



**DP/FPA/2020/CRP.5**

9 April 2020

**UNFPA MANAGEMENT RESPONSE**

to

**Evaluation of the UNFPA Capacity in Humanitarian Action (2012–2019)**

**(DP/FPA/2020/CRP.5)**

**Agenda item 16: UNFPA – Evaluation**

Executive Board of UNDP, UNFPA and UNOPS  
Annual session 2020  
1 June – 5 June 2020  
New York

### Management response to the evaluation of the UNFPA Capacity in Humanitarian Action (2012–2019)

Action point	Management response	Due date	Lead implementing unit	Lead implementing and reporting staff	Additional units involved in implementation (if any)
<p><b>Recommendation 1: UNFPA should develop a strategic framework for humanitarian action.</b></p> <p>This should account for:</p> <ol style="list-style-type: none"> <li>1. changes in the external environment and within the global humanitarian architecture since the previous UNFPA humanitarian strategy in 2012</li> <li>2. a stronger UNFPA role within this architecture</li> <li>3. the need to work across and bring together the constituent parts of the triple nexus</li> <li>4. the need to integrate humanitarian response within the overarching UNFPA Strategic Plan</li> <li>5. the need for effective resource mobilization that facilitates timely responses to crises</li> </ol>	<p>Management will develop an ‘accountability framework for strategic and transformative change’.</p> <p>While humanitarian action is mainstreamed in the current Strategic Plan as a cross cutting issue, UNFPA will develop an accountability framework that focuses on specific corporate performance indicators for transformative changes within prioritized areas of work, to ensure UNFPA and its humanitarian action is fit for purpose.</p> <p>The process for developing the framework, and the framework itself, should feed into preparations for the new strategic plan beyond 2021. The accountability framework will include the elements set out in Recommendation 1 (including the resource mobilization plan).</p>	12/31/2021	Humanitarian Office (PLU)	Shoko Arakaki Henia Dakkak	Senior Management
<p><b>Recommendation 2: UNFPA should review existing data sets and monitoring systems to identify current gaps and bottlenecks, and use this to develop a comprehensive data management system.</b></p>	<p>UNFPA will review its reference data sets and monitoring systems in 2020 as part of the midterm review of the Strategic Plan. The next Strategic Plan (2022-2025) will include revised humanitarian results and improved</p>	12/31/2021	Humanitarian Office (PLU)	Shoko Arakaki Henia Dakkak	PSD

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<p>This should be integrated into the new enterprise resources platform, which is currently being developed, and should focus on both data management at indicator level and data-collection systems to distinguish types of data (e.g. output/outcome), purposes of data (e.g. programming, advocacy, communications) and ensure comparability and consolidation at all levels.</p>	<p>monitoring systems. Management will take full advantage of the new Enterprise Resource Planning system.</p>				
<p><b>Recommendation 3: The UNFPA knowledge management approach should include a workplan to ensure ongoing embedding of corporate guidance on humanitarian processes at field level.</b></p> <p>This should link to the new enterprise resources platform and the policies and procedures repository; bottlenecks, gaps or access issues with respect to humanitarian knowledge/practice should be systematically identified and addressed to maximize the utility of these resources for country offices.</p>	<p>Management agrees with this recommendation.</p> <p>The first step will be to identify the resource and capacity needs for rolling out inter-agency global guidance and standards that have already been defined and finalized. Some of those needs have already been identified and activities will start in Q1 2020. More detailed analysis will continue through 2020 and a workplan will be defined during the course of the year.</p>	12/31/2020	Humanitarian Office (RTSU)	Nadine Cornier	PSD
<p><b>Recommendation 4: UNFPA should review its corporate approach to preparedness for supplies, including, where necessary, regional stockpiling and national repositioning.</b></p> <p>This should include an organization-</p>	<p>Management agrees with this recommendation.</p> <p>UNFPA will implement a comprehensive corporate approach on preparedness for supplies in line with the recommendation. This will include a corporate decision on</p>	12/31/2020	Humanitarian Office (RTSU)	Nadine Cornier	PSB, DMS, Senior Management, DHR, CSB

