

UNFPA Management Response to Mid-Term Evaluation of the UNFPA Supplies Programme (2013-2020)

Evaluation Report Issue Date	Evaluation report tag Thematic Evaluation	Additional attributes [joint, impact or institutional)	UNFPA Business Unit managing implementation	Head of Responsible Office Final approver	UNFPA Coordinating Unit Focal Point	Date of submission
September 2018	Programme Level Evaluation (Commodity Security and Family Planning)	Impact	Technical Division	Benoit Kalasa, Director, Technical Division kalasa@unfpa.org	Aynabat Annamuhamedova, Programme Division annamuhamedova@unfpa.org	August 2018

UNFPA Technical Division welcomes the report on the Mid-Term Evaluation of the UNFPA Supplies Programme (2013-2020). The Technical Division notes, with appreciation, the conclusion of the evaluation that the UNFPA Supplies programme has made a significant contribution to expanding access to family planning products and services in programme countries, and has served as an effective vehicle for promoting family planning as a priority intervention, including ensuring RH/FP services are accessible to marginalized women and girls and adolescents and youth.

The findings and recommendations of this evaluation provide an opportunity to further strengthen the programme strategies and interventions to ensure that it continues to be an effective vehicle for achieving family planning goals. This will be done within the context of implementing the UNFPA Strategic Plan, 2018-2021 towards the achievement of the 2030 Agenda for Sustainable Development. The implementation of these recommendations will also take into consideration the role of all partners and stakeholders (including governments and the wider FP2020 community).

Moreover, as part of its Comprehensive Change Management Process, UNFPA is undertaking a review and redesign of its overall supply chain management architecture across headquarters, regional and country level with a view at optimizing supply chain management (i.e. demand management, ordering process, visibility and information sharing, delivery, distribution, etc.) for both family planning commodities and other goods procured. In looking at how to best develop an end-to-end, integrated approach to ensure that commodities and other goods reach those who need them at the last mile, this review provides an opportunity to address the recommendations from the evaluation and strengthen UNFPA supplies programme.

EVALUATION RECOMMENDATION(S) AND PROPOSED ACTION POINT(S)

Recommendation No. 1	Asserting leadership	Priority: High
	<p>UNFPA, as a matter of organizational priority, should take steps to capitalize fully on the critical importance of UNFPA Supplies as a lever for asserting its leadership role in reproductive health and family planning at global, regional and national level (including in humanitarian contexts).</p> <p>Operational Requirements</p> <ol style="list-style-type: none"> 1. Requires UNFPA senior management to leverage UNFPA Supplies in global platforms for family planning, such as FP2020 2. Requires a division-wide engagement by Technical Division on UNFPA Supplies strategic direction and operations 3. Requires coordination of policy engagement and programmatic planning and implementation between sexual and reproductive health programmes (including maternal health) and UNFPA Supplies 4. Requires effective communication by the Commodity Security and Procurement Services Branches to other units of UNFPA on the importance and potential use of UNFPA Supplies as a platform for leadership, for example on market shaping 5. Requires reproductive health and family planning staff and UNFPA Supplies teams to work collaboratively at regional and country office levels 6. Requires that country offices have access to the skill sets needed to engage in advocacy and leadership for commodity security and a rights-based approach to reproductive health and family planning, including in humanitarian settings. 	
Management Response to Recommendation acceptance status [Accepted/Partially Accepted/Rejected]	Accepted	
<i>If recommendation is partially accepted or rejected, provide reasons:</i>	n.a.	
<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/YY YY)	Lead implementing unit <i>[indicate one only]</i>	Lead implementing and reporting staff	Additional units involved in implementation (if any)
1.1 UNFPA senior management will leverage UNFPA Supplies in global platforms for family planning, such as Family Planning 2020.	<p>1.1. UNFPA Senior Management will participate and provide leadership in the FP2020 reference team meetings at least once a year in order to raise awareness on UNFPA Supplies Programme.</p> <p>Needed support will be provided to all concerned UNFPA staff to participate in the Reproductive Health Supplies Coalition (RHSC) and other forums at least once a year to raise awareness and promote UNFPA Supplies as a results oriented programme strategy.</p> <p>UNFPA Senior management will serve as co-chair in UNFPA Supplies Steering Committee at least twice a year, to provide oversight for programme implementation.</p> <p>Regularly report to the EC and to the RD's Forum on the implementation progress made and on how to leverage UNFPA supplies programme.</p>	12/31/2019	Technical Division	Gifty Addico (gaddico@unfpa.org)	<p>UNFPA Executive Committee/OED</p> <p>Division of Communications and Strategic Partnerships;</p> <p>Division of Management Services;</p> <p>Technical Division</p> <p>Procurement Services Branch</p> <p>Regional Offices</p> <p>Country Offices</p>
1.2 Division-wide engagement by Technical Division on UNFPA Supplies strategic direction and operations	1.2. TD Directorate will establish task teams on other thematic funds and strategic priorities (for example, Maternal Health Trust Fund, FGM/FGC Project, GRID ³ Project,	12/31/2019	Commodity Security Branch	Ayman Abdelmohsen (abdelmