



**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.4)**

#### **Agenda item 13: UNFPA – Evaluation**

Executive Board of UNDP, UNFPA and UNOPS  
Second regular session 2020  
31 August – 4 September 2020  
New York

\* Reissued due to the COVID-19 impact on meetings

### Management response on Evaluation of the UNFPA Capacity in Humanitarian Action (2012-2019)

Action point title	Action point text (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 global humanitarian architecture structures since the previous UNFPA humanitarian strategy in 2012;</li> <li>2. A stronger UNFPA role within this architecture;</li> <li>3. Work across, and bringing 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><b>Management agrees with this recommendation.</b></p> <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 on top prioritized areas of work for transformative changes in order to make UNFPA and its humanitarian action fit for purpose.</p> <p>The process of developments of the framework and the framework itself should also be fed into the preparation for the new strategic plan beyond 2021. The accountability framework will include the elements set out in the recommendation (including the resource mobilization plan)</p>	12/31/2021	Humanitarian Office (PLU)	Shoko Arakaki Henia Dakkak	Senior Management

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<p><b>Recommendation 2: UNFPA should review existing datasets and monitoring systems to identify current gaps and bottlenecks and use this to develop a comprehensive data management system.</b></p> <p>This should be integrated into the new enterprise resources platform 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><b>Management agrees with this recommendation.</b></p> <p>UNFPA will review its reference datasets and monitoring systems in 2020 as part of the mid-term review of the Strategic Plan. The next Strategic Plan 2022-2025 will include revised humanitarian results and improved monitoring systems. Management will take full advantage of the new ERP system.</p>	12/31/2021	Humanitarian Office (PLU)	Shoko Arakaki Henia Dakkak	PSD
<p><b>Recommendation 3: The UNFPA knowledge management approach should include a work plan 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 in use but bottlenecks, gaps or access issues with respect to humanitarian knowledge/practice should be systematically identified and addressed to maximize the utility of these resources to country offices.</p>	<p><b>Management agrees with this recommendation.</b></p> <p>The work will start with identifying the needs and capacity to roll out inter-agency global guidance and standards which are already defined and finalized. Some of those needs have already been identified and activities will start Q1 2020. More detailed analysis will continue over 2020 and a workplan will be defined during the course of the year</p>	12/31/2020	Humanitarian Office (RTSU)	Nadine Cornier	PSD

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<p><b>Recommendation 4: UNFPA should review the corporate approach on preparedness for supplies, including where necessary regional stockpiling and national prepositioning.</b></p> <p>This should include an organization-wide preparedness policy, including regional stockpiling and national prepositioning that considers differentiating between contexts and types of commodities, and integrating learning from ongoing initiatives. The UNFPA approach to regional stockpiling and national prepositioning should be based on the fundamental concept of speed being 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 supply-chain management best-practices of consistency and robustness.</p>	<p><b>Management agrees with this recommendation.</b></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 stockpiling key humanitarian supplies, guidance on national preparedness and prepositioning, the development of a humanitarian supplies training and the revision of the Minimum Preparedness Actions by the end of 2020.</p>	12/31/2020	Humanitarian Office (RTSU)	Nadine Cornier	PSB, DMS, Senior Management, DHR, CSB
<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</p>	<p><b>Management agrees with this recommendation.</b></p> <p>UNFPA will develop a comprehensive human resource strategy for humanitarian settings reflecting the needed balance between technical, programme and operational expertise.</p>	12/31/2020	Humanitarian Office (RTSU)	Nadine Cornier	DHR

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<p>understood baseline and with a realistic goal. The strategy should cover new and existing personnel (including senior management), systematically utilize deployed humanitarian personnel (roving team and surge) for skills transfer to both incoming replacements and national country office staff.</p> <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 follow-up of humanitarian personnel.</p>	<p>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><b>Recommendation 6: UNFPA should develop an inclusion strategy that is based on leave no one behind and 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</p>	<p><b>Management agrees with this recommendation.</b></p> <p>UNFPA is part of the IASC and has been working with the IASC on the development of guidelines for inclusion of persons with disabilities in humanitarian action. The guidelines were published in November 2019 concluding 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

