

## Management Response

Evaluation Title	Evaluation of the integration of gender, equity and human rights in the work of the World Health Organization	
Commissioning Unit	WHO Evaluation Office	
Link to the evaluation	<b>Main report:</b> <a href="https://www.who.int/publications/m/item/evaluation-of-the-integration-of-gender-equity-and-human-rights-in-the-work-of-the-world-health-organization---volume-1-report">https://www.who.int/publications/m/item/evaluation-of-the-integration-of-gender-equity-and-human-rights-in-the-work-of-the-world-health-organization---volume-1-report</a> <b>Annexes:</b> <a href="https://www.who.int/publications/m/item/evaluation-of-the-integration-of-gender-equity-and-human-rights-in-the-work-of-the-world-health-organization---volume-2-annexes">https://www.who.int/publications/m/item/evaluation-of-the-integration-of-gender-equity-and-human-rights-in-the-work-of-the-world-health-organization---volume-2-annexes</a>	
Evaluation Plan	Organization-wide Evaluation Workplan for 2020-2021	
Unit Responsible for providing the management response	HQ/DGO/GER	
<p><b>Overall Management Response:</b> WHO welcomes and accepts the recommendations of the evaluation, which provide clear direction on measures to strengthen WHO’s commitments in the 13<sup>th</sup> General Programme of Work (GPW). These include the Strategic Shift on increased leadership on Gender, Equity and Human Rights (GEHR) and implementing the Leave No One Behind (LNOB) pledge across the Organization and its Three Billion Goals by progressively incorporating and monitoring GEHR across the Organization.</p> <p>The recommendations align with these commitments, the importance of which has been underscored by inequalities illuminated and exacerbated by the COVID-19 pandemic. An increasing number of Member States are providing direct support to WHO’s GEHR activities or are incorporating explicit requirements on integrating Gender, Equity and Human Rights considerations into WHO’s programme activities as an essential component of their voluntary contributions. This is accompanied by an increase in requests for technical support on GEHR from both within and beyond the Organization, and in interagency working groups, UNSWAP and UN human rights mechanisms. These trends are expected to continue, underscoring the need to implement the evaluation recommendations to ensure WHO is ‘fit for purpose’ to deliver on its GPW13 commitments on GEHR across all three levels.</p> <p>While varying across the Organization in keeping with the functions of Country Offices, Regional Offices and HQ, WHO’s GEHR work is focused on generating the concepts, tools and resources required to support GEHR mainstreaming, building the capacity of staff and national counterparts to mainstream GEHR in their work, and providing technical assistance to WHO departments and Member States with a view to equity-oriented, gender-responsive, rights-based health strategies, plans and programmes. Implementing the recommendations of the evaluation will ensure that GEHR is able to deliver effectively on GEHR across all levels of the organization.</p>		
Management Response Status	In Progress	
Date	December 2021	

## Recommendations and Action Plan

**Recommendation 1:** WHO should develop a policy and strategic framework around gender, equity and human rights by i) outlining the conceptual framework guiding the Organization's technical work in each of the three areas and ii) spelling out how WHO intends to operationalize them. Specifically, WHO should:

- a) Develop the policy framework relating to gender, equity and human rights which clarifies how the three areas interact and link up to closely related thematic areas such as the social determinants of health agenda, equity, diversity and inclusion, disability and cultural diversity and ethnicity. In particular: i) the Gender Policy (2002) should be updated to reflect current thinking and the UN-wide framework in this area; ii) the equity agenda needs to articulate the linkages between the different strands of work on equity, including in UHC, social determinants of health and equity monitoring; and iii) the human rights component must be strengthened by spelling out what WHO's human rights-based approach to health consists of.
- b) Based on a clearly articulated policy framework, develop a time-bound Organization-wide strategy to operationalize the integration of gender and equity and promote a rights-based approach into the work of WHO in line with the 2030 timeframe. The Strategy should: i) be developed through a participatory process involving all relevant stakeholders beyond the GER Unit at the three levels of the Organization; ii) include a theory of change and a results framework linked to an outcome level change in the programme budget; and iii) be the subject of a mid-point review and a final independent evaluation.

<b>Management response</b>	<p><i>Accepted</i></p> <p><i>The new WHO GEHR policy, strategy, and operational plan will build on the previous 2002 WHO policy, 2007-2011 strategy, and integrated GEHR roadmap, 2014-2019. It will be forward-looking, aligning with the GPW13, the SDGs, respective global compacts and UN-wide policies, and WHO and UN Governing Body resolutions. It will incorporate key lessons from the impact of Covid-19.</i></p>			
<b>Status</b>	<i>In Progress</i>			
<b>Key actions</b>	<b>Responsible</b>	<b>Timeline</b>	<b>Status</b>	<b>Comments</b>
Develop a GEHR policy framework and strategy, including its theory of change and results framework.	DGO/GER, GPG, GEHR Global Network	Q2-Q3 2022	<i>Not initiated</i>	The GEHR Policy and Strategy will be produced during the 2022-23 biennium. They will be developed through an inclusive internal and external consultation process. Conceptually, it will have a framework informed by sources including but not limited to the UN Secretary General's Call to Action on Human Rights and Our Common Agenda Report Recommendations, UNSWAP/gender mainstreaming commitments, UNDIS, and all WHA and UNGA resolutions related to health equity (covering equity-oriented progress towards UHC and action on social determinants of health equity). The policy and strategy will go to 2030, in keeping with the SDGs. A theory of change, results framework and associated M&E framework (aligning with the WHO GPW and Programme Budget and relevant UN commitments) will underpin the strategy.
Develop a GEHR operational plan	DGO/GER, GPG, GEHR Global Network	Q4 2022 <i>Subsequently aligned with biennial</i>	<i>Not initiated</i>	This plan will operationalize the policy and strategy across the three levels of WHO. It will align with and be updated in keeping with the biennial planning cycles, through to 2030. This will be accompanied by efforts to strategically strengthen and expand partnerships with other multilateral system agencies

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		<i>planning through 2030</i>		(including those involved in the SDG 3+ Action Plan), civil society organizations, academic institutes, and other stakeholders as relevant.
Ensure mainstreaming GEHR into Programme Budget planning	DGO/GER with WHO Planning depts globally and the GEHR Global Network	<i>In alignment with biennial planning, through 2030</i>	<i>In progress</i>	A GEHR operational planning guidance note with associated resources was developed to mainstream GEHR considerations in each area of the PB Framework for 2022-23 Biennium planning. This will be continuously strengthened and used in coming biennia, in support of the GEHR policy, strategy and operational plans.
Commission a mid-term and final independent evaluation	DGO/EVL, with DGO/GER	<i>2024 and 2029</i>	<i>Not initiated</i>	The mid-term evaluation would coincide with the end of GPW13. The final independent evaluation will be timed in a way to feed into WHO planning for the post-SDGs period.

**Recommendation 2: WHO should develop and appropriately resource the gender, equity and human rights architecture across programmes and at the three levels of the Organization, namely by:**

- Ensuring that GER focal points at sufficient seniority levels (P4-P5) are appointed in all programmatic and corporate areas, with responsibilities outlined in their position descriptions and performance reviews to support the integration of gender, equity and human rights in their area.
- Ensuring that managers and directors across the Organization have responsibilities for ensuring gender, equity and human rights integration in corporate and programmatic work enshrined in their position descriptions and performance reviews.
- Equipping the regions with full-time staff positions covering the required expertise in the three dimensions of gender, equity and human rights at the same level of seniority as other leadership positions in technical areas.
- At country level, considering the: i) appointment of formal focal points in all country offices; ii) establishment of full-time sub-regional gender, equity and human rights experts in bigger country offices with a responsibility to support other country offices in the region; and iii) use of existing human resources specialized in gender, equity and human rights more collaboratively across programmes to support country-level work.
- Defining formal coordination mechanisms, building on existing collaboration. Consideration should be given to: i) giving a formal advisory role to the Global GER network; and ii) setting up a cross-Division Gender, Equity and Human Rights Mainstreaming Committee, consisting of Senior Management and Directors from headquarters and regional level, with overall responsibility for implementing the WHO gender, equity and human rights strategy and supporting the GER Unit in joint planning.

