

Management Response and Action Plan (MRAP)
Women’s Voice and Leadership Formative Evaluation (2017 to 2021)

Recommendations (DO NOT CHANGE)	Commitments	Actions	Responsibility Centre	Completion Date
<p>1. Capacities, resources and mandates</p> <p>a. In the remaining years of the WVWL program, MGD should ensure the mandate, roles, responsibilities, capacities and resources of MGS, as they pertain to WVWL, are fit-for-purpose to ensure that it is well resourced and positioned within the department to continue to provide program guidance and coordination to WVWL.</p>	<p>Agreed.</p>	<p>MGD will:</p> <p>In collaboration with relevant international assistance programs, MGD via MGS will review its current WVWL work structure to confirm mandate, roles and responsibilities, capacities and resources – as well as methods of work - that will effectively support the ongoing WVWL program and initial planning for new WVWL programming. As needed, MGD will work to secure additional resources for MGS to be fit-for-purpose to continue to provide WVWL program guidance and coordination.</p>	<p>MGD/MGS with the support of relevant international assistance programs.</p>	<p>Implementation of a cross-bureaux coordination and capacity building program:</p> <p>September 2022-September 2023</p>
<p>b. In the lead up to a potential WVWL 2.0, MGD should work with IA programming branches¹ to determine which branches and bureaus are best positioned to lead and coordinate, and what governance structures are needed, to ensure leadership and strategic and operational integration of WVWL 2.0 in the department. MGD should also work with IA programming branches to secure adequate human and financial resources</p>	<p>Agreed.</p>	<p>MGD will lead an exercise in collaboration with IA programming branches to develop a program design and implementation plan for WVWL 2.0. This includes recommendations for the best coordination and governance structure as well as for the required human and financial resources, taking into consideration existing resource constraints, to ensure the operational integration of WVWL 2.0 within the department. The design and implementation plan will be presented to the DG WVWL Advisory Committee for approval.</p>	<p>MGD/MGS with the support of relevant international assistance programs, including IFM, KFM, and MFM.</p>	<p>Development and Implementation of WVWL HR and Financial Action Plan:</p> <p>September 2022-September 2024</p>

¹ Key branches responsible for delivering international assistance programming, including geographic branches, KFM, IFM and MFM.

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and capacities to ensure leadership and strategic and operational integration of WVL 2.0 in the department.				
<p>2. Sustainability of WROs MGS, in consultation with KGAP (Partnerships for Gender Equality and Innovation Unit), IA programming branches, implementing partners and WROs, should identify and document effective strategies and best practices to support and foster WROs sustainability; it should facilitate knowledge sharing and cross-learning among WVL projects on this matter; and provide specific guidance to existing WVL projects on how to strengthen this dimension in the remaining years of project implementation. The WVL Team in MGS should also ensure that the identified effective strategies and best practices will inform the design of a potential WVL 2.0.</p>	Agreed.	In collaboration and under advisement of relevant international assistance programs, MGD via MGS will lead a feminist learning exercise and consultation with implementing partners and WROs to identify how best to support and foster sustainability of feminist movements and WROs with a view to inform the planning and design of WVL 2.0. This effort will be informed by KFM’s Equality Fund experience and coordinated with the support of IA programs who currently manage WVL projects. Existing learning platforms such as GAC’s WVL Learning Hub will also be explored as avenues for informing this learning and consultation exercise.	MGD/MGS with the support of relevant IA programs, including KFM	Sustainability Learning and Consultation Exercise: September 2022-September 2023
<p>3. Local organizations and organizations from developing countries as WVL 2.0 implementing partners. MGD, in consultation with programming branches, DPD and SGD, should include specific and resourced measures in the design of WVL 2.0 to strengthen the ability of local organizations and</p>	Agreed.	MGD will establish a working group, in collaboration with DPD, SGD and IA programming branches, to identify capacity gaps and specific measures within WVL 2.0 that would support increased opportunities for local organizations to be effective project implementers. This effort should be aligned with the current Gs&Cs Transformation – Game Changers Initiative and other existing pertinent review processes underway at GAC.	MGD with support from DPD, SGD, and IA programming branches.	Complete a capacity gap exercise addressing opportunities to engage with local organizations as implementing

