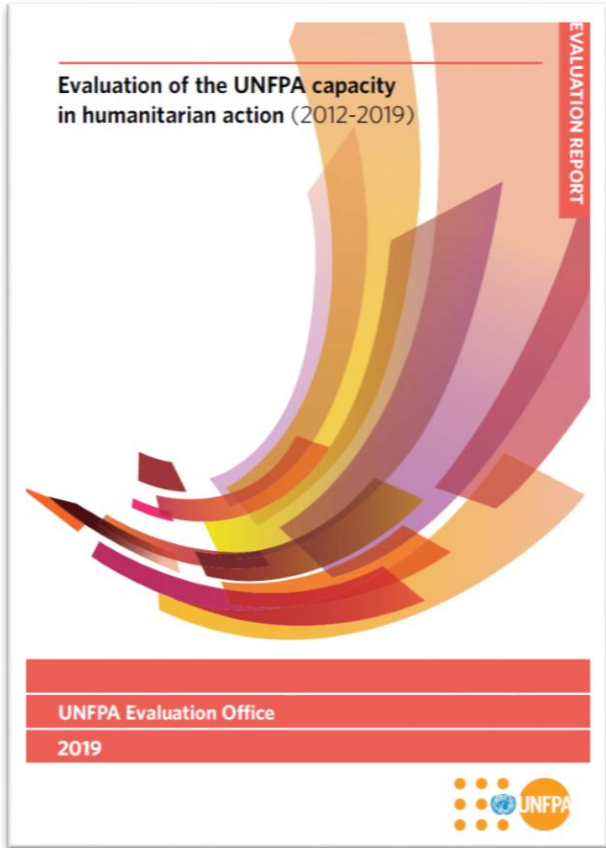

Evaluation of the UNFPA capacity in humanitarian action 2012-2019

Key highlights

Informal Board meeting, 15 May 2020

UNFPA Evaluation Office



Objectives and scope

Objectives

- Assess UNFPA's humanitarian action in terms of **relevance**, **effectiveness**, **efficiency**, and **coverage**
- Assess how well UNFPA's humanitarian action addresses the **humanitarian-development-peace nexus**
- Analyse how **humanitarian principles**, **humanitarian minimum standards**, **human rights** and **gender equality** are integrated in UNFPA's humanitarian action
- Draw **lessons** from UNFPA's past and present humanitarian work and propose **recommendations** for future humanitarian programming

Scope

- All UNFPA humanitarian interventions
- Global geographic coverage with focus on priority countries since 2014
- Period 2012-2019

Quick Facts

Evaluation Quick Facts



586 people (60% women) consulted through in-depth interviews and community level focus group discussions



Global and regional interviews with key stakeholders



500+ documents reviewed



Extended desk review, including remote interviews in **11 countries**



4 country case studies



2 Thematic Papers on human resources and humanitarian commodities



Analysis of financial and programme monitoring data



Conclusions

Conclusion 1

- Significant trend of progress in performance of humanitarian action between 2012 and 2019
- As a result, UNFPA and its mandate have gained increased visibility within the humanitarian sphere

Conclusion 2

- UNFPA has progressively mainstreamed humanitarian assistance in all its strategies and programmes
- However, this evolution has not been uniform and the overall institutional approach remains predominantly development-orientated

Conclusion 3

- UNFPA 2012 Humanitarian Strategy was found relevant and useful
- However, changes in the humanitarian context call for updating it

Conclusion 4

- UNFPA has put in place several useful monitoring systems
- However, lack of coherent and comprehensive monitoring data prevents accurate measurement of effectiveness of UNFPA humanitarian action

Conclusion 5

- Good examples of processes for needs assessment, geographical targeting, working with women and youth civil society, etc
- However, no systematic approach to these processes, and staff lack access to adequate corporate guidance

Conclusion 6

- UNFPA has been increasingly successful at mobilizing other humanitarian resources at country level

Conclusion 7

- UNFPA has good practices of delivery of emergency kits
- However, it is generally perceived as being slow in its humanitarian response

Conclusion 8

- There are highly knowledgeable humanitarian experts at UNFPA...
- ... but they are too few in numbers in view of UNFPA's humanitarian accountabilities

Conclusion 9

- Inclusion analysis is integrated in humanitarian programming
- However, this analysis is not fully aligned with the principle of leaving no one behind

Conclusion 10

- UNFPA has improved accountability to affected populations (AAP) and protection from sexual exploitation and abuse (PSEA) frameworks
- However, as the implementation of mechanisms for AAP and PSEA are still ongoing, this has not yet translated fully into increased capacities everywhere at the country level.

