



13 December 2018

## **UNFPA management response**

**To**

**the evaluation of UNFPA support to the prevention,  
response to and elimination of gender-based violence  
and harmful practices (2012–2017)**

**(DP/FPA/2019/CRP.1)**

**Agenda item 4 – Evaluation**

Executive Board of UNDP, UNFPA and UNOPS  
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<b>UNFPA management response to Evaluation of UNFPA support to the prevention, response to and elimination of gender-based violence and harmful practices (2012–2017)</b>						
Evaluation Report Issue Date	<u>Evaluation report tag</u> Thematic Evaluation – corporate evaluation conducted by the independent Evaluation Office with institutional funds (GPS tag – Not Applicable)	<u>Additional attributes</u> Thematic corporate evaluation	<b>Business Units involved in implementation</b> Office of the Executive Director, Technical Division, Policy and Strategy Division, Division for Management Services, Humanitarian Office, Resource Mobilization Branch, Division for Human Resources	<b>Final approvers</b> Pio Smith Benoit Kalasa Ramiz Alakbarov Andrew Saberton Henia Dakkak Klaus SimoniPedersen	<b>Managing/Coordinating Focal Point</b> Aynabat Annamuhamedova <a href="mailto:annamuhamedova@unfpa.org">annamuhamedova@unfpa.org</a>	Date of submission <b>7 December 2018</b>

<b>Evaluation recommendation(s) and proposed action point(s)</b>		
<b>Recommendation 1</b>	<p><b>UNFPA is recommended to reiterate the corporate priority placed on maintaining senior gender and gender-based violence expertise in UNFPA staff positions at all levels in order to deliver on commitments under Strategic Plan (2018–2021) Outcome 3.</b></p>	Priority: High
	<p>Maintaining senior gender and gender-based violence expertise is critical to the ability of UNFPA to deliver on commitments under Strategic Plan (2018–2021) Outcome 3. Several interlinked factors have, however, impacted levels of investment. The evaluation has, for example, found persistent evidence of gender staff overall, including specialists in gender-based violence and harmful practices, being dependent on non-core sources of financing, such as the global joint programmes or humanitarian funds. In addition, the unexpected effect of prioritization of certain UNFPA strategic plan outcomes in country programme documents, in some countries, has been to disadvantage the recruitment of gender experts: (1) because it is perceived that gender is intellectually easier to mainstream across other outcomes than vice-versa, and (2) because of the peripheral location of gender in the visualization of the ‘UNFPA bullseye’.</p> <p>Emerging implications of this situation are concluded to be: (1) detrimental to UNFPA capacity to address the root causes of restricted access to and control over sexual and reproductive health (as core funding more readily facilitates this long-term work), (2) undermining the strategic positioning of UNFPA within United Nations country teams to contribute to gender equality, and (3) a barrier to UNFPA country offices to quickly respond to development challenges and sustain the cluster lead agency mandate on gender-based violence, especially in sudden onset emergencies.</p> <p>These implications represent a serious challenge to meeting UNFPA commitments under Strategic Plan (2018–2021) Outcome 3. Sustaining gender expertise, including gender-based violence specialists and advisor positions, are core to maintaining the strength (and value added) of UNFPA, and key to addressing the Humanitarian-Development-Peace nexus.</p>	

