide senior leadership space to guide human rights mainstreaming work, including that of the Fund.</i>			
Key Actions	Responsibility	Time Frame for completion	Status (Initiated, Ongoing, Completed)
1. Recommendation to UNSDG regarding the need for a senior, UNDS-wide policy and strategic decision-making group on human rights mainstreaming in the UN development system	Steering Committee [Chair to lead]	April 2021	<i>Initiated</i>
2. Conduct a strategic visioning exercise with senior level UN staff to define the future mandate and scope of the Fund.	Steering Committee [OHCHR to lead; Secretariat to support]	April 2021	<i>Completed</i>
3. Theory of Change (ToC) developed through a consultative process engaging selected stakeholders at global, regional and country levels including RCs.	Steering Committee [Secretariat to lead]	May 2021	<i>Completed</i>
4. Multi-year results framework (MYRF) developed (including funding targets and scenarios, and indicators based on vision/mandate)	Steering Committee [Secretariat to lead with consultant to support]	May 2021 (preliminary); July 2021 (final)	<i>Completed</i>
5. Review governance structure and processes with a view to ensuring the Steering Committee can provide the necessary strategic guidance to the Fund (Steering Committee membership at Director level or above; Steering Committee and Secretariat roles clearly defined; appropriate linkage with UNSDG).	Steering Committee [Secretariat to lead]	November 2021	<i>Completed</i>
6. The Steering Committee will hold annual strategic dialogues with partners.	Steering Committee	First dialogue by October 2021	<i>Completed</i>
7. Update Fund Terms of Reference as necessary and create an Operations Manual to reflect other agreements including detailed responsibilities of the Steering Committee, Participating UN Organizations (PUNOs) and Secretariat.	Steering Committee [Secretariat and MPTFO to lead]	December 2021	<i>Ongoing (Operations Manual)</i>

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Recommendation #2: Mobilize additional resources by developing a resource mobilization strategy and an aligned communications plan that promote the Fund’s visibility among UN stakeholders and donors and that articulates the Fund’s comparative advantage, value added, and its future vision for mainstreaming human rights across the UNDS.			
Key Actions	Responsibility	Time Frame for completion	Status (Initiated, Ongoing, Completed)
1. Develop a resource mobilization strategy with substantive inputs from Steering Committee members’ resource mobilization sections/experts.	Steering Committee and PUNOs, DCO [Secretariat to lead]	September 2021	<i>Completed</i>
2. Develop a funding proposal based on the multi-year results framework with a resource mobilization plan	Steering Committee [Secretariat to lead]	June 2021	<i>Completed</i>
3. Develop a Communications plan with substantive inputs from Steering Committee members’ external relations’/communications sections/experts.	Steering Committee and PUNOs, DCO [Secretariat to lead]	November 2021	<i>Ongoing</i>

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Recommendation #3: Continue scaling-up support for Human Rights Advisors while simultaneously expanding the proportion of the Fund's portfolio that falls outside of the HRA Programme.			
Key Actions	Responsibility	Time Frame for completion	Status (Initiated, Ongoing, Completed)
1. The following plans will be developed as specific inputs for the development of the multi-year results framework: <ol style="list-style-type: none"> costed plan for HRA scale up (including HRA budget envelope, operational costs and other HRA programme elements) Strategy with options for providing HR advisory support at the regional level in light of UNSDG regional structures (synchronizing with the process for formation of the Regional Collaborative Platforms); a strategy and costed plan for human rights mainstreaming knowledge management across the UN development system that leverages existing KM platforms and capacities, a strategy and costed plan for scaled-up investment in RC human rights leadership initiatives 	(a) OHCHR to lead (b) OHCHR and DCO to lead consultative process (c) DCO to co-lead with the Secretariat, with additional support through secondment/consultant (d) OHCHR and DCO to lead	May 2021	(a) <i>Completed</i> (b) <i>Initiated</i> (c) <i>Initiated</i> (d)
2. Continued investment in human rights mainstreaming throughout UN development system frameworks and policies (including through inter-agency tools and guidance for RCs/UNCTs) to be elaborated as appropriate in the theory of change and multi-year results framework and implemented subject to available resources.	Steering Committee on MYRF; PUNOs on implementation	Continuing	<i>Ongoing</i>
3. Investment in support to strengthen human rights mainstreaming throughout UNCT programming to be elaborated as appropriate under the theory of change and multi-year results framework and implemented subject to available resources.	Steering Committee on MYRF; PUNOs on implementation	Continuing	<i>Ongoing</i>
4. Identify entry points for strategic partnerships and collaborative arrangements with other UN pooled funds, including through the theory of change process.	Steering Committee	November 2021	<i>Ongoing</i>
5. Multi-year results framework to include at least one strategic level inter-agency workshop on human rights mainstreaming in development (continuing previous practice) to promote system-wide coherence.	Steering Committee; PUNOs on implementation	August 2021 (final MYRF); implementation continuing	<i>Completed</i>

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Recommendation #4: Institutionalize and systematize the Fund’s management processes to align them with good management practices and to better reflect results-based management principles.			
Key Actions	Responsibility	Time Frame for completion	Status (Initiated, Ongoing, Completed)
1. Secretariat roles to be reflected in updated Fund Terms of Reference; Secretariat capacities to be agreed and reflected in updated Secretariat Project Document for 2022-2024	Steering Committee; DCO and MPTFO (as hosts of Secretariat)	December 2021	<i>Completed</i>
2. Fund Operations Manual to be developed, including: semi-annual results reporting; fund templates and processes (updated as needed to align with best practices); donor engagement; roles and responsibilities of PUNOs and other Steering Committee members with respect to reporting, knowledge management, resource mobilization and strategic planning; detailed Secretariat responsibilities.	Steering Committee [Secretariat and MPTFO to lead]	May 2022	<i>Ongoing</i>
3. M&E framework developed based on multi-year results framework	Steering Committee [Secretariat to lead]	October 2021	<i>Ongoing</i>

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Recommendation #5: Update the 2012 HRA deployment criteria and clearly articulate the detailed criteria (including prioritization) in a formalized document. At the same time, formalize DCO's contributions towards supporting the HRA Programme in line with its new role of supporting the RC system.			
Key Actions	Responsibility	Time Frame for completion	Status (Initiated, Ongoing, Completed)
1. HRA Deployment criteria to be further up-dated including development of possible elements for prioritization taking into account recent UN Development System repositioning. OHCHR will provide a first draft based on the existing criteria to facilitate its updating. The UNSDG Strategy on the Deployment of HRAs to RCs and UNCTs will also be updated to take into account the UN development system repositioning.	OHCHR in consultation with Steering Committee	May 2021	<i>Completed (Criteria); Ongoing (HRA Strategy update)</i>
2. Adoption of the up-dated criteria and decision on what to be included in a formalized up-date version to be public.	Steering Committee	July 2021	Ongoing
3. Development of a management cooperation chart with DCO to optimize areas for coordination of requests and sharing of information that would be critical to maximize impact of deployments including strategic prioritization taking into account existing capacities in RCOs and the UNCT.	OHCHR/DCO	March 2021	<i>Completed</i>