Conclusion 11

- UNFPA close relationships with government partners represent a clear comparative advantage for humanitarian action
- However, working closely with governments in some contexts presents a risk to humanitarian principles of neutrality, impartiality, and independence

Conclusion 12

- UNFPA is committed to prioritizing the localization agenda as introduced in the Grand Bargain commitments
- However, UNFPA has yet to develop a global strategy to ensure localization of aid

Conclusion 13

- The leadership and coordination role of UNFPA across IASC and mandated areas has significantly improved in recent years
- However, UNFPA faces challenges to fully deliver on commitments

Recommendations

Recommendation 1

Develop a strategic framework for humanitarian action

Priority: High **Target:** Humanitarian Office/Senior Management

This should account for:

- Changes in the humanitarian context since the previous UNFPA humanitarian strategy in 2012
- A stronger UNFPA role within the humanitarian system
- Working across the triple nexus
- Need to integrate humanitarian response in the UNFPA Strategic Plan
- Need for resource mobilization

Recommendation 2

Review existing datasets and monitoring systems to identify current gaps and bottlenecks and use this to develop a comprehensive data management system

Priority: High **Target:** Policy and Strategy Division and Humanitarian Office

- Integrate this into the new Enterprise Resources Platform
- Focus on both data management at indicator level and data collection systems

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

Priority: Low

Target: Policy and Strategy Division and Humanitarian Office

- Link to the new Enterprise Resources Platform and the policies and procedures repository in use.
- Identify and address bottlenecks, gaps or access issues with respect to humanitarian knowledge/practice

Recommendation 4

UNFPA should review the corporate approach on preparedness for supplies, including, where necessary, regional stockpiling and national pre-positioning

Priority: High **Target:** Humanitarian Office, Procurement Services Branch, Division of Management Services, Senior management, Commodity Security Branch

- Develop organization-wide preparedness policy, involving regional stockpiling and national pre-positioning
- Consider speed as a factor as critical - in humanitarian response - as cost and quality
- Review human resources for humanitarian logistics and monitor commodity delivery times and availability in line with supply chain management best practices

Recommendation 5

UNFPA should develop a comprehensive plan for increasing humanitarian expertise.

Priority: High **Target:** Humanitarian Office, Division of Human Resources

- This should include a five-year humanitarian human resources strategy for increasing general humanitarian expertise
- The strategy should cover new and existing personnel and systematically utilize deployed humanitarian personnel for skills transfer
- Provide appropriate resources to the UNFPA Division of Human Resources

Recommendation 6

UNFPA should develop an inclusion strategy that is based on leaving no one behind and incorporates reaching the furthest behind first

Priority: Low

Target: Humanitarian Office, Policy and Strategy Division

- This should be developed from current global guidance on inclusion
- 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 key populations

Recommendation 7

UNFPA should undertake a mapping of existing AAP initiatives at country level with a view to incorporating good or promising practice guidance

Priority: Low

Target: Humanitarian Office, regional offices

- Develop humanitarian-specific pragmatic guidance on how best to establish sustainable feedback channels accessible by all vulnerable persons
- Guidance should take into account unique challenges of displaced, conflict, hard-to-reach populations and systematic mechanisms for incorporating feedback into the programming cycle

Recommendation 8

UNFPA should conduct a survey of knowledge and capacity for PSEA at country level to establish the current bottlenecks between global level and country level

Priority: High **Target:** Humanitarian Office, regional offices, PSEA Coordinator

- Use this as a basis to identify where UNFPA remains at highest risk regarding sexual exploitation and abuse
- Develop a resourced work plan to systematically reduce this risk at the field level

Recommendation 9

UNFPA should develop a resource plan for ensuring that GBV sub-clusters are resourced equivalently to other clusters with well-capacitated coordinators and technical support

Priority: Medium **Target:** Humanitarian Office

- Ensure that UNFPA GBV minimum standards are adhered to
- Appoint a sub-cluster coordinator and address key coordination challenges

Recommendation 10

UNFPA should develop a plan to systematize establishment and functioning of RH working groups

Priority: Medium

Target: Humanitarian Office

This should include

- Support for a mechanism to monitor functioning RH working groups led by UNFPA;
- Assessment of the impact of absence of RH working groups within response systems;
- Systematically monitoring achievements and added value of RH working groups

Recommendation 11

UNFPA should address the gap between global-level leadership in the areas of youth and humanitarian response and peace, and country-level tangible action

Priority: Medium

Target: Humanitarian Office

This should include

- A survey of crises where UNFPA leads a functioning coordination mechanism for young people in action;
- Determining resources required to translate UNFPA global commitment into country-level action;
- A review of potential partners
- A position statement for youth and peace outlining commitments to country-level action

Recommendation 12

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


Priority: Medium


Target: Humanitarian Office, Population and Development Branch


This should incorporate:

- A vision statement
- A three- to five-year plan on humanitarian population, health and gender data at global, field and country levels
- Resource requirements
- A work plan

For more information, reach out to UNFPA Evaluation Office

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