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<p>wide preparedness policy, involving regional stockpiling and national prepositioning that differentiate between contexts and types of commodities and that integrates learning from ongoing initiatives. The UNFPA approach to regional stockpiling and national prepositioning should be based on the fundamental concept that speed is as critical a factor in humanitarian response as cost and quality. Any approach should also include a review of human resources for humanitarian logistics, and continual monitoring of commodity delivery times and availability – in line with best practices for supply-chain management (consistency and robustness).</p>	<p>stockpiling key humanitarian supplies, guidance on national preparedness and prepositioning, the development of a humanitarian supplies training programme and the revision of the Minimum Preparedness Actions by the end of 2020.</p>				
<p><b>Recommendation 5: UNFPA should develop a comprehensive plan for increasing humanitarian expertise.</b></p> <p>This should include a five-year humanitarian human resources strategy for increasing general humanitarian expertise – from a clearly understood baseline and with realistic goals. The strategy should cover new and existing personnel (including senior management), and systematically utilize deployed humanitarian personnel (roving teams and surge capacity) for skills transfer to both incoming replacements and national country office staff.</p>	<p>Management agrees with this recommendation.</p> <p>UNFPA will develop a comprehensive human resources strategy for humanitarian settings, reflecting the necessary balance between technical, programme and operational expertise. The strategy will be accompanied by a targeted resource mobilization plan.</p> <p>UNFPA will strengthen its human resource capacity to respond to humanitarian needs in line with the recommendation.</p>	<p>12/31/2020</p>	<p>Humanitarian Office (RTSU)</p>	<p>Nadine Cornier</p>	<p>DHR</p>

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<p>It should also provide appropriate resources to the UNFPA Division of Human Resources to ensure speed, consistency and quality in the identification, recruitment, deployment and assessment of humanitarian personnel.</p>					
<p><b>Recommendation 6: UNFPA should develop an inclusion strategy based on ‘leave no one behind’ and that incorporates reaching the furthest behind first.</b></p> <p>This should be developed from current (August 2019) global guidance on inclusion, which notes that UNFPA will address “inequity in access to, the poor quality of, and the lack of social accountability for sexual and reproductive health services in all contexts, including humanitarian and fragile contexts, and in public health emergencies”.</p> <p>The strategy should provide pragmatic and practical guidance on ensuring inclusion within humanitarian settings. It should specifically cover geographically hard-to-reach groups, women and girls, adolescents and youth, persons with disabilities and LGBT+ populations.</p>	<p>Management agrees to this recommendation</p> <p>UNFPA is part of the Inter-Agency Standing Committee (IASC) and has been working with IASC on the development of guidelines for inclusion of persons with disabilities in humanitarian action. The guidelines were published in November 2019 addressing part of the recommendation. Management will ensure that humanitarian issues will be properly integrated into the upcoming guidance on ‘leaving no one behind’ in 2020.</p>	12/31/2020	Humanitarian Office (PLU)	Henia Dakkak	PSD
<p><b>Recommendation 7: UNFPA should undertake a mapping of existing</b></p>	<p>Management agrees to the recommendation.</p>	12/31/2021	Humanitarian Office (ACU)	Ann Erb Leoncavallo	ROs

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<p><b>mechanisms for accountability to affected populations at country level, with a view to incorporating guidance on good or promising practice.</b></p> <p>Based on identified good or promising practices on accountability to affected populations, UNFPA should develop pragmatic, humanitarian-specific guidance on how best to establish sustainable feedback channels that are accessible for all vulnerable persons, and systematic mechanisms for incorporating feedback into the programming cycle. The guidance should take into account the unique challenges facing displaced, conflict-affected and hard-to-reach populations.</p>	<p>To further advance the commitment of UNFPA to accountability to affected populations (AAP) under the Grand Bargain, UNFPA will conduct a survey of countries affected by humanitarian crisis to develop an understanding of actions taken to advance AAP, and will document best practices. UNFPA will ensure the roll-out of IASC AAP guidance and strengthen performance indicators on AAP in humanitarian settings in the next strategic plan.</p>				
<p><b>Recommendation 8: UNFPA should conduct a survey of knowledge and capacity on protection from sexual exploitation and abuse at country level to establish the current bottlenecks between global level and country level.</b></p> <p>This should be used as a basis to identify where UNFPA remains at highest risk regarding sexual exploitation and abuse, and to develop a resourced workplan to systematically reduce this risk at field level, where day-to-day contact with vulnerable women and girls within communities</p>	<p>Management agrees to this recommendation.</p> <p>UNFPA is continuously monitoring the effectiveness of its response, taking a multipronged approach and drawing on information from a variety of sources. To this end, UNFPA is currently preparing a global survey to assess the impact and effectiveness of its response to sexual exploitation and abuse and sexual harassment (PSEAH). The objective of the survey is to measure capacities and awareness at country level, and to identify remaining gaps and</p>	12/31/2020	Humanitarian Office (RTSU)	Nadine Cornier	ROs, PSEA coordinator

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(by both UNFPA and partner staff) poses the highest risk.	opportunities for improvement. The survey will be conducted in the second quarter of 2020 and is expected to provide valuable, evidence-based information to further strengthen the response of UNFPA to PSEAH.				
<p><b>Recommendation 9: UNFPA should develop a resource plan for ensuring gender-based violence (GBV) subclusters are given the same level of resources as other clusters, with well capacitated coordinators and technical support.</b></p> <p>This should include ensuring that the UNFPA GBV minimum standards are adhered to, including the appointment of a subcluster coordinator and addressing key coordination challenges such as high turnover of coordination staff, excessive coordination workloads (double/triple-hatting) and lack of information management functions within subclusters.</p>	<p>Management agrees to the recommendation.</p> <p>The UNFPA Humanitarian Office conducted a comprehensive review of the capacity of GBV cooperation roles. Based on the outcome of the review, UNFPA has identified priority countries for GBV capacity-building. A targeted resource mobilization plan to ensure availability of co-financing resources in support of the GBV-related positions is being developed.</p>	12/31/2020	Humanitarian Office (IECU)	Ingo Piegeler	
<p><b>Recommendation 10: UNFPA should develop a plan to systematize the establishment and functioning of reproductive health working groups.</b></p> <p>This should include supporting a mechanism for monitoring functioning reproductive health working groups led by UNFPA; assessing the impact of the absence of reproductive health working</p>	<p>Management agrees with the recommendation.</p> <p>A review of the establishment and operationalization of sexual and reproductive health working groups will be implemented by the second quarter of 2020. Based on the outcome of the review, UNFPA will</p>	12/31/2020	Humanitarian Office (RTSU)	Nadine Cornier	

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<p>groups within response systems; and systematically monitoring achievements and added value of reproductive health working groups.</p> <p>Formalizing reproductive health working groups under the cluster system is NOT recommended.</p>	<p>develop an operational support plan by the end of 2020.</p>				
<p><b>Recommendation 11: UNFPA should address the gap between global-level leadership in the areas of humanitarian response and peace, and country-level tangible action.</b></p> <p>This should include a survey of crises where UNFPA leads a functioning coordination mechanism for young people in action and where gaps remain; determining the resources required to translate UNFPA global commitment into country-level action; a review of potential partners (for resources and collaboration); and a position statement for youth and peace outlining commitments to country-level action.</p>	<p>Management agrees to the recommendation</p> <p>UNFPA will ensure these issues are better addressed in the design of the UNFPA strategic plan for 2021, including addressing the gap between global-level leadership and logistical and emergency response capacity at country and regional level.</p>	12/31/2021	Humanitarian Office (PLU)	Henia Dakkak	
<p><b>Recommendation 12: UNFPA should review the activities referenced within the 2018 letter of understanding (LoU) with the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) as a basis for increasing the UNFPA data footprint within humanitarian action.</b></p>	<p>Management agrees to review the 2018 LoU with OCHA.</p> <p>Management will consider the development of the proposed vision statement and a three to five-year plan. This will depend on further information gathered on the existing humanitarian data landscape, UNFPA</p>	12/31/2020	Humanitarian Office (PLU)	Henia Dakkak	PDB

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This should incorporate a vision statement and a three to five-year plan for humanitarian population, health and gender data at global, field and country levels. This should include resource requirements (platforms, staffing, funding strategy) and a workplan, including the activities outlined in the 2018 LoU.	capacity, the opportunities at field, regional and global levels, the potential of UNFPA as a data generator, and our resulting niche. These reviews are under way. UNFPA will also work to strengthen linkages with the Population Data Thematic Fund.				