

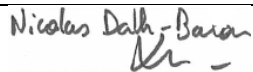


MANAGEMENT RESPONSE

Evaluation Title:	Programme level evaluation: Gender mainstreaming in UNECE		
Period of Review:	2016 - 2019		
Date of Evaluation Report:	07/07/2019		
Approved by	Executive Secretary Olga Algayerova	Date	Signature
		22/11/2019	
Cleared by:	Chief, Programme Management Unit Catherine Haswell	22/11/2019	
Prepared by:	Manager of the evaluation Nicolas Dath-Baron	22/11/2019	

Recommendation 1:

Report annually to EXCOM on the gender equality and women’s empowerment results of the UNECE Gender Action Plan, including on gender related SDG results, and ensure systematic collection, analysis and use of sex-disaggregation of data across all subprogrammes, noting reasons for any non-disaggregation.

Management Response:

UNECE partially accepts the recommendation.

Follow up actions and responsibilities:

UNECE divisional focal points will continue to report on a yearly basis on the items in the UNECE SWAP Reporting. UNECE will share SWAP results with EXCOM (without additional resources for gender with the SDGU, the Unit cannot deliver any additional reports) starting with the results of the SWAP report for 2019. The collection of sex-disaggregated data at present can only be gathered by the Statistics Division, while other subprogrammes would require significant internal capacity building in order to gather data beyond what UNECE collects (such as participation in UNECE meetings, women on panels etc).

Responsible: SDGU (Malinka Koparanova) & Division Gender Focal Points

Recommendation 2:

In order to achieve the SWAP 2.0 indicator for “approaches” requirements for Reporting on Gender Related SDG Results, the Statistics Division and the P-5 Gender Focal Point should provide guidance to all relevant UNECE staff on systematic collection, use, analysis and reporting of gender-disaggregated data, gender equality and empowerment of women results. Consider holding a Workshop on Gender Statistics for UNECE staff, similar to the May 2019 Workshop on Gender Statistics for Countries of Eastern Europe, the Caucasus, and Central Asia – Finding and Filling Gaps in Gender Statistics for SDG Monitoring.

Management Response:

UNECE accepts the recommendation.

Follow up actions and responsibilities:

Statistical Division plans to organize an event for UNECE staff in connection with the launch of the UNECE Dashboard of SDG Indicators in the first half of 2020 and is ready to provide the guidance as suggested in this recommendation. SDGU will cooperate with the Statistical Division for the content of the workshop relating to gender statistics for ECE staff. Division Directors will encourage all staff to use the guidance provided and to participate in the possible workshop.

Responsible: SDGU (Malinka Koparanova) & Statistics Division (Lidia Bratanova)

Recommendation 3:

Publish the following on UNECE's website to increase transparency and accountability: (i) annual SWAP reports; (ii) annual UNW SWAP letter regarding UNECE SWAP performance; (iii) annual report on implementation of UNECE's GAP together with recommendations on areas for improvement; (iv) gender parity data for each division.

Recommendation 26:

Systematically document UNECE knowledge on gender equality and women's empowerment and publish on UNECE website. Develop a communication plan that includes gender equality and women's empowerment as an integral component of internal and public information dissemination. Make SWAP reports etc available on the UNECE website and shared with all staff.

Management Response:

UNECE accepts the recommendation.

Follow up actions and responsibilities:

The following documents will be made available on UNECE website:

- (i) the annual SWAP reports;
- (ii) the UN Women SWAP letter addressed to the Executive Secretary;
- (iii) data on gender parity by division on an annual basis

UNECE divisional focal points will continue to support this through the yearly reports on the items in the Gender Action Plan, reflecting both RB and XB staff.

The annual report on implementation of UNECE's GAP is covered by the publication of the annual SWAP report, as the SWAP reporting is based on information received from the gender focal points on the implementation of the GAP.

The UNECE gender webpage has recently been updated to include UNECE knowledge on gender equality and empowerment of women. Additional efforts to strengthen these components will be made by the SDGU together with the Information Unit by 31 December 2020.

Responsible: SDGU (Malinka Koparanova) and Information Unit (Jean Rodriguez)

Recommendation 4:

Regarding results-based management, require gender-disaggregated data, indicators, and gender analysis at project design, implementation, and monitoring stages through results-based management tools such as checklists and templates. This would need to be both mandatory and enforced. These actions earlier in the project cycle would in turn support gender-disaggregated data use and gender analysis at the evaluation stage.

Management Response:

UNECE partially accepts the recommendation.

Follow up actions and responsibilities

Through the ‘Assessment of Gender Mainstreaming in UNECE Projects’, Divisions will continue to include gender analysis at project design, implementation, and monitoring stages of a project. However, additional resources would be needed to drill further down to the level of gender-disaggregated data, indicators, and gender analysis. For extrabudgetary projects a checklist and template have been developed and SDGU review at the project design stage. Divisions ensure the implementation, monitoring and reporting on projects.

Responsible: SDGU (Malinka Koparanova), Division Directors

Recommendation 5:

Strengthen gender related SDG results in UNECE’s nine focus SDGs in all sub-programmes by: (i) allocating the relevant gender-specific SDG targets and indicators to the appropriate UNECE sub-programme for monitoring; (ii) ensuring that collection, use and analysis of appropriate gender disaggregated data is carried out by the appropriate UNECE division; (iii) strengthen UNECE sub-programme analysis of women’s equal access to and control over the resources and benefits of development; (iv) include these actions in the updated Gender Equality Policy and Gender Action Plan; (v) monitor and enforce accountability for this in the ePAS of divisional directors, divisional gender focal points, and all other relevant staff.

Management Response:

UNECE partially accepts the recommendation.

Follow up actions and responsibilities:

UNECE agrees with the spirit of the recommendation to strengthen gender related SDG results with the following comments per sub-point:

- (i) Cannot practically implemented as UNECE is not fulfilling custodian agency functions on the indicators (with very few exceptions such as 5.5 which relates to ensuring for example, gender balanced participation in relevant UNECE meetings and intergovernmental bodies);
- (ii) The Statistical Division is committed to follow this throughout its work with data, including the UNECE Dashboard and Database of SDG Indicators that are currently being developed;
- (iii) An expert group managed by the Statistical Division is conducting methodological work on measuring gender difference in power and decision-making. This methodology will be shared with other subprogrammes when finalised for their consideration;
- (iv) The Gender Action Plan and the annual report will include these components;
- (v) Division Directors will ensure that effective monitoring and accountability is achieved through staff, unit and divisional workplans in line with the annual staff performance planning and reporting timelines commencing 2020-2021.

Responsible: Division Directors

Recommendation 6:

Make it mandatory for all Secretaries to Committees, Conventions and Working Groups to (i) raise attention of member States to increase the number of women participants in delegations, (ii) collect, analyse and monitor sex disaggregated data of participants to intergovernmental meetings, (iii) discuss gender mainstreaming at sessions of Sectoral Committees, Conventions and Working Groups, (iv) encourage inclusion of gender mainstreaming in decisions of the Sectoral Committees, Conventions and Working Groups. Include this in the ePAS of relevant UNECE staff. P-5 Gender Focal Point should work with Secretaries to provide guidance on good practices, capacity building on mainstreaming gender in

substantive areas, and guidance on techniques to increase women's participation. Secretary, Working Party on Regulatory Cooperation and Standardisation Policies to provide training on Declaration on Gender Responsive Standards to all Secretaries and other relevant staff.

Management Response:

UNECE accepts the recommendation.

Follow up actions and responsibilities:

Division Directors and Secretaries of Committees will continue to address gender mainstreaming at sessions of Sectoral Committees and include gender mainstreaming in decisions of the Sectoral Committees. The experience ranges across the work of the eight UNECE subprogrammes, from conducting gender-oriented sessions in expert meetings, incorporating the gender related SDGs in the Programme of Work of Committees, and training staff in the ECE's Gender Responsive Standards under the umbrella of the Gender Responsive Standards Declaration. The work presently conducted by subprogrammes will be shared between the Gender Focal Point and Committee Secretaries to enable peer learning for enabling increased participation of women. Division Directors will ensure that the inclusion of gender mainstreaming in decisions of the Sectoral Committees, Conventions and Working Groups is included in staff, unit, and divisional workplans. These requirements will begin with the cycle commencing 2020-2021.