<b>Management Response to Recommendation acceptance status</b> [Accepted/Partially Accepted/Rejected]	Accepted				
<i>If recommendation is partially accepted or rejected, provide reasons:</i>	<p>This recommendation is based on retrospective views and was already addressed in the new UNFPA Strategic Plan (2018-2021), which maintains strong gender focus across all outcomes and has a separate gender Outcome adequately and equally resourced. Focus of UNFPA country programmes emanates from common country assessments, United Nations Development Assistance frameworks (UNDAF) and alignment with national development priorities. Funding for programme positions is not included in the Institutional Budget, the programme positions are funded from country programmes and sourced both from core and non-core resources. The profiles and the competencies of such positions are linked to the programming priorities at the national level. These priorities are identified during the development of common country assessments and UNDAFs, factor in comparative advantage of United Nations agencies and respective division of labour. At regional and global levels, such positions are funded from the Global and Regional Interventions (GRI) (equally utilizing core and non-core funds). The latest revision of GRI, made as part of the revised integrated budget for 2018-2021 and in response to the decisions of the Comprehensive Review of the Resources (CRR) process, already includes strengthening of gender-based violence functions and positions. Efficiency gains obtained through CRR were already redirected to the strengthening of the gender-based violence function, specifically, dedicated core funding is provided to support operations of the Sexual and Gender-based violence Prevention Cluster and relevant staff positions in the Humanitarian Office. The higher reliance of UNFPA on non-core funding is conditioned by the overall reduction of core resources, which is impacting all areas of UNFPA work equally.</p>				
Action point title	Action point text	Due date	Lead implementing unit	Lead implementing and reporting staff	Additional units involved in implementation (if any)
1.1 Maintain senior gender-based violence and gender expertise at country, regional and headquarters levels, with sustained funding from core resources.	<p>Clearly communicate to country representatives the corporate priority of maintaining and/or securing senior gender-based violence and gender expertise, including in harmful practices, with funding from both core and non-core programme budgets, as required.</p> <p>Given that UNFPA is mandated to lead the gender-based violence Areas of Responsibility (AoR) in the humanitarian context, ensure funding for recruitment of a dedicated gender-based violence inter-agency coordinator, which is a distinct function from the gender/gender-based violence programming.</p>	2019	DED (Programme), Office of the Executive Director and Humanitarian Office	to be appointed by the next Head of Humanitarian Office	Technical Division Regional Offices Policy and Strategy Division Division for Management Services Division for Human Resources

1.2 Ensure equivalent staffing for Strategic Plan Outcome 3 at headquarters and Regional levels	Ensure that staffing of Strategic Plan (2018–2021) Outcome 3 at headquarters and regional level is at least equivalent to staffing for Outcomes 1 and 2.	2019	DED (Programme), OED and Humanitarian Office	to be appointed by the next Head of Humanitarian Office	Division for Human Resources
1.3 Benchmark for programme expenditures for gender	Consider adopting a formal organizational benchmark of a percentage of programming expenditures allocated to advancing gender equality results, gender-based violence programming, capacity, and systems-building.	2019	DED (Programme), OED and Humanitarian Office	to be appointed by the next Head of Humanitarian Office	Regional Offices, Policy and Strategy Division, Division for Management Services Division for Human Resources

<b>Recommendation 2</b>	<b>Building on existing United Nations joint programmes and initiatives, and the opportunity of the 2018–2021 Strategic Plan's common chapter, UNFPA is recommended to issue clear guidance on the UNFPA gender-based violence and harmful practices portfolio of work, with a focus on clarifying the targets of UNFPA support. The guidance can be used, inter alia, to facilitate the necessary formally structured mechanism for joined-up working on gender-based violence, especially with UN-Women, that ensures no one is left behind.</b>	<b>Priority:</b> High
	United Nations coordination around gender-based violence (in particular) and harmful practices has, in most cases, not been as effective as intended in joint statements. The evaluation has also concluded that the absence of a clear and shared demarcation of the boundaries of gender-based violence programming for UNFPA (especially in relation to the issue of men and boys) has significant implications for both coordination and programming. There are positive examples of close and effective coordination to build on (such as the essential services package at global level, regional coordination in Eastern Europe and Central Asia, regional joint programming in Asia and the Pacific, and joint programmes in Uganda). Cooperation around the European Union-funded Spotlight Initiative may further nurture this. However, there was a strong demand for clearer and more structured and formalised division of labour to be agreed at all levels (global, regional, country) in order to make positive examples of coordination more possible and more common, particularly with UN-Women as the mandated entity for system-wide coherence on gender equality and empowerment of women. Since UNHCR holds authority to coordinate protection in the cluster system (including comprehensive coverage of both displaced persons and host populations), the evaluation concludes that this is also a priority relationship; and notes the 2018 UNFPA-UNHCR cooperation agreement (to promote closer collaboration on emergency preparedness and response between the two agencies) as an important step forward that can inform negotiations with other entities.	
<b>Management Response to Recommendation acceptance status</b> [Accepted/Partially Accepted/Rejected]	Accepted	
<i>If recommendation is partially accepted or rejected, provide reasons:</i>		

Action point title	Action point text	Due date	Lead implementing unit	Lead implementing and reporting staff	Additional units involved in implementation (if any)
2.1 UNFPA Corporate Gender Strategy that is built on CEDAW General Recommendation No. 35 with a strong focus on gender-based violence and harmful practices based on the leaving-no-one-behind principle: women and girls with disabilities, ethnic minorities, refugees and migrant women, etc.	<p>Finalize and launch UNFPA Corporate Gender Strategy.</p> <p>Management to communicate to all staff on UNFPA Gender Strategy and that UNFPA follows the definition of gender-based violence as per the CEDAW General Recommendation No. 35 on gender-based violence against women (updating GR19) and the 2015 IASC Guidelines for Mainstreaming Gender Based Violence in Humanitarian Action. CEDAW General Recommendation No. 35 states that “the term “gender-based violence against women” makes explicit the gendered causes and impacts of the violence.”</p> <p>Based on the above, issue a corporate guidance to ensure that all UNFPA staff have a common understanding of gender-based violence and the organizational work priorities and approaches as per its mandate. In the policy and guidance, specify whether specific groups (e.g. most disadvantaged and vulnerable groups) are included as beneficiaries, and if they are, how to address their needs within the scope of UNFPA programming.</p> <p>Ensure existing tools and guidance are tailored/updated accordingly.</p>	2019	Technical Division	Incoming Chief, Culture and Gender Branch, Technical Division	Humanitarian Office Regional Offices Policy and Strategy Division Division for Human Resources
2.2 National administrative gender-based violence data systems	Strengthen technical and financial capacity of UNFPA to support development of national administrative gender-based violence data systems in line with reporting toward SDG related targets and indicators.	2020	Technical Division	incoming Chief, Culture and Gender Branch, Technical Division	Humanitarian Office Regional Offices Policy and Strategy Division Division for Human Resources
2.3 Structured partnership framework between UNFPA and UN Women on gender-based violence and harmful practices	Within the Common Chapter, engage with UNDP, UNICEF and UN Women on a structured partnership framework between entities and issue a common guidance on the mandates and modes of engagement of concerned entities in the areas of gender-based violence and harmful practices.	2019	Technical Division	incoming Chief, Culture and Gender Branch, Technical Division	Humanitarian Office (TBD) Regional Offices Policy and Strategy Division

Recommendation 3	<b>UNFPA is recommended to systematize the production and exchange of outcome-level learning from UNFPA programmatic implementation; including opportunities for knowledge exchange about what does not work and programmatic failure in gender-based violence and harmful practices (recognising this as valuable learning and a contribution to the public good).</b>			Priority: Medium	
The evaluation identified critical gaps in the gathering of outcome-level data and systematized international exchange of knowledge outside of individual global and regional programmes. This was concluded to inhibit organizational learning. The evaluation also found examples of donors placing a premium on the process of systematically gathering all existing evidence about what works and what does not work, testing this through well-monitored programming, and gathering learning from that to publish new evidence. However, the uncertain funding environment is also creating a heightened ‘fear of reporting failure’, with strong disincentives to capture and publish failed innovations as well as successful practices. This creates a paradox that the evaluation concludes requires new approaches.					
<b>Management Response to Recommendation acceptance status</b> [Accepted/Partially Accepted/Rejected]		Accepted			
<i>If recommendation is partially accepted or rejected, provide reasons:</i>					
Action point title	Action point text	Due date	Lead implementing unit	Lead implementing and reporting staff	Additional units involved in implementation (if any)
3.1 Online knowledge management platform on gender-based violence	<p>Upon the issuing of the UNFPA Knowledge Management Strategy, build a common knowledge sharing platform to host knowledge assets in all key thematic and operational areas, including prevention and response to gender-based violence.</p> <p>Conduct activities to promote using evidence from the knowledge platform to inform programming, development of proposals.</p> <p>Make contributing to this platform a reporting requirement for UNFPA programme work on gender-based violence and harmful practices, for instance as an output or activity in annual workplans on gender-based violence and harmful practices, as relevant.</p> <p>Support the gender-based violence AoR Community of Practice to foster sharing of knowledge, lessons learnt and good practices.</p>	2019	Technical Division	incoming Chief, Culture and Gender Branch, Technical Division	Humanitarian Office Evaluation Office Policy and Strategy Division

Recommendation 4	<p><b>UNFPA is recommended to continue engaging Member States and donors in the discussion on the importance of core funding, the need for quality non-core funding through thematic instruments, and adequate levels of predictable funding for the Strategic Plan, that can be flexibly utilized by field offices to support adaptive longer-term programming capabilities.</b></p>				Priority: Medium
	<p>The shift in funding patterns from core to non-core funding is a clear and present threat to the strategic strength of UNFPA in delivering long-term evidence-based transformative programming on gender-based violence and harmful practices. Steps to mitigate this can, and are, being implemented by the agency – including having communications and resource mobilization specialists better articulating the contributions of core donors to strategic impact, and through joint programmes and United Nations reform. However, given the wider prevalence and inexorability of this shift in funding patterns, the evaluation concludes that additional efforts are required in order to fully preserve the strategic capabilities demonstrated by UNFPA.</p>				
<b>Management Response to Recommendation acceptance status</b> [Accepted/Partially Accepted/Rejected]		Accepted			
<i>If recommendation is partially accepted or rejected, provide reasons:</i>		<p>The overall fragmentation of non-core resources, the declining proportion of core resources compared to non-core resources, and associated funding risks apply to all areas of UNFPA mandate and strategic priorities. In this connection, UNFPA has been already heavily engaging the Member States and donors in the discussion on the importance of core funding, the need for quality non-core funding through thematic instruments fully aligned to strategic priorities, and adequate levels of predictable funding for the Strategic Plan, as part of the discussions on the integrated budget, and the structured funding dialogues with the Executive Board. Finally, the new UNFPA Humanitarian Action Thematic Fund, launched in June 2018, covers key aspects of the UNFPA gender-based violence mandate and as such will be a critical instrument to ensure coherence of non-core funding streams.</p>			
Action point title	Action point text	Due date	Lead implementing unit	Lead implementing and reporting staff	Additional units involved in implementation (if any)
4.1 Explore opportunities for innovative approaches to fund-raising	Senior management to identify new innovative approaches to fundraising, with the aim to mobilize additional core and non-core resources, and have adequate levels of predictable funding for gender-based violence, in line with the UNFPA corporate Resource Mobilization Strategy adopted in September 2015.	2019	Resource Mobilization Branch	Chief, Resource Mobilization Branch	

<b>Recommendation 5</b>	<b>While recognizing the importance of interconnected UNFPA programming on gender-based violence and harmful practices, UNFPA offices with limited resources are encouraged to focus their main efforts on the areas in which UNFPA has the greatest impact, with the aim of avoiding ‘spreading too thin’.</b>	<b>Priority:</b> High			
	The evaluation clearly concluded that combining policy engagement, operational (programmatic) presence, and technical expertise in systems building is a core comparative strength of UNFPA and offers a unique strategic position within the United Nations landscape. At the same time, the quantitative analysis of evidence from case studies revealed that results are progressing further and faster when there is a concentration of effort around specific areas of work. Given contexts of limited resources, this is explained by the risk of ‘spreading too thin’ where all outcomes are targeted with equal effort at the same time.				
<b>Management Response to Recommendation acceptance status</b> [Accepted/Partially Accepted/Rejected]		Accepted			
<i>If recommendation is partially accepted or rejected, provide reasons:</i>		UNFPA has to advocate for change in a mandatory reporting requirements concurrently to setting up survivor centred, multisectoral services. There are many examples where one area of work (for instance, policy change) supports another area (for instance prevention of gender-based violence and harmful practices) to ensure the best outcomes for an affected population within either a humanitarian emergency or a more stable environment. UNFPA is already applying greater efforts to use the resources with more focused, context-based programming, targeting the most in need populations and areas of intervention.			
Action point title	Action point text	Due date	Lead implementing unit	Lead implementing and reporting staff	Additional units involved in implementation (if any)
5.1 Focus on areas of work with the greatest impact	Recognising the links between outcomes (the theory of change in each context) and the comparative strengths of other United Nations entities and key partners at national level, it is recommended that UNFPA offices focus on available resources around making progress in the most impactful areas of work (while, at the same time, remaining engaged less intensively in the other areas).	2019	Country and regional offices	n.a.	n.a.

