



DP/FPA/2019/CRP.4

12 April 2019

UNFPA MANAGEMENT RESPONSE

to

Evaluation of the UNFPA response to the Syria crisis

(DP/FPA/2019/CRP.3)

Agenda item 10: UNFPA – Evaluation

Executive Board of UNDP, UNFPA and UNOPS

Annual session 2019

30 May-7 June 2019, New York

UNFPA Management Response to the evaluation of the UNFPA response to the Syria crisis						
Evaluation Report Issue Year 2018	Evaluation report tag <i>Humanitarian Evaluation</i>	Additional attributes N/A	UNFPA Business Units to be involved in the implementation: Humanitarian Office Arab States Regional Office Regional Syria support Hub Division for Management Services/PSB Division for Human Resources Technical Division	Final approvers: Pio Smith, OED Henia Dakkak, HO Luay Shabaneh, ASRO Eric Dupont, DMS/PSB Alanna Armitage, EECARO	PSD Managing/Coordinating Focal Point Aynabat Annamuhamedova	Date of submission 2 April 2019

EVALUATION RECOMMENDATION(S) AND PROPOSED ACTION POINT(S)		
Recommendation No. 1	Limitations with monitoring, including the gap in data management	Priority: HIGH
	<p>UNFPA should recognize the current limitations with monitoring, including the gap in data management within Syria regional response, and utilize UNFPA’s expertise in population dynamics demonstrated within development programming to contextualize results data.</p> <p>Based on: <u>Conclusion 1:</u> The overall response of UNFPA was slow to start and UNFPA did not immediately find its leadership role across GBV, SRHR, and youth and across all country contexts. However, once the response started, UNFPA prioritized hardest-to-reach populations. UNFPA has been more effective at provision of response services than prevention. Furthermore, UNFPA has not taken advantage of its expertise in population data demonstrated in development programming in order to analyze and collate results within a population profile.</p> <p><u>Conclusion 2:</u> UNFPA has been, and continues to be, a key player in the delivery of quality SRH and GBV services for women, girls and youth within refugee camps and communities across all countries. Qualitative evidence indicates that UNFPA-supported activities are positively received and are filling essential service gaps. However, an overall quantitative determination of the effectiveness of the activities supported in terms of outcomes on specific metrics (such as incidence of child marriage, cases of GBV etc.) is not possible given the lack of systematic quantitative outcome-related data within UNFPA.</p> <p>Operational actions: Internal:</p> <ul style="list-style-type: none"> Develop global UNFPA humanitarian resource for utilizing population data to underscore UNFPA programming results across all Syria response countries (short-term); 	

	<ul style="list-style-type: none"> Commit to building and consistently implementing (and resourcing) monitoring, evaluation and reporting systems that include outcome-level quantitative results across all Syria response countries (short-term); <p>External:</p> <ul style="list-style-type: none"> Develop a strategy to continue to engage with UNOCHA and IOM to expand use of population dynamics data to broader humanitarian action within Syria response countries (long-term). <p><u>Directed to:</u> UNFPA Regional Offices (ASRO and EECARO) with support from the Technical Division and Policy and Strategy Division</p>
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Management Response to Recommendation acceptance status [Accepted/Partially Accepted/Rejected]	<p>ACCEPTED</p> <p>UNFPA Syria response country offices have been collating output level data and putting systems in place to be able to capture data at outcome level bearing in mind that in acute emergencies, there is an additional challenge of feasibility within a short time period to conduct studies that would generate outcome level information, mainly due to access and security concerns and population movements. The Regional Syria Response hub developed GBV dashboard capturing GBV AoR partner data and UNFPA data respectively and is piloting Reproductive Health dashboard for UNFPA IPs.</p>
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If recommendation is partially accepted or rejected, provide reasons:

If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued

Action point title	Action point text	Due date (MM/DD/YYYY)	Lead implementing unit	Lead implementing staff	Additional units involved in implementation (if any)
1.1. Global resource for population data for all Syria response countries	1.1. Develop global UNFPA humanitarian resource for utilizing population data to underscore UNFPA programming results across all Syria response countries	31/12/2019	Technical Division	Focal Point TBD	Humanitarian Office, Regional offices (ASRO and EECARO), Policy and Strategy Division
1.2. Monitoring, evaluation and reporting systems	1.2 Commit to building and consistently implementing (and resourcing) monitoring, evaluation and reporting systems that include outcome-level quantitative results This has already started with a technical meeting of COs in the region involved in the WoS/Regional Syria response. This has resulted in the adoption and adaptation of a Data Management system (Wiz Monitor) for the processing and use of quantitative data including outcome level indices.	30/06/2019	Arab States Regional Office	Olugbemiga Adelakin	Humanitarian Office, Regional offices (ASRO and EECARO), Technical Division and Policy and Strategy Division