<b>Management response</b>	<p><i>Accepted (with the exception of specifics mentioned in sub-recommendation (e))</i></p> <p><i>Management actions will enhance internal coordination mechanisms within the context of WHO's existing organizational coordination mechanisms as well as consider new novel approaches. This recommendation is synergistic with Recommendation 3 in that actions to bolster regional and country GEHR focal points should be planned in concert with reinforcing the DGO/GER and its coordinating and leadership role. Increased resource allocation, subject to Senior Management decisions, is necessary to implement actions responding to this recommendation. Specific actions to enhance internal WHO coordination will be considered by Senior Management.</i></p>
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Status	<i>In-Progress</i>			
Key actions	Responsible	Timeline	Status	Comments
Revise organizational structure, mandates and roles/responsibilities for cross-WHO GEHR architecture	DGO, GPG with inputs from DGO/GER, GEHR Global Network, DPMs and WRs	<i>Q3 2022; with regular biennial reviews through 2030</i>	<i>Not initiated</i>	This will include reinforcement and expansion of a global network of focal points responsible for GEHR mainstreaming, present at all three levels of the Organization. These focal persons will have time allocated for GEHR mainstreaming activities (reflected in their PMDS, with a corresponding oversight item in that of their supervisors), access to resources for implementing them, and have a key role in the design, delivery and reporting on the GEHR policy, strategy and operational plan(s). This will also entail development of staffing plans/incorporation of the focal point function into human resource portfolios where focal persons are now not present or are significantly under-resourced in terms of time available for GEHR mainstreaming.
Develop a resource mobilization strategy and donor contact group for GEHR	DGO/GER GHER Global Network, EXT/CRM, BOS/PRP	<i>Q3, 2022</i>	<i>Not initiated</i>	Develop financial resource plans and a resource mobilization strategy for the global GEHR Policy, Strategy and Operational Plan. Convene a donor contact group, which meets annually, for updates on the implementation and exchange on resource needs across the three levels of WHO. The fundraising strategy will be global in scope, with a strong emphasis on ensuring adequate resources for robust country-level work, backed by strong regional and headquarters functions.
Strengthen internal coordination mechanisms for GEHR planning	DGO/GER, GEHR network, PRP	<i>Ongoing, linked to biennial planning</i>	<i>In progress</i>	Linked to programme budget planning processes, the ODT 4.2.6 network currently exists that facilitates joint planning for GEHR. Expanding its membership and role is an efficient way to strengthen internal coordination and ensure that the different regions are actively represented. This will need to be continually considered across biennia through to 2030.

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<b>Recommendation 3: WHO should stabilize and strengthen the headquarters GER Unit driving the corporate integration of gender, equity and human rights internally, and coordinating the integration of these cross-cutting issues in technical areas.</b> In particular: <ul style="list-style-type: none"> <li>a) WHO senior management should ensure that full-time positions are in place and operational in line with the breadth of functions that the GER Unit is expected to fulfil, with each of the three dimensions led by a staff member at the same level of seniority as other leadership positions in technical areas and a fourth senior staff member overseeing the team.</li> <li>b) Stable financial resources should be allocated to maintain core functions of the GER Unit to reduce reliance on specified voluntary contributions.</li> <li>c) The structural placement of the GER Unit should fulfil two key criteria: offering sufficient seniority and leadership to the GER Unit to drive the Organization-wide integration of gender, equity and human rights; and offer clear linkages to, and communication lines with, all programmatic areas.</li> </ul>				
<b>Management response</b>	<i>Accepted</i> <i>As noted in Recommendation 2, implementation will require additional financial and human resources. In addition, it must be noted that the Regional Office and Country Office GER functions are equally as essential in driving the corporate integration of GER internally, and hence WHO includes actions to expand this recommendation to cover all levels of the Organization.</i>			
<b>Status</b>	<i>In Progress</i>			
<b>Key actions</b>	<b>Responsible</b>	<b>Timeline</b>	<b>Status</b>	<b>Comments</b>
Redefine specific roles and responsibilities for the HQ GEHR function and unit (based on outputs of recommendations 1 and 2), and adjust functional staff organigram to match needs	<i>DGO, GPG DGO/GER</i>	<i>Q3-Q4 2022</i>	<i>In progress</i>	Completion of this action is dependent upon completion of key actions outlined in response to Recommendations 1 and 2. The updated functional organigram would be completed and all core GEHR staff would be either in place or under recruitment by end-2022.
Strengthen WHO's GEHR functions in Regional and Country Office levels	<i>GPG with DGO/GER</i>	<i>Q3 2022</i>	<i>In progress</i>	Regional Directors and WRs will define appropriate measures to reinforce human and financial resources for GEHR, taking into account the operational circumstances of these respective levels/offices and the new GEHR policy, strategy and operational plan.
Increase in resourcing from stable financial resources for GEHR staffing functions across the three levels of the Organization	<i>GPG with DGO/GER</i>	<i>Ongoing</i>	<i>In progress</i>	This will entail a progressive shift to more stable funding allocation for GEHR core staff, using the 2021 levels as a baseline.

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**Recommendation 4: As part of the Transformation agenda, WHO should address awareness and capacity development needs for gender, equity and human rights integration at all levels, namely by:**

- a) Dedicating sustained efforts to gender, equity and human rights capacity assessment and development, and awareness building at all levels of the Organization and especially among directors and managers. This entails: i) conducting periodical reviews of staff attitudes, knowledge and practices in relation to gender, equity and human rights; ii) implementing a capacity development programme on gender, equity and human rights, including using the WHO Academy platform and other existing tools such as the AMRO/PAHO e-learning course on gender mainstreaming; and iii) introducing a mandatory training on basic concepts of gender, equity and a human rights-based approach for directors and managers at the three levels of the Organization.
- b) Translating the WHO Values Charter into a set of prerequisites for recruitment to ensure that staff adhere to gender equality and non-discrimination principles.
- c) Developing a platform and working group in order to enhance partnerships with relevant civil society and community organizations and academic institutions.