<b>Recommendation 6</b>	<b>UNFPA is recommended to progressively rebalance the gender-based violence and harmful practices portfolio towards more and better work on prevention, including the entry point of psychosocial response for prevention.</b>	<b>Priority:</b> High			
	The evaluation concluded that national capacity has been extensively supported, especially through professional training programmes, policies and referral pathways. This is strongest in relation to the clinical health response, with more variation in the psychosocial response and in relation to prevention.  While the accelerating promulgation of a multisectoral approach and the joint essential services package should help to address, to some extent, the need for the psychosocial, economic and legal services (including as secondary prevention) to catch up with the clinical response, the evaluation also noted that caution is required in establishing funding arrangements for counselling to manage the risk of doing harm from the early withdrawal of services.  By comparison, the evaluation found that UNFPA work on primary prevention (including through communication, adolescents and youth empowerment, engagement with non-traditional partners, and gender transformative programming with men and boys), has a more uneven library of evidence to draw on (especially in regard to the efficacy of communications and working with traditional leaders). Extending research and synthesis efforts, such as Partners for Prevention, and under the global joint programmes on harmful practices could help address this; especially if linked to other global initiatives such as the DFID-funded What Works programme.				
	<b>Management Response to Recommendation acceptance status</b> [Accepted/Partially Accepted/Rejected]				
<i>If recommendation is partially accepted or rejected, provide reasons:</i>		UNFPA recognizes the importance of prevention, including through a multisectoral service approach. We note, however, that it is a context-based approach/depends on the setting. This should not detract from the prioritization of life-saving services, including psychosocial response service provision, focused gender-based violence case management for survivors, as well as the need for gender-based violence risk mitigation measures across all sectors of response in humanitarian settings.			
Action point title	Action point text	Due date	Lead implementing unit	Lead implementing and reporting staff	Additional units involved in implementation (if any)
6.1 Multi-sectoral approach to gender-based violence	Plan for and commit human resources to synthesize existing evidence on what works and use this evidence in the development of policies and programmes on prevention based on the work of the joint programmes on harmful practices and the Spotlight Initiative Prevention Pillar.  Ensure a successful multisectoral approach to gender-based violence based on the essential services package and the Minimum Standards for Prevention and Response to Gender-based Violence in Emergencies. Leverage the	2020	Humanitarian Office	to be appointed by the incoming Humanitarian Office Director	Technical Division Regional Offices

	<p>spectrum of prevention work, ranging from immediate risk mitigation in acute emergency to longer-term social norms change (in the protracted and recovery stages of humanitarian crises).</p> <p>In humanitarian settings, ensure that multisectoral gender-based violence response efforts align with UNFPA Minimum Standards for Prevention and Response to Gender-based Violence in Emergencies, as well as IASC Guidelines for gender-based violence prevention and risk mitigation.</p>				
<b>Recommendation 7</b>	<b>UNFPA is recommended to further support recognition of sub-national inequities within the application of the UNFPA ‘quadrant classifications’ by encouraging field offices to apply UNFPA modes of intervention flexibly.</b>	<b>Priority:</b> Medium			
<p>The recently-introduced flexibility in the application of the UNFPA business model and quadrant classification is an important development that should respond to many of the issues identified by the evaluation. Further to this more nuanced approach to programming, however, the evaluation highlighted many examples of the value of programming design that is highly adapted to different sub-national contexts and specific socio-cultural clusters. In large federal states, for example, this was strongly enabled by the presence of country sub-offices (where they were set up). Given growing concern about the level of inequality within countries, as well as insufficiency of the national Gini coefficient as a useful programmatic indicator to respond to this, it would be useful to be able to further differentiate UNFPA business quadrants within countries. UNFPA sub-national offices (and their areas of coverage) make a natural unit of analysis for this differentiation (for example, a sub-office in a poor district could be ‘orange’ while the country office is ‘yellow’), adding value through enhanced programmatic responsiveness, combined with greater authenticity at the political level. They should, where relevant, be preserved. However, in contexts where sub-national/satellite offices do not exist (the large majority of countries in which UNFPA operates), further reflection on sub-national disaggregation to address intra-country inequality is needed.</p>					
<b>Management Response to Recommendation acceptance status</b> [Accepted/Partially Accepted/Rejected]	Accepted				
<i>If recommendation is partially accepted or rejected, provide reasons:</i>					