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organizations in developing countries, to serve as effective WVL 2.0 implementing partners.				partners for a potential future WVL 2.0 program: September 2022-September 2023
<p>4. Corporate processes and tools for direct support to local organizations²</p> <p>a. DPD and SGD, in collaboration with IA programming branches and MGS, and in alignment with the Gs&Cs Transformation Initiative, should explore solutions to address the specific roadblocks in programming processes that directly affect the capacity of the department to support local organizations effectively, with a particular focus on: selection and application processes; capacity building support to new partners; contracting; reporting requirements and templates. These solutions should be</p>	Agreed.	<p>a. Through the Gs&Cs Transformation – Game Changers Initiative, DPD and SGD in consultation with relevant international assistance programming branches, will explore opportunities to address specific roadblocks in programming processes that directly affect the capacity and ability of the department to support local organizations effectively.</p> <p>Specific streamlining actions under Phase 1 of Game Changers will pilot or implement simplified tools and processes for partners at application, agreements and project implementation phase. As relevant, further opportunities could be integrated into subsequent phases of the Game Changers subject to approval through the Gs&Cs Transformation Initiative governance.</p> <p>Where appropriate, this will be aided by consultations with international assistance partners.</p>	DPD and SGD with the support of MGD, and IA programming branches.	September 2022 - December 2023 (Phase 1 Gs&Cs Transformation Initiative)

² When the MRAP was approved, in May 2022, the Grants and Contributions Management Transformation Team (KFMT) under the Partnership for Development Innovation Branch (KFM) was being established. Once fully functional, this team will be responsible for leading and coordinating the Gs&Cs Transformation Initiative. To reflect KFMT’s new role, roles and responsibilities for recommendations 4a and 4b and related actions will be reassessed and adjusted as needed in September 2022.

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informed by consultations with international assistance partners.				
<p>b. SGD, in collaboration with DPD, and in consultation with MGD and geographic bureaus, should explore what adaptations and innovative solutions could be introduced to the department’s risk management approach for Grants and Contributions that would allow the department to more easily provide direct support to local organizations, while respecting the principles of responsible stewardship of public funds as laid out in departmental grants and contribution regulations.</p>	Agreed.	<p>In alignment with other relevant MRAP actions and while respecting the principles of responsible stewardship of public funds, SGD, in collaboration with DPD, will consult with programming branches and relevant external stakeholders to assess options and identify viable adaptations and innovative solutions for introduction into the department’s new risk management approach for Grants and Contributions in an effort to allow the department to more easily provide direct support to local organizations.</p>	SGD and DPD with the support of IA programming branches	March 31, 2023
<p>5. Project extensions. MGS should work with SGS, SGA and geographic branches to develop a consistent and streamlined approach to approving extensions for operational WVL projects, within the boundaries of existing processes and rules. Wherever possible, this should be coordinated with the roll out of a possible WVL 2.0 to allow for continuity in support of WROs.</p>	Agreed.	<p>MGD will work with SGD as well as relevant international assistance programs via its existing WVL Working Group to determine the best strategy to approve extensions for operational WVL projects to ensure a continuity in WVL programming.</p>	MGD/MGS with the support of SGS, SGA and relevant international assistance programs	<p>The strategy will be in place by September 2022 with a view to ensure extensions are in place by June 2023.</p>

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<p>6. Guidance. MGS should work with DPD and programming branches to leverage the wealth of guidance, tools and learning products developed to date to strengthen a common understanding and shared ownership of WV L’s feminist approach among all involved PTLs, their management, other GAC staff directly involved in WV L, and the implementing partners, including through: organizing onboarding and refresher sessions for new PTLs and their managers; maintaining the WV L wiki; making existing guidance more widely available to implementing partners; and exploring how to embed the guidance function within relevant geographic branches.</p>	<p>Agreed.</p>	<p>MGD via MGS in collaboration with relevant international assistance programs will conduct a review of existing WV L guidance, tools and learning materials to ensure these are best leveraged to strengthen a common understanding and shared ownership of WV L’s feminist approach, including through the WV L Toolkit and Capacity Development plan for project team leaders and implementing partners. DPD will be engaged to review how this plan aligns with standardized guidance over the project life cycle. The end product will be a more comprehensive, evergreen toolkit that can be embedded in overall WV L feminist programming guidance.</p>	<p>MGD/MGS with the support of DPD and relevant international assistance programs.</p>	<p>Revised programming tool kit, guidance package and capacity development plan: June 2022 - March 2023</p>

Drafted/Consulted: MGS, DPO, DPI, SGS, SGA, SGF, KGAP, KGAN, KESB, OAZ, WGM, NLD et NDD

Reviewed: SCM, DPD, KFM, OAZ, MGD

Approved: MFM

Date: 26 May 2022