Responsible: Division Directors

Recommendation 7:

In order to meet all of the United Nations Evaluation Group gender related norms and standards, UNECE should (i) strengthen evaluation terms of reference by including gender questions under effectiveness, efficiency and sustainability, as well as for relevance and impact, and by requiring an evaluator with gender expertise; (ii) strengthen evaluation design by requiring a focus on marginalized groups of women; and (iii) strengthen evaluation reports by requiring analysis of gender as a cross cutting issue, and analysis of whether attention was paid to the intervention's effects on women.

Management Response:

UNECE accepts the recommendation.

Follow up actions and responsibilities:

The standard terms of reference for all evaluations was updated in May 2019 to include gender questions under at least two evaluation criteria, and most of the 2019 evaluation reports include a mandatory cross cutting gender analysis. These efforts will be continued by the PMU in 2020 with an additional effort to focus on marginalized groups of women. The effectiveness of evaluations in driving an analysis of UNECE's efforts for gender equality and the empowerment of women will only be fully realised when the first cycle of projects which included gender in the design, will be evaluated from 2021.

Responsible: PMU (Nicolas Dath-Baron) and All UNECE Project Managers

Recommendation 8:

Update the UNECE Gender Equality Policy to align with SWAP 2.0 indicators. Where UNECE is missing requirements, tailor the policy expectations in this area to achieve "approaching requirements". Where UNECE is "approaching requirements", tailor the policy expectations in this area to achieve "meets requirements". For baseline achievement of SWAP 2.0 indicators, refer to UNECE SWAP report 2018 and this independent gender evaluation, taking the lowest level of achievement as the baseline if there are different conclusions between the two documents.

Recommendation 9:

Update the UNECE Gender Action Plan for 2019 and draft the GAP for 2020-2021 in alignment with recommendations in this independent gender evaluation and with SWAP 2.0 indicators. Update the Gender Action Plans annually, based on results of previous year's SWAP report, targeting the top priorities to address areas of weakness with a view to increasing SWAP indicator achievements in those areas by the end of that year.

Management Response:

UNECE accepts these recommendations.

Follow up actions and responsibilities:

The present UNECE GEP covers the period 2016-2020. In 2020, UNECE will update the GEP starting in 2021. The GAP will continue to be updated biennially. The GAP 2020-2021 will be aligned with SWAP 2.0 indicators by 31 December 2020. Divisional focal points will continue to support the update of the GAP, as annexed to the GEP. Divisional focal points will continue to support and monitor the subprogramme-level Gender Action Plans.

Responsible : SDGU (Malinka Koparanova) and Division Directors

Recommendation 10:

All senior managers need to internally and publicly champion gender equality and the empowerment of women. All senior managers need to support the Executive Secretary in full implementation of the UNECE gender equality policy, gender action plan, and gender parity strategy, as well as the Secretary General in full implementation of the System Wide Strategy on Gender Parity. Include gender equality indicators in ePAS of all staff members, and link this to relevant areas of responsibility to implement GE policy and GAP.

Recommendation 15

Gender mainstreaming should be everyone's responsibility (hence 'mainstreaming'), rather than leaving it all up to the P-5 Gender focal point and divisional gender focal points. Gender Action Plan responsibilities should be allocated amongst all relevant staff, and included in their respective job descriptions, work plans and e-PAS. All staff should focus on performance of duties strictly in their job descriptions, including gender mainstreaming responsibilities. The P-5 Gender focal point and divisional gender focal points will lead on guiding, advising and building capacity of staff in this regard

Management Response:

UNECE accepts these recommendations.

Follow up actions and responsibilities:

Division Directors and other senior managers will include gender equality indicators in the ePAS of all staff, connected to the GEP and GAP. Standard guidance for the development of such indicators will be issued as a guidance by SDGU for the annual staff performance planning and reporting timelines commencing 2020-2021.

Responsible: SDGU (Malinka Koparanova), OES and Division Directors

Recommendation 12:

Integrate assessment of gender equality and empowerment of women into core values and/or competencies for all staff, with particular focus on P-4 levels and above, including in job vacancy announcements.

Management Response:

UNECE accepts the recommendation.

Follow up actions and responsibilities:

Core values and competencies are established for UNECE staff by the policies of the UN Secretariat. UNECE will include gender equality and the empowerment of women into the job vacancy announcement of relevant posts, commencing 16 December 2019.

Responsible: Division Directors (Hiring Managers)

Recommendation 13:

Set a financial benchmark for the implementation of the UNECE Gender Equality Policy and targets for meeting the benchmark.