Action point title	Action point text	Due date	Lead implementing unit	Lead implementing and reporting staff	Additional units involved in implementation (if any)
7.1 Reflect on sub-national disaggregation to address intra-country inequality	In coordination with UNDAF processes, articulate and clearly define the structures and the processes which define those subnational levels, and then rank them based on the quadrant criteria. As both the boundaries and the ranking of subnational units is often highly contested, UNFPA must help facilitate an inter-agency effort. UNFPA strengths in population-based data can help to de-politicize this process.	2019	Policy, Strategic Information and Planning Branch (PSIPB), Policy and Strategy Division	Vivienne Wang	Technical Division Humanitarian Office Regional Offices Policy and Strategy Division Division for Management Services Division for Human Resources
7.2 Build the capacity for objective analysis <sup>1</sup>	Build the capacity for objective analysis of countries lacking reliable or sufficient disaggregated data on the eight criteria (which UNFPA uses to determine “need”) at the subnational level.	2020	Technical Division	to be appointed by Technical Division	Humanitarian Office Regional Offices Policy and Strategy Division Division for Human Resource
7.3 Minimum criteria to determine the appropriate level for subnational action	Define minimum criteria for sub-national actions for countries, in which subnational units are not capable of following the principles of the quadrant determination (due to weak infrastructure, lack of clarity on the boundaries, or contestation of those boundaries).	2019	Policy, Strategic Information and Planning Branch (PSIPB), Policy and Strategy Division	Vivienne Wang	Technical Division Humanitarian Office Regional Offices Division for Management Services

<sup>1</sup> In UNFPA Strategic Plan (2018–2021), need is determined by indicators that directly measure the areas of development on which UNFPA focuses: (a) maternal mortality rate; (b) skilled birth attendance of the poorest quintile of the population; (c) adolescent fertility rate; (d) need for family planning satisfied; (e) youth HIV incidence rate; (f) gender inequality index; (g) the INFORM index for risk management; and (h) national data availability for skilled birth attendance, adolescent birth rate and gender-based violence.

<b>Recommendation 8</b>	<b>The evaluation endorses the agreed Inter-Agency Standing Committee (IASC) principal of “Humanitarian System-Wide Scale-Up Activation” and on a “no-regrets” basis, and strongly recommends UNFPA Senior Management to fully support the operationalisation of this commitment to ensure that senior-level humanitarian gender-based violence coordinators are present in all active humanitarian emergencies.</b>	<b>Priority:</b> High			
	Humanitarian emergencies represent a significant window of opportunity for UNFPA in terms of: (1) initiating services and policy work on gender-based violence that was previously not feasible, (2) mainstreaming the response to gender-based violence within the international and national agencies involved, and (3) establishing UNFPA as a capable and valued actor. There is voiced commitment to UNFPA’s role as a sub-cluster lead agency, and rapid progress has been made on establishing humanitarian policies, procedures and tools. However, the level and speed of core funds available for the core tasks of coordination have not matched this progress.  Country representatives should be in a position to rapidly commit to recruit senior level gender-based violence sub-cluster coordinators with equal negotiating power to other clusters. The Syria Hub is an illustration of the comparative advantage provided by investing up-front in the right people, including attracting additional funds. The facility to replicate this approach should be institutionalized at country level.				
<b>Management Response to Recommendation acceptance status</b> [Accepted/Partially Accepted/Rejected]		Accepted			
<i>If recommendation is partially accepted or rejected, provide reasons:</i>					
Action point title	Action point text	Due date	Lead implementing unit	Lead implementing and reporting staff	Additional units involved in implementation (if any)
8.1 Dedicated senior gender-based violence sub-cluster coordinators in rapid humanitarian emergencies	Commit UNFPA to operationalizing a scale-up approach in rapid onset humanitarian emergencies, including provision of dedicated senior gender-based violence sub-cluster coordinators and IM specialists.	2019	Deputy Executive Director- Programme/OED	TBD by incoming Director, Humanitarian Office	Policy and Strategy Division Humanitarian Office Division for Management Services Division for Human Resources
8.2 Include the gender-based violence sub-cluster coordinator in the country office organograms	Ensure a staff position for a gender-based violence sub-cluster coordinator is included, by default, in the organogram of country offices that experience a number of sudden onset and protracted emergencies.	2019	Deputy Executive Director- Programme/OED	TBD by incoming Director, Humanitarian Office	Policy and Strategy Division Humanitarian Office Division for Management Services Division for Human Resources