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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><b>Recommendation 7: UNFPA should undertake a mapping of existing accountability to affected populations initiatives at country level with a view to incorporating good or promising practice guidance.</b></p> <p>Based on identified good or promising practices on accountability to affected populations, UNFPA should develop humanitarian-specific (taking into account unique challenges of displaced, conflict, hard-to-reach populations) pragmatic guidance on how best to establish sustainable feedback channels accessible by all vulnerable persons and systematic mechanisms for incorporating feedback into the programming cycle</p>	<p><b>Management agrees with this recommendation.</b></p> <p>To further advance UNFPA's commitment to Grand Bargain accountability to affected populations (AAP), UNFPA will conduct a survey with countries affected by humanitarian crisis to gain knowledge of actions taken to advance AAP, and will document best practices. UNFPA will ensure roll out of IASC AAP guidance and strengthen performance indicators on AAP in humanitarian settings for the next strategic plan.</p>	12/31/2021	Humanitarian Office (ACU)	Ann Erb Leoncavallo	ROs
<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><b>Management agrees with this recommendation.</b></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</p>	12/31/2020	Humanitarian Office (RTSU)	Nadine Cornier	ROs, PSEA coordinator

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<p>This should be used as a basis to identify where UNFPA remains at highest risk regarding sexual exploitation and abuse and develop a resourced-workplan to systematically reduce this risk at the field level where day-to-day contact with vulnerable women and girls within communities (by both UNFPA and partner staff) represents the highest risk.</p>	<p>currently preparing a global survey to assess 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, to identify remaining gaps and possibilities 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 UNFPA's response to PSEAH.</p>				
<p><b>Recommendation 9: UNFPA should develop a resource plan for ensuring gender-based violence subclusters are resourced equivalent to other clusters with well-capacitated coordinators and technical support.</b></p> <p>This should include ensuring that the UNFPA gender-based violence minimum standards are adhered to, including 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><b>Management agrees with this recommendation.</b></p> <p>UNFPA Humanitarian Office conducted a comprehensive review of capacity on the 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</b></p>	<p><b>Management agrees with this recommendation.</b></p>	12/31/2020	Humanitarian Office (RTSU)	Nadine Cornier	

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<p><b>systematize establishment and functioning of reproductive health working groups.</b></p> <p>This should include support to a mechanism for monitoring functioning reproductive health working groups led by UNFPA; assessment of the impact of absence of reproductive health working 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>A review of the establishment and activation of SRH working groups will be implemented by the second quarter of 2020. Based on the outcome of the review, UNFPA will 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 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</p>	<p><b>Management agrees with this recommendation.</b></p> <p>UNFPA will ensure these issues are better addressed going forward in the design of UNFPA strategic plan 2021, including addressing the gap between global-level leadership and logistic and emergency response capacity in country and regional level.</p>	12/31/2021	Humanitarian Office (PLU)	Henia Dakkak	



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outlining commitments to country-level action.					
<p><b>Recommendation 12: UNFPA should review the activities referenced within the 2018 letter of understanding with the United Nations Office for the Coordination of Humanitarian Affairs as a foundation for increasing the UNFPA data footprint within humanitarian action.</b></p> <p>This should incorporate a vision statement and 3-5-year plan on 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 letter of understanding.</p>	<p><b>Management partially agrees with this recommendation.</b></p> <p>Management agrees on reviewing the 2018 letter of understanding with OCHA.</p> <p>Management will consider the development of the proposed vision statement and 3-5-year plan depending on further information gathering on the existing humanitarian data landscape, UNFPA's capacity and opportunities at field, regional and global levels, UNFPA's potential as a data generator, and our resulting niche. These reviews are underway. Work will also be taken to strengthen linkages with the Population Data Thematic Fund.</p>	12/31/2020	Humanitarian Office (PLU)	Henia Dakkak	PDB