Management Response:

UNECE accepts this recommendation

Follow up actions and responsibilities:

UNECE accepts that this is a requirement set by UN SWAP Indicator 10, against which UNECE is not yet able to report as “approaching requirements.”

SDGU will provide guidance to the Directors Meeting on how UNECE can improve its progress against this SWAP Indicator by 31 December 2020.

Responsible: SDGU (Malinka Koparanova)

Recommendation 14:

Carry out resource mobilization for more gender equality funding, such as launching an XB project on integrating gender into the SDGs in Europe. Consider approaching as donors member States, for example in countries in Europe that are successfully implementing gender mainstreaming in economic areas. Hire a project manager.

Management Response:

UNECE accepts this recommendation

Follow up actions and responsibilities:

Division Directors will encourage staff to include funding for gender mainstreaming activities as part of broader project proposals in ECE region but within the mandates of ECE subprogrammes. To enhance the effectiveness of UNECE efforts in this area, resource mobilisation for gender equality and empowerment initiatives will be centralised. At the same time, various initiatives at the subprogramme level, such as the development methodological guidance in the “UNECE road map on statistics for SDGs” and in the related technical materials by the Statistics subprogramme will continue. If resources are available, a project manager will be hired depending on the size of the project.

Responsible: SDGU (Malinka Koparanova) and Division Directors

Recommendation 16:

In order to achieve the “approaches” indicator, UNECE should designate all gender focal points at P-4 level or above, and ensure that at least 20% of their time (one day per week) is allocated to these functions, including through tailoring their work plans to address only those tasks specifically included in the job description. Gender focal points should be carrying out gender mainstreaming activities to implement the

UNECE Gender Action Plan in their respective divisions, and ensuring that fellow divisional staff members do the same.

Management Response:

UNECE accepts the recommendation

Follow up actions and responsibilities:

As per the SWAP guidelines, UNECE will identify staff at the appropriate level to be divisional gender focal points, and ensure that 20% of their duties is dedicated to gender work, to be included in the staff performance planning commencing with the 2020-2021 cycle. The network of division's gender focal points could be energised to meet from time to time to exchange on gender-relevant activities in the context of their substantive work.

Responsible: Division Directors

Recommendation 17:

In order to achieve the “meets” indicator for gender architecture, UNECE should add one more staff member fully dedicated to gender duties – ideally at P-4 or P-3 level - rather than just a single Senior Gender Focal Point, to adequately implement the UNECE Gender Equality Policy and meet UN SWAP performance indicator targets. This could be achieved through either (i) hiring an XB project manager or (ii) through hiring a JPO or UNV. This would offer UNECE more appropriate levels of human resources to adequately fulfil its commitments on gender equality and the empowerment of women, properly implement its gender equality policies and action plans, build on the advances made, and address areas of persistent weakness. The Senior Gender Focal Point post could be used more efficiently if there were more junior human resource available to relieve her of more junior responsibilities. The Senior Gender Focal Point is a senior level post that should be engaging in the most high-level gender mainstreaming and gender analysis activities, including capacity building of UNECE staff, an area which is highly technical and needs a lot of work so that staff can adequately fulfil their gender mainstreaming obligations. Currently, the Senior Gender Focal Point is doing some capacity building work, but this is insufficient to ensure that gender focal points and divisional staff in particular have adequate capacity to carry out gender mainstreaming and implementation of the Gender Action Plan in their areas of work.

Recommendation 18:

Explore lower cost options for expanding human resources to establish a UNECE gender unit, such as JPO, UNV, interns. Target applicants with technical expertise in gender, such as gender specialist retirees, those with a PhD in gender field work, or advanced gender studies students. Explore whether SDGU JPO can be allocated to more gender work, in the context of work on the Regional Forums on Sustainable Development and implementation of the SDGs in Europe.

Management Response:

UNECE partially accepts this recommendation

Follow up actions and responsibilities:

The proposed measures of additional XB resources will not address “meet requirements” of the SWAP indicator calling for a self-standing Gender Unit. An XB project manager, a JPO or a UNV are all temporary staff, and the hiring of one temporary staff to report to the Gender Focal Point in SDGU would not qualify as a self-standing Gender Unit. To achieve the “meets” indicator for gender architecture, UNECE will put forward a proposal to EXCOM to consider the resources required in order to meet the SWAP Guidelines for the establishment of a self-standing Gender Unit, by June 2020.