<b>Recommendation 9</b>	<b>UNFPA is recommended to ensure that both staff profiles and procurement policies and practices respond appropriately to the requirements of sudden onset humanitarian emergencies.</b>	<b>Priority:</b> High			
	The evaluation concluded that, whilst the surge facility has been an important step forward, there remains significant potential for UNFPA to be more operationally responsive to sudden onset humanitarian emergencies, and to maintaining high levels of operational tempo after the initial round of surge deployments. Both initial responsiveness and sustained support to humanitarian emergencies require informed engagement from experts across the agency. At a minimum, this requires mainstreaming relevant technical competencies in gender-based violence in emergencies and humanitarian coordination; but there is also a gap in terms of a flexible fast-track contractual mechanism (such as an expert retainer contract) for medium-term staffing provision after the initial round of surge deployments. Human resources need to be matched with timely, sustained, and appropriate supplies. The evaluation identified important lessons emerging from existing supplies prepositioning projects and concluded that there is a need to consolidate these with a view to enhancing the programmatic contribution of the supplies function.				
<b>Management Response to Recommendation acceptance status</b> [Accepted/Partially Accepted/Rejected]	Accepted				
<i>If recommendation is partially accepted or rejected, provide reasons:</i>					
Action point title	Action point text	Due date	Lead implementing unit	Lead implementing and reporting staff	Additional units involved in implementation (if any)
9.1 Align staff profiles to respond appropriately to the requirements of sudden onset humanitarian emergencies.	<p>Continue to build the capacities of Country Office' gender-based violence and gender personnel to fulfil gender-based violence specialist's profiles. Include competencies in humanitarian work in the profile of country representatives for countries vulnerable to disasters.</p> <p>Include competencies in clinical management of rape in senior sexual and reproductive health staff profiles.</p> <p>Develop a post-surge, medium-term, fast track recruitment solution to prevent 'surge' from being used on a rolling basis after the initial response.</p>	2020	Humanitarian Office	to be appointed by the incoming Humanitarian Office Director	Division for Human Resources Policy and Strategy Division
9.2 Align procurement policies and practices to respond appropriately to the requirements of sudden onset humanitarian emergencies.	Evaluate the performance and lessons from current and recent humanitarian supplies preparedness and prepositioning initiatives. Draw on the findings and conclusions of previous evaluations, including Midterm Evaluation of the UNFPA Supplies Programme (2013-2020), and lessons from other humanitarian agencies.	2020	Humanitarian Office	to be appointed by the incoming Humanitarian Office Director	Procurement Services Branch Commodity Security Branch

<b>Recommendation 10</b>	<b>UNFPA is encouraged to strengthen the humanitarian component of UNFPA work to further adapt the lessons and tools from other cluster lead agencies; and to thereby mainstream the organizational practice of cluster coordination as an inter-agency function (the value of which is to represent the voice and facilitate the success of all agencies).</b>	<b>Priority:</b> Medium			
	The humanitarian capabilities of UNFPA have come a long way in a short time. However, the case studies largely illustrate that the role of sub-cluster lead agency is still seen and practised as inward-looking (about UNFPA leading things), rather than recognising that value is derived from facilitating others through coordination and representation (outward-looking). Other cluster lead agencies have been through the transition from ‘leading-from-the-front’ to ‘leading-through-enabling’: and have generated many lessons, tools, and practices that UNFPA can adapt and adopt without having to discover them anew. There is also a strong heritage of UNFPA working as a supporting partner in regard to its wider work on harmful practices and gender-based violence, which can help inform a transformational approach to coordination.				
<b>Management Response to Recommendation acceptance status</b> [Accepted/Partially Accepted/Rejected]	Accepted				
<i>If recommendation is partially accepted or rejected, provide reasons:</i>					
Action point title	Action point text	Due date	Lead implementing unit	Lead implementing and reporting staff	Additional units involved in implementation (if any)
10.1 Strengthen cluster-leading capacity	<p>Undertake a synthesis desk review of other United Nations cluster lead agency evaluations and reviews specifically for cluster responsibilities and supporting staff structures and extract learning and recommendations for consideration by UNFPA.</p> <p>Continue efforts to develop capacities on gender-based violence inter-agency coordination; measure progress in capacities being developed and regularly reassess.</p>	2020	Humanitarian Office	TBD by incoming Director, Humanitarian Office	Policy and Strategy Division  Technical Division
<b>Recommendation 11</b>	<b>UNFPA is recommended to create a global continuum fund window within an existing funding mechanism within UNFPA as a means to strengthen partnerships, accelerate the continuum approach, and scale-up innovation across the Humanitarian-Development-Peace nexus.</b>	<b>Priority:</b> High			
	The evaluation found conclusive evidence that the continuum Approach is contributing to greater effectiveness in both development contexts and humanitarian response. While the concept continues to be developed under the leadership of UNFPA headquarters – including via a recently launched joint project (between Gender, Human Rights and Culture Branch [GHRCB] and Humanitarian and Fragile Contexts Branch) on the approach – important evidence and innovations are being developed at regional and country-level based on local experience and insight. Further nurturing these initiatives and accelerating integration across work-streams requires that offices are able to overcome the challenge of funding coming through the international				

	humanitarian and development systems that continues to remain disjointed. Given the ‘New Way of Working’ agreed at the World Humanitarian Summit 2017 <sup>2</sup> , there is a strong case for UNFPA to establish a funding window specifically to provide country offices with medium-term dependable access to resources that can innovate gender-based violence and harmful practices programming across the Humanitarian-Development-Peace nexus.				
<b>Management Response to Recommendation acceptance status</b> [Accepted/Partially Accepted/Rejected]	Accepted				
<i>If recommendation is partially accepted or rejected, provide reasons:</i>	<p>It is agreed that UNFPA should advocate for more flexible financing even in humanitarian emergencies and protracted crisis. And while new funding mechanism could be beneficial in the short term, the longer term strategy is needed. It is recommended for the newly established Humanitarian Office, together with GHRCB, to track and document good practices/strategies to address the nexus within gender-based violence work and within an integrated cross thematic focus.</p> <p>While it is challenging to apply innovation when addressing the Humanitarian-Development-Peace nexus because it is not a general practice yet, UNFPA in general is aiming to integrate innovation across all workstreams. It is also recommended that resource mobilization approaches should be revised and strengthened in response to this recommendation as the existing (short term) funding modalities often prevent advancing the collective outcomes emphasized by the ‘New Way of Working’ .</p>				
Action point title	Action point text	Due date	Lead implementing unit	Lead implementing and reporting staff	Additional units involved in implementation (if any)
11.1 Funding window for country offices to innovate gender-based violence and harmful practices programming across the Humanitarian-Development-Peace nexus	<p>Advocate with Member States that are supportive of the ‘New Way of Working’ to support UNFPA to accelerate and scale up the approach (for example, through flexible financing models and multi-year joint appeals that address the Humanitarian-Development-Peace nexus and advance the New Way of Working).</p> <p>Identify and document good practices to address the nexus in the context of innovative programming and strategies that may be replicated across contexts.</p>	2019	Humanitarian Office	to be appointed by the next Head of Humanitarian Office	Resource Mobilization Branch Policy and Strategy Division Technical Division

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<sup>2</sup> The New Way of Working can be described, in short, as working over multiple years, based on the comparative advantage of a diverse range of actors, including those outside the United Nations system, towards collective outcomes. Wherever possible, those efforts should reinforce and strengthen the capacities that already exist at national and local levels. See: <https://www.agendaforhumanity.org/initiatives/5358>.