1.3. Strategy to continue to engage with UNOCHA and IOM	1.3 Develop a paper to engage with UNOCHA and IOM to expand use of population dynamics data to broader humanitarian action within Syria response countries. UNFPA and UNOCHA signed an agreement on Common Operational Dataset on Population Statistics (COD-PS).	30/09/2019	ASRO Regional Syria Response Hub	Ezekiel Kutto	Humanitarian Office, ASRO, Policy and Strategy Division, EECARO
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Recommendation No. 2	Functions of the Syria regional response hub		Priority: HIGH		
	<p>UNFPA should review the functions of the Syria regional response hub. To be implemented in light of changing circumstances and agree the future role of the regional response hub.</p> <p>Based on: Conclusion 11: The Syria regional response hub has seen a high return on Investment in relation to resource mobilization, representation, and coordination and data management (for GBV) but regional internal stakeholder support has waned as UNFPA has not reviewed the role and functions of the regional response hub in line with increased capacity of country offices.</p> <p>Operational actions:</p> <ul style="list-style-type: none"> Conduct the review in early 2019 after UNSC has decided on whether to renew cross-border operations or not in December 2018 and based upon the continuing situation in Idleb and other areas (medium-term). <p><u>Directed to:</u> UNFPA Humanitarian and Fragile Contexts Branch, ASRO, EECARO and Syria regional response hub</p>				
Management Response to Recommendation acceptance status [Accepted/Partially Accepted/Rejected]	<p>ACCEPTED</p> <p>With respect to the role of EECARO in the Whole to Syria response, ASRO and the Amman Hub have played an oversight/leading role in many of the activities in the response, including successfully leading resource mobilization efforts. EECARO has supported these efforts. Further, the Regional Director of ASRO led a meeting to review the functions of the Regional Syria Response of the Regional Syria Response with the Head of the Regional Syria Response hub and the Representative from Syria, Egypt, Iraq, Jordan (Lebanon and Turkey were not present). It was agreed that the hub will continue its functions in 2019 in line with UNSC 2165 for Syria x-border interventions. The functionality will be reviewed for 2020 subject to new UNSC for x-border and evolving dynamics of the regional crisis. The ToR has been revised accordingly and will still be shared with concerned COs for their inputs.</p>				
<i>If recommendation is partially accepted or rejected, provide reasons:</i>					
<i>If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued</i>					

Action point title	Action point text	Due date (MM/DD/YYYY)	Lead implementing unit	Lead implementing staff	Additional units involved in implementation (if any)
2.1. Functions of the Syria regional response hub	2.1 Conduct the review in 2019 after UNSC decision to renew cross-border operations.	30/06/2019	ASRO	Frederika Meijer	Humanitarian Office, ASRO, EECARO, Syria regional response hub, Division for Human Resource

Recommendation No. 3	Clarify its position on GBV vis a vis men and boys	Priority: HIGH
	<p>UNFPA should clarify its position on GBV vis à vis men and boys within the Syria regional response. To ensure organizational consistency in GBV language and programming in relation to the inclusion of men and boys</p> <p>Based on Conclusion 5: The inconsistency of the inclusion of men and boys in GBV programming by UNFPA, based on the different interpretations of organizational language, has impacted on how successfully UNFPA has leveraged its comparative advantage on GBV programming. External stakeholders see different approaches in terms of men and boys across different contexts rather than a consistent UNFPA position.</p> <p>Operational actions:</p> <p>UNFPA’s reputation and programming impact is negatively affected by different country-level interpretations of its mandate and approach to GBV in terms of the focus on needs of women and girls. To avoid this UNFPA should clarify the focus on women and girls within GBV programming whilst also reaching male survivors of sexual violence.</p> <ul style="list-style-type: none"> - Clarify across Syria response countries UNFPA’s position (short-term); - Develop a work plan to bring all programming in line with clarified position across all countries (medium-term). <p><u>Directed to:</u> UNFPA Regional Offices (ASRO and EECARO) for clarifying to country offices.</p>	
Management Response to Recommendation acceptance status [Accepted/Partially Accepted/Rejected]		PARTIALLY ACCEPTED
<i>If recommendation is partially accepted or rejected, provide reasons:</i>		This recommendation echoes the conclusion that emerged from another thematic evaluation, namely Evaluation of UNFPA support to the prevention of, response to, and elimination of gender-based violence and harmful practices (2012–2017) (DP/FPA/2019/CRP.1) which 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

	<p>programming.”. In order to address the issues, Management in its response to the said evaluation committed to:</p> <ol style="list-style-type: none"> 1. Finalize and launch UNFPA Corporate Gender Strategy. 2. 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.” 3. 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; and 4. Ensure existing tools and guidance are tailored/updated accordingly. <p>Similar to the above response, UNFPA agrees that programming for men and boys is a requirement in any GBV response, which has to be adapted to the circumstances, where normally violence against women and girls is the largest problem -- and men and boys have to be involved both in prevention and mitigation measures. Wherever men and boys are considered survivors of GBV, special programming is required that imposes large unforeseen costs. At present, GBV response services are mostly provided within WGSS and by female staff. Therefore, an analysis of the extent to which the gap exists and whether it is a priority or not is required. At the moment, UNFPA’s humanitarian work globally is funded at less than 50% of required funds, which requires focusing on priorities.</p>
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If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued

Action point title	Action point text	Due date (MM/DD/YYYY)	Lead implementing unit	Lead implementing staff	Additional units involved in implementation (if any)
3.1 UNFPA position on GBV vis a vis men and boys	3.1.1 Document and disseminate existing good practices and lessons learnt on engaging men and boys across countries involved in WoS and regional Syria response.	31/12/2019	Humanitarian Office	Incoming Head of Humanitarian Office	Regional Syria Response Hub (ASRO), EECARO, Humanitarian Office
	3.1.2 Launch a large consultation with ROs and COs involved with GBViE. HO to come up	30/09/2019	Regional Syria Response Hub (ASRO)	For Cross border: Reem Khamiz Jennifer Miquel	

	eventually with a guidance note and a set of recommendations.					
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Recommendation No. 4	Review the use of fast-track procedures, surge, and emergency commodities, and the ratio of regular to other resources, to increase the efficiency of the Syria regional response	Priority: MEDIUM
	<p>UNFPA should review the use of fast-track procedures, surge, and emergency commodities, and the ratio of regular to other resources, to increase the efficiency of the Syria regional response. The review should take account of the use of different fast-track procedures and how that is shaped by funding modalities (such as OR vs RR).</p> <p>Based on Conclusion 12: UNFPA general systems and structures have not fully supported effectiveness of responses. The balance between RR and OR in some contexts has had a detrimental effect on the response due to the lack of flexibility that OR can impose on programming. FTPs have been used inconsistently; surge and emergency commodities (reproductive health kits) have been utilized across countries and over the duration of the response but not always aligned with the purpose of those mechanisms but based sometimes on inflexibility of UNFPA structure to change staffing structures when necessary, and lack of core resources.</p> <p>Operational actions:</p> <p>4.1. Revise the FTP procurement section to provide further clarity on the steps that should be followed for local procurement of pharmaceuticals and medical devices in order to increase the effectiveness of the local procurement of pharmaceuticals and medical devices while ensuring that the increased quality risks associated with local procurement of pharmaceuticals and medical devices are sufficiently mitigated.</p> <p>4.2. Develop strategy for increased efficiency of surge usage (medium-term);</p> <p>4.3. With regard to the use of commodities 2011-2017 across Syria response countries: Collect data across all countries vis à vis use of commodities, average time frames from ordering to final usage, cost, and wastage, for example, cost of items in kits that could not or were not used (short-term);</p> <p>4.4. Develop a guidance note for increased efficiency of commodity usage based on data collected (medium-term);</p> <p><u>Directed to:</u> UNFPA Regional Offices (ASRO and EECARO) with support from UNFPA senior management, the Division for Human Resources and the Procurement Services Branch, DMS</p>	
Management Response to Recommendation acceptance status [Accepted/Partially Accepted/Rejected]	<p>ACCEPTED</p> <p>UNFPA fast-track procedures (FTP) including those for human resources are currently under review and have been updated. The surge response was systematized after the Syria response began and has gone through significant improvement since that time including reduced turnaround times. During 2018, identification of surge responders has not been the key problem for country offices, rather the key persisting bottleneck around sending surge to Syria is the lengthy process it takes to obtain visas (for example external surge responders have been waiting up to two months to receive the visa). Such contexts should therefore have dedicated</p>	

		<p>staff on GBV and SHR coordination roles on fixed term contracts as surge, 60% of which are external cannot deploy quickly in such context without an UNLP and the high turnaround also causes problems with coordination continuity in particular.</p> <p>Further, as "midterm" surge is not plausible, rather medium-term and longer-term human resource planning for emergencies needs to improve. The surge mechanism should be focused on rapid scale up and scale down of professionals, and ideally only used in the acute phase. Not having necessary core funds for human resource needs and inflexibility around staffing structures puts additional pressure on the surge roster where surge begins to be used in cases where longer term staffing posts should have been appointed. Further work will be done in 2019 about sensitizing COs about Surge SOPs compliance and the move to IASC scale up with bound timelines will further ensure coherence to this. As per the surge SOPs, country offices moving into protracted crises, need to plan their HR and make good use of the MPAs in HR so that they can progressively move out of surge mechanism and institutionalize key posts that they require post the surge time frame. Also, lack of core resources for FTAs or longer terms positions in COs puts pressure on operations and programming.</p>			
<p><i>If recommendation is partially accepted or rejected, provide reasons:</i></p>					
<p><i>If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued</i></p>					
Action point title	Action point text	Due date (MM/DD/YYYY)	Lead implementing unit	Lead implementing staff	Additional units involved in implementation (if any)
4.1. Revise FTP procurement section	4.1. Revise the FTP procurement section in order to increase the effectiveness	31/12/2019	DMS/PSB	Focal Point TBD	
4.2. Strategy for efficient surge usage	4.2. Develop strategy for increased efficiency of surge usage	31/12/2019	DHR	Focal Point TBD	
4.3. With regard to the use of commodities in 2011-2017 across Syria response countries: Collect available data since 2013 (data for prior years is not available) across all countries vis à vis use of commodities, average time frames from ordering to final usage, cost, for example, cost of items in kits that could not or were not used	4.3. With regard to the use of commodities 2011-2017 across Syria response countries: Collect available data since 2013 (data for prior years is not available) across all countries vis à vis use of commodities, average time frames from ordering to final usage, cost, for example, cost of items in kits that could not or were not used (short-term) starting with 2013	31/12/2019	ASRO	Sella Ouma	PSB, RHCS focal points in COs

4.4. Develop a guidance note for increased efficiency of commodity usage based on data collected	4.4. Develop a guidance note for increased efficiency of commodity usage based on data collected	31/12/2019	ASRO	Shible Sahbani	PSB, CSB
4.5. Institutionalize guidelines	4.5 Update existing guidelines to increase the effectiveness and efficiency of humanitarian programming.	31/12/2019	Humanitarian Office	Focal Point TBD	

Recommendation No. 5	UNFPA should recognize the vacuum around youth leadership and step up youth programming and coordination across the Syria regional response.		Priority: MEDIUM		
	<p>UNFPA should recognize the vacuum around youth leadership and step up youth programming and coordination across the Syria regional response. Do so in a coherent manner and in line with global commitments made under the Compact for Young People and UNSCR 2250 – including planning for strategically marrying the two where possible across the Syria response.</p> <p>Based on Conclusion 10: The emerging leadership role of UNFPA for youth in humanitarian action at the global level – through both leadership of the Compact for Young People in Humanitarian Action and UNSCR 2250 – is not reflected in the UNFPA Syria response. This presents a disconnect between UNFPA global action, investment, and focus (as also highlighted in the UNFPA 2014-2017 Strategic Plan) and the country-level operational presence and focus of UNFPA.</p> <p>Operational actions: Globally:</p> <ul style="list-style-type: none"> • Seek a resource mobilization strategy for increasing UNFPA coordination leadership of youth in Syria response countries (short-term); • Formulate a measurement framework for documenting effectiveness of youth coordination Syria response countries and use it as a foundation to leverage further financial and other support (medium-term); • The regional response hub and / or regional offices to review and support the development of youth coordination mechanisms across responses (and help to continue to support those that already exist such as in Syria, co-led by UNFPA and UNICEF) considering both aspects of young people in humanitarian action and aspects of youth, peace and security (short-term); • Support the roll-out of the Guidelines for Working with and for Young People in Humanitarian Action across UNFPA Syria regional response countries when these guidelines are launched (medium-term). <p>This recommendation notes that UNSCR 2250 is Youth, Peace and Security is often considered to be more development-focused than humanitarian-focused, so this recommendation is presented for consideration across the humanitarian-development-peace nexus.</p>				

	Directed to: UNFPA ASRO to lead with UNFPA EECARO, UNFPA country offices (Iraq, Jordan, Lebanon, Turkey, Syria) and the regional response hub with support from Technical Division and the Humanitarian Office.				
Management Response to Recommendation acceptance status [Accepted/Partially Accepted/Rejected]	ACCEPTED				
<i>If recommendation is partially accepted or rejected, provide reasons:</i>	The roll out of the Compact will follow a phased approach, as this recommendation is for UNFPA as a whole. The fact that ASRO committed to lead on the Compact and the SC Resolution does not provide programming guidelines for the field on how to do this. UNFPA has to develop a youth in emergencies program that can be implemented. And, most importantly, this would have to gain donor support for funding. Since humanitarian funding is non-core, we can only carry out programs that donors want to support. If funding is not available, the implementation will be redundant.				
<i>If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued</i>					
Action point title	Action point text	Due date (MM/DD/YYYY)	Lead implementing unit	Lead implementing staff	Additional units involved in implementation (if any)
5.1 Resource mobilization strategy for youth leadership in Syria	5.1 Resource mobilization strategy for youth leadership in Syria	31/12/2019	ASRO	Sherin Saadallah	ASRO, CO, RMB
5.2 Measurement framework for documenting effectiveness of youth programming	5.2 Measurement framework for documenting effectiveness of youth programming	31/12/2019	ASRO	Ezekiel Kutto	ASRO
5.3 Development of youth coordination mechanisms across responses	5.3 Development of youth coordination mechanisms across responses	30/09/2019	ASRO/TD	Samir Anouti Danielle Engel	
5.4 Roll-out of the Guidelines for Working with and for Young People in Humanitarian Action	5.4 Pending for the overall roll-out across the Syria response. Given that the operation in North-Western Syria is still purely humanitarian, Turkey Country Office has prioritized “working for young people” including adolescent girls, young mothers clubs and peer support, etc in its cross-border programming in 2019. On the other hand, implementation of “youth leadership coordination” is already considered in refugee programming inside Turkey where the strategic focus is on on resilience-building. The cross-border and refugee programs will work closely	31/12/2019	ASRO	Samir Anouti For Turkey Refugee programs Selen Ors	ASRO

	together and with the broader WoS response to ensure knowledge transfer and replication of successful “youth leadership coordination” models in newly stabilized locations in Northern-Western Syria in the medium to longer term .				
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<p>Recommendation No. 6</p>	<p>Resourcing and supporting SRHR coordination within the Syria Regional Response to the same level as GBV coordination</p>	<p>Priority: MEDIUM</p>
	<p>UNFPA should commit internally to resourcing and supporting SRHR coordination within the Syria Regional Response to the same level as GBV coordination. The evaluation recognizes that GBV coordination is a formalized UNFPA cluster lead agency responsibility, with an associated provider of last resort (PLA) accountability, whilst SRHR is not. However, SRHR is embedded within UNFPA’s mandate and even without a formalized CLA responsibility UNFPA is the de facto lead agency for SRHR in emergencies and therefore requires commitment to this leadership responsibility.</p> <p>Based on Conclusion 9: SRHR has received less attention and investment within the regional response hub and this is reflected in reduced whole of Syria SRHR coordination, although not necessarily in terms of UNFPA SRHR programming. UNFPA has a clear IASC-mandated coordination and provider of last resort role, and accountability for GBV as the cluster lead agency for the GBV AoR. However, there is no formalized equivalent SRHR responsibility for UNFPA even though UNFPA normally adopts an informal leadership role of SRHR in emergencies through the establishment of Reproductive Health Working Groups under the WHO-led health cluster. Nonetheless, UNFPA has a leadership role to play on SRHR based on the mandate of UNFPA and this has not been consistently visible across the Syria regional response.</p> <p>Operational actions: Produce an internal regional paper committing internally to resourcing SRHR working group coordination responsibilities to the same extent as GBV coordination. Note: it is not the recommendation of this evaluation to negotiate for a formalized SRHR sub-cluster at this time.</p> <p><u>Directed to:</u> UNFPA Regional Offices (ASRO primarily, also EECARO)</p>	