Responsible: SDGU (Malinka Koparanova)

Recommendation 19:

Take steps to improve implementation of the Gender Parity Strategy, including through (i) all senior managers to support the Executive Secretary and the Secretary General in full implementation of the UNECE gender parity strategy, as well as the SG's System Wide Strategy on Gender Parity; (ii) stricter implementation of the Executive Secretary veto on hiring decisions that do not support the gender parity strategy goals, such as overturning inconsistent hiring decisions, proactive and dedicated outreach to female candidates for recruitment and promotion, and re-advertising positions where male candidates have been recommended in the face of suitably qualified female candidates; and (iii) Job openings that fail to yield a minimum 20% female applications to require written justification from the hiring manager on the positive outreach measures taken to attract women applicants. In the absence of a strong justification, job openings to be extended / reopened

Management Response:

UNECE accepts the recommendation

Follow up actions and responsibilities:

The recommendation is accepted on the basis that it is consistent with the instructions from the Secretary-General, in particular ST/AI/1999/9.

Responsible: Division Directors (Hiring Managers)

Recommendation 20:

Ensure gender balance on all podiums and panels organized by UNECE.

Management Response:

UNECE accepts the recommendation

Follow up actions and responsibilities:

Division Directors will remind all staff about gender balance on all podiums and panels on a regular basis. Encouraging representation of both males and females on all podiums and panels is desirable and achievable, recognising that it may not be feasible in 100% of cases, given that some technical sectors (such as forestry, infrastructure, transport etc) are male-dominated. In the event that 50%/50% representation is not achieved; no panel should proceed with 100% representation of one gender. UNECE will indicate in writing its refusal to organize or participate to such panels. These measures will be applied to all UNECE organized events from 1 January 2020.

Responsible: OES (Nicola Koch) and Division Directors

Recommendation 21:

Consider engaging gender champions to shift organisational culture both from within UNECE (e.g. divisional gender champions) and from within member States (e.g. female gender equality ambassadors).

Management Response:

UNECE accepts this recommendation

Follow up actions and responsibilities:

Internally, Directors and Division gender focal points could already be seen as "gender champions". Externally, SDGU is, and will continue to work with gender champions.

Responsible: SDGU (Malinka Koparanova) and Division Directors

Recommendation 22:

While there is no right to flexible working arrangements, and certain options may not be possible for some jobs or at certain periods of time, for many colleagues the revised policy offers an opportunity for increased flexibility and a better work-life balance. Require managers to provide in writing the reasonable basis for any non-approval of flexible working arrangements for non-managerial staff. Flexible working arrangements are important to support female and male career implementation and development and to contribute to breaking “glass ceilings”. Flexible working arrangements can be tied to deliverables for accountability.

Management Response:

UNECE accepts the recommendation.

Follow up actions and responsibilities:

All divisions are already implementing the flexible working arrangements policy outlined in this recommendation. The Executive Office intranet and Flexible Working Arrangements (FWA) database will be updated to allow:

- a) Managers to upload the detailed basis for any non-approval of FWA for non-managerial staff to the EO intranet;
- b) Staff requesting FWA to indicate deliverables in their respective agreements with managers; and
- c) Revised guidance on both (a) and (b) will be circulated to all UNECE staff and the EO intranet will be updated accordingly, by 31 December 2019.

Responsible: EO (Michael Sylver)

Recommendation 23:

Mandate and enforce divisional monitoring of staff completion of the mandatory gender-training courses, and holding staff accountable for non-completion, including through their ePAS. Also, UNECE should make specific annual capacity building commitments to gender mainstreaming training for all staff, particularly in substantive divisions and for gender focal points. These commitments should be included in the updated Gender Equality Policy and future Gender Action Plans, and individual staff work plans and ePAS.

Recommendation 24:

The Senior Gender Focal Point should carry out applied capacity building/coaching/mentoring for staff in each division, and including all Gender Focal Points, including on sex disaggregated data collection, analysis and use in their respective technical areas; gender in problem analysis in substantive areas (gender-blind/neutral/responsive); and gender mainstreaming, particularly in UNECE’s eight sub-programmes. Gender mainstreaming tools in substantive areas are listed in Annex G, which could be helpful capacity building resources

Management Response:

UNECE accepts the recommendation.

Follow up actions and responsibilities:

Division Directors will continue to enforce staff completion of the mandatory gender-training courses and holding staff accountable for non-completion, including through their ePAS commencing with the 2020-2021 cycle.

Division Directors to encourage all staff to participate in internal capacity building activities. The Gender Focal Point will continue to provide guidance to sub-programmes upon request and within her available

capacity. SDGU will organise gender mainstreaming training should additional resources be made available for staff learning, commencing in 2020.

Responsible: Division Directors and SDGU (Malinka Koparanova)

Recommendation 25:

Improve member State capacity building by using examples from role model member States who are implementing good practices in gender mainstreaming to inspire other member States with applied examples of gender equality in technical areas.

Management Response:

UNECE partially accepts the recommendation

Follow up actions and responsibilities:

Division Directors and divisional gender focal points to encourage member States to share success stories and best practices at relevant Sectoral Committee sessions. Additional capacity building events would be determined based upon additional resources.

Responsible: OES and Division Directors

Recommendation 27:

Establish a regional gender network with other regional commissions to share information, knowledge, lessons and best practices in gender mainstreaming, particularly in economic commissions, including on capacity building, gender architecture, financial tracking and financial resource allocation.

Management Response:

UNECE accepts the recommendation.

Follow up actions and responsibilities:

The network with the respective gender units or divisions in other RECs is already operational. In addition, the substantive divisions organize regular meetings (such as gender statistics focal points of member countries to share information, knowledge, lessons and best practices in gender mainstreaming in national statistical systems).

Responsible: SDGU (Malinka Koparanova) and Division Directors

Recommendation 28:

Expand partnerships at the local level, especially in member States where gender equality is a sensitive issue, including through strong women's national and local organisations and civil society entities to provide advocacy.

Management Response:

UNECE accepts the recommendation.

Follow up actions and responsibilities:

Cooperation with women's and other civil society organisations in member States exists through, and will be further strengthened in, the Beijing+25 process. SDGU will continue to work with NGOs in the area of gender equality and the empowerment of women as well as with women's associations and groups following the Beijing+25 Regional Review meeting (29-30 October 2019) where over 180 civil society organisations were represented.

Responsible: SDGU (Malinka Koparanova)

Recommendation 29:

Pursue results-oriented partnerships, including with UN system actors – particularly other technical agencies and scientific organisations that are doing well on gender mainstreaming, with academia, and the private sector to increase results in UNECE’s areas of weakness, including capacity building.

Management Response:

UNECE accepts the recommendation.

Follow up actions and responsibilities:

UNECE is actively involved in the Issue Based Coalition (IBC) on gender equality and will continue this cooperation, particularly in the context of the reform of the UN Development System and efforts to coordinate work of the UN family at the regional level. Other examples include: (i) cooperation on gender issues with DESA through participation in the Inter-Agency and Expert Group on Gender Statistics, and with UN Women and the United Nations Population Fund (UNFPA) on exchange of experience and capacity-building in gender statistics; (ii) implementation of the 5-point plan on women’s empowerment in PPPs, working closely with companies and governments to increase the participation of women in the PPP decision making and implementation; and (iii) developing networks of operators in the field on the Gender Sensitive Standards Initiative.

Divisions will be encouraged to develop results-oriented partnerships, including with UN system actors, while noting that to be fruitful partnerships often require additional time and resources from UNECE. A review of all UNECE partnerships is scheduled for 2019-2020 and will take the work on gender equality into account in this exercise.

Responsible: OES (Nicola Koch) and Division Directors

Recommendation 30:

Once UNECE has addressed the gender equality human resource recommendations, UNECE should consider participation in a SWAP peer review either with (i) a Geneva based technical organization, such as ILO, which has good gender mainstreaming practices (e.g. results based management); or (ii) another regional commission, e.g. ESCWA or ESCAP, both of which have good gender equality practices (e.g. financial allocation, gender architecture) that could guide improvement in these areas for UNECE.

Management Response:

UNECE partially accepts the recommendation.

Follow up actions and responsibilities:

Conducting a SWAP peer review requires the commitment of financial resources. UNECE would consider a SWAP peer review with another Regional Commission (ESCAP or ESCWA, pending the availability of additional human and financial resources, starting in 2020.

Responsible: SDGU (Malinka Koparanova)