<b>Management response</b>	<p><i>Accepted</i></p> <p><i>This will be advanced through extensive organization-wide roll-out of capacity building GEHR, using the WHO Academy and Regional Office initiatives, as well as documenting promising practices and refining guidance for staff recruitment. The partnership dimension of this recommendation has been featured in Actions corresponding to Recommendation 1, yet particularly salient for capacity-building would be increased collaboration with UN agencies and academic institutions (including WHO Collaborating Centres) for strengthening know-how on GEHR.</i></p>			
<b>Status</b>	<i>In Progress</i>			
<b>Key actions</b>	<b>Responsible</b>	<b>Timeline</b>	<b>Status</b>	<b>Comments</b>
Mandatory training on GER developed and rolled out for WHO staff, including managers	DGO/GER with GEHR Global Network, WHO Academy, BOS/HRT	Q1 2023	<i>In progress</i>	A modular WHO Academy course on GER is under development. One of its target audience is WHO staff (explicitly but not limited to technical staff and managers/directors). This course would be made mandatory for certain cadre of staff and become part of WHO's Human Resources Strategy and Learning and Development Strategy. The course would expand on existing AMRO/PAHO and GEHR e-learning. It would feature assessments of knowledge and application skill levels.
Strengthen existing global network and collaborations with relevant internal and external partners	DGO/GEHR, GEHR Network	Ongoing	<i>In progress</i>	Following continuous dialogue with partners, including civil society, community organizations and academic institutions, activities and strategies will be implemented to ensure communication flows, sharing expertise and identifying collective action to integrate gender, equity and human rights.

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<b>Recommendation 5: WHO should emphasize streamlined support to Country Offices work for impactful integration of gender, equity and human rights.</b> This should be done by: <ul style="list-style-type: none"> <li>a) Ensuring that the Organization-wide strategy on gender, equity and human rights translates at country level into the systematic integration of these cross-cutting areas in the Country Cooperation Strategies/UN Common Country Analyses and Sustainable Development Cooperation Frameworks.</li> <li>b) In collaboration with country offices, developing practical, user-friendly technical guidance for country programmes to integrate gender and equity considerations, and implement a rights-based approach. Guidelines should focus on streamlining technical input to avoid over-burdening countries with parallel demands and they should be field-tested to ensure that they are fit for purpose. They should also cover different contexts and population group needs, for example people affected by emergencies.</li> </ul>				
<b>Management response</b>	<i>Accepted</i> <i>All three levels of WHO work together to ensure impactful and streamlined integration of gender, equity and human rights at country-level, with particular emphasis given to reinforcing the capacity of WHO Country Offices.</i>			
<b>Status</b>	<i>In Progress</i>			
<b>Key actions</b>	<b>Responsible</b>	<b>Timeline</b>	<b>Status</b>	<b>Comments</b>
Strengthen GEHR integration in Country Cooperation Strategies and Biennial Collaborative Agreements (BCAs)	DGO/GER, GEHR Network with WHO Country Offices and DGO/CSS	Q3 2022, ongoing	<i>In progress</i>	This would entail GEHR integration in the updated CCS guidance documents; mechanisms for GER collaboration across the three levels in the process of CCS/BCA production; and WRs/PWRs sensitization and engagement in delivering the GEHR Policy, Strategy and Operational Plan.
Enhance WHO Country Office strategic GEHR collaboration across UNCTs and with partners (including those of the SDG 3+ Action Plan)	DGO/GER, DGO/CSS, GEHR Network and WHO Country Offices	Q4 2022, ongoing	<i>In progress</i>	This would entail reinforced collaboration by WCOs in UN Country Team activities on leaving no one behind, gender, equity and human rights in relation to health, including for UN Common Country Analyses and Sustainable Development Cooperation Framework. In addition, it would entail joining forces and enhanced collaboration for GEHR at country level with other agencies of the SDG 3+ Action Plan.
Update, and as needed, develop guidance for WHO technical support to countries	<i>DGO/GER with inputs from the GER Global Network</i>	Q3 2022, ongoing	<i>In progress</i>	<i>This would comprise updating the GER <a href="#">Country Support Package</a> and – as needed --set of related GER tools for use at county level. New GER tools would be developed as per Technical Products/Global Public Health Goods agreements reached through consultation across the three levels based on a thorough understanding of gaps and needs.</i>
Ensure continued UNSWAP reporting	<i>DGO/GEHR, in coordination with GER Global Network</i>	<i>By January of each year</i>	<i>Implemented for 2022; ongoing annually</i>	<i>This entails continuation of UNSWAP reporting, including at Country levels, as well as provision of WCO inputs to the annual response to yearly UN Women Letter.</i>