<p>Management Response to Recommendation acceptance status [Accepted/Partially Accepted/Rejected]</p>	<p>PARTIALLY ACCEPTED</p>
<p>If recommendation is partially accepted or rejected, provide reasons:</p>	<p>There are two ramifications that require immediate attention: the need for UNFPA to be global recognised for its formalized role in SRH coordination; and that UNFPA takes only systematically the lead on GBV, but not on SRH across all crises. Furthermore, UNFPA needs to be supported in order to be able to fund SRH in crisis adequately. In the case of the Hub, it was decided at the time that funds spent at Hub for SRH support could be better used at the country level.</p>

<i>If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued</i>					
Action point title	Action point text	Due date (MM/DD/YYYY)	Lead implementing unit	Lead implementing staff	Additional units involved in implementation (if any)
6.1 Produce an internal regional paper committing internally to resourcing SRHR working group coordination responsibilities to the same extent as GBV coordination.	<p>6.1 While funding for GBV has been more readily available than for SRHR, humanitarian donors are increasingly recognizing the value added of integrated GBV/SRH services in a humanitarian setting and UNFPA's unique position to champion this effort. UNFPA therefore ensures that all GBV support incorporates basic SRH services under the GBV roof. Our current projects have made strides in introducing CMR protocols, standards, and strengthening referral systems. We also provide contraceptive support to all women and girls safe spaces (WGSS).</p> <p>With respect to coordination, it has proven equally important to ensure the quality of services through continuous supervision, training, and technical oversight through partnerships given the nature of our cross-border operation. These latter activities are costly and require longer commitment which is generally not favorable to humanitarian donors. In the context refugees in Turkey, UNFPA will continue to make case for SRH under the inter-agency coordination framework for refugees (3RP). When it comes to cross-border, UNFPA will focus particularly on working even more closely with WHO as head of the Health Cluster. A key priority for both is to secure commitment by donors with multi-year funding to come full circle and ensure sustainability.</p>	31/12/2019	Syria Regional Response Hub (ASRO)	Jennifer Miquel	EECARO ASRO

<p>Recommendation No. 7</p>	<p>UNFPA should increase documentation of gender analysis and adherence to international humanitarian principles, international humanitarian law, international human rights law, and international refugee law in the Syria regional response.</p>	<p>Priority: Medium</p>
<p>UNFPA should increase documentation of gender analysis and adherence to international humanitarian principles, international humanitarian law, international human rights law, and international refugee law in the Syria regional response. Primarily for the purpose of internal quality assurance and internal learning and continuous improvement.</p> <p>Based on Conclusion 4: UNFPA has not systematically documented gender and inclusion analysis, as well as adherence to international humanitarian law, international human rights law, and international refugee law. Whilst there is anecdotal evidence of gender and inclusion analysis and respecting of international humanitarian principles, the lack of documentation suggests inconsistency and a missed opportunity for organizational learning for:</p> <ol style="list-style-type: none"> a. Continuous improvement of gender and inclusion analysis b. Support to all country offices for issues principled access and organizational red lines in respect of humanitarian principles. <p>Operational actions:</p> <p><i>Gender Analysis and Inclusion:</i></p> <ul style="list-style-type: none"> • Start using the Inter-Agency Standing Committee Gender and Age Marker for all proposals (immediate); • While recognizing the attempts of all countries to more fully consider disability aspects into programming, start to integrate Washington Group disability criteria into programme design as a consistent inclusion first step mechanism for disability (medium-term); • Integrate consistent usage of new <i>disability in humanitarian action</i> guidelines when they are launched (longer-term); <p><i>International humanitarian principles:</i></p> <ul style="list-style-type: none"> • Country offices to start documenting both adherence to and challenges with adherence to international humanitarian principles, for example, around donor conditionalities (short-term); • Plan for exchange of issues with other countries (short-term); • leading to shared learning and the development of a ‘red lines’ regional UNFPA paper highlighting UNFPA’s approach to principles and what is acceptable and what is not (long-term). <p><u>Directed to:</u> Syria Regional Response country offices (Iraq, Jordan, Lebanon, Syria, Turkey); regional offices (ASRO and EECARO) for support.</p>		
<p>Management Response to Recommendation acceptance status [Accepted/Partially Accepted/Rejected]</p>	<p>ACCEPTED</p>	

If recommendation is partially accepted or rejected, provide reasons:					
If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued					
Action point title	Action point text	Due date (MM/DD/YYYY)	Lead implementing unit	Lead implementing staff	Additional units involved in implementation (if any)
7.1. Use Inter-Agency Standing Committee Gender and Age Marker for all proposals	7.1. Use Inter-Agency Standing Committee Gender and Age Marker for all proposals	31/03/2019	Syria Regional Response Hub	Jennifer Miquel	CO Turkey
7.2 Integrate Washington Group disability criteria into programme design	7.2 Integrate Washington Group disability criteria into programme design	01/06/2019	Syria Regional Response Hub	Ezekiel Kutto	CO Turkey
7.3 Integrate consistent usage of new <i>disability in humanitarian action</i> guidelines when they are launched	7.3 Integrate consistent usage of new <i>disability in humanitarian action</i> guidelines when they are launched	01/09/2019	Syria Regional Response Hub	Ezekiel Kutto	CO Turkey
7.4 Start documenting both adherence to and challenges with adherence to international humanitarian principles	7.4 Start documenting both adherence to and challenges with adherence to international humanitarian principles	30/03/2019	Syria Regional Response Hub	Ezekiel Kutto	CO Turkey
7.5 Plan for exchange of issues with other countries	7.5 Plan for exchange of issues with other countries	31/12/2019	Syria Regional Response Hub	Ezekiel Kutto	CO Turkey
7.6 Shared learning and the development of a 'red lines' regional UNFPA paper	7.6 Shared learning and the development of a 'red lines' regional UNFPA paper highlighting UNFPA's approach to principles and what is acceptable and what is not	31/12/2019	Syria Regional Response Hub	Ezekiel Kutto	CO Turkey

Recommendation No. 8	UNFPA should use the whole of Syria GBV sub cluster as a blueprint for UNFPA coordination responsibilities globally.	Priority: HIGH
	UNFPA should use the whole of Syria GBV sub cluster as a blueprint for UNFPA coordination responsibilities globally. Leverage further the products emanating from the regional response hub (such as Voices and data management dashboard) to improve, firstly, regional country refugee responses and secondly, globally.	

	<p>Based on Conclusion 8: The whole of Syria GBV response (UNFPA programming and coordination through the whole of Syria GBV sub cluster) is exceptionally good as demonstrated by the high-quality SC-developed outputs such as Voices and the GBV Dashboard. Thus, the whole of Syria GBV response demonstrates a high return on investment of GBV resources via the regional response hub and other interagency hubs. However, the products developed have not been effectively leveraged for respective refugee responses which represents a missed opportunity. Whilst Voices was initially designed for collecting information from hard-to-reach areas, the level of credibility it has afforded GBV information among other humanitarian actors suggests that the methodology could be used effectively to embed GBV as a life-saving response across refugee responses as well as the whole of Syria response.</p> <p>Operational actions: Resourcing sub clusters globally:</p> <ul style="list-style-type: none"> • UNFPA has committed to resourcing sub clusters with a dedicated coordinator (UNFPA minimum standards) but this commitment should (a) include commitment to a dedicated coordinator at a level equal to other cluster coordinators and (b) dedicated information management support within L3 emergencies (short-term); • Roll out this commitment to all L3 and L2 emergencies (long-term). Products <p>Directed to: UNFPA Headquarters senior management and Humanitarian Office (resourcing globally and roll-out globally)</p>
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Management Response to Recommendation acceptance status [Accepted/Partially Accepted/Rejected]	ACCEPTED
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<i>If recommendation is partially accepted or rejected, provide reasons:</i>	
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If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued

Action point title	Action point text	Due date (MM/DD/YYYY)	Lead implementing unit	Lead implementing staff	Additional units involved in implementation (if any)
8.1 UNFPA has committed to resourcing sub clusters with a dedicated coordinator (UNFPA minimum standards), but this commitment should (a) include commitment to a dedicated coordinator at a level equal to other cluster coordinators and (b) dedicated information management support within L3 emergencies	8.1 This should be optimal but it depends on resource mobilization and funding. UNFPA is committed to deploy and surge for scale-up emergencies up to 6 months including information management up to 6 months. Further discussion with PSD, HFCB and OED will be held, led by the Humanitarian Office Director, to understand	31/12/2019	Humanitarian Office	Incoming Head of Office	

	the scope of the issues and identify the sources of funding.				
8.2 Roll out this commitment to all L3 and L2 emergencies (long-term).	8.2 UNFPA has committed to resourcing coordination, however, the humanitarian committee (IA) has changed the terms; there are no more L3 or L2 emergencies - the new structure is: *Scale up emergency (up to 6 months) *Sustained emergency (6 months and beyond)	31/12/2019	ASRO/COs	Regional Humanitarian Coordinator	
8.3 UNFPA regional response hub and refugee country offices to organize a shared learning meeting where the regional response hub can present the products developed to country offices	8.3 UNFPA should utilize all the available venues to share info and there is no need for a specific venue on this issue.	31/12/2019	Regional Response Hub (ASRO)	TBD	

Recommendation No. 9	UNFPA should use the evaluation of the regional response hub case study report, together with a further mapping/rapid appraisal of effectiveness of other agency hub mechanisms, to develop a blueprint for the establishment of other potential hubs in the future.	Priority: MEDIUM
	<p><i>UNFPA should use the evaluation regional response hub case study report, together with a further mapping/rapid appraisal of effectiveness of other agency hub mechanisms, to develop a blueprint for the establishment of other potential hubs in the future.</i></p> <p>The <i>regional response hub case study</i> produced as part of this evaluation highlights the successes and the challenges of the regional response hub since its establishment in 2013.</p> <p>Based on Conclusion 11: The Syria regional response hub has seen a high return on Investment in relation to resource mobilization, representation, and coordination and data management (for GBV) but regional internal stakeholder support has waned as UNFPA has not reviewed the role and functions of the regional response hub in line with increased capacity of country offices.</p> <p>Operational actions:</p> <ul style="list-style-type: none"> Review the <i>regional response hub case study</i> report and commission a rapid review of successes and challenges from other agency whole of Syria coordination mechanisms (short-term); 	

	<ul style="list-style-type: none"> Develop a 'hub position paper' outlining criteria whether a hub is necessary for a swift and timely response which is able to cover a large-scale multi-country crisis and then outlining (a) when (in which circumstances) a hub should be considered, (b) how it should be established (initial investment, positions), (c) what functions it should initially cover (resource mobilization, coordination, technical assistance, representation) and (d) how it should be regularly reviewed (medium-term); Ensure future hubs are established with a monitoring framework for determining value-added (as an addition to normal UNFPA architecture) and return on investment from the outset. <p><u>Directed to:</u> UNFPA Humanitarian Office</p>				
Management Response to Recommendation acceptance status [Accepted/Partially Accepted/Rejected]	ACCEPTED				
<i>If recommendation is partially accepted or rejected, provide reasons:</i>					
<i>If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued</i>					
Action point title	Action point text	Due date (MM/DD/YYYY)	Lead implementing unit	Lead implementing staff	Additional units involved in implementation (if any)
9.1 Review the <i>regional response hub case study</i> report and commission a rapid review of successes and challenges from other agency whole of Syria coordination mechanisms (short-term);	9.1. A desk review will be coordinated that will feed into the SP midterm review	31/12/2019	Humanitarian Office	Incoming Head of Humanitarian Office	ASRO, DMS, PSD
9.2 Develop a 'hub position paper' outlining criteria for if a hub is necessary for a swift and timely response which is able to cover a large-scale multi-country crisis and then outlining (a) when (in which circumstances) a hub should be considered, (b) how it should be established (initial	9.2 A paper will be developed that will feed into the SP midterm review	31/12/2019	Humanitarian Office	Incoming Head of Humanitarian Office	ASRO, DMS, PSD

<p>investment, positions), (c) what functions it should initially cover (resource mobilization, coordination, technical assistance, representation) and (d) how it should be regularly reviewed (medium-term);</p>					
<p>9.3 Ensure future hubs are established with a monitoring framework for determining value-add (as addition to normal UNFPA architecture) and return on investment from the outset.</p>	<p>9.3 A monitoring framework for determining value-add (as an addition to normal UNFPA architecture) and return on investment from the outset will be developed.</p>	<p>31/12/2019</p>	<p>Humanitarian Office</p>	<p>Incoming Head of Humanitarian Office</p>	<p>ASRO, DMS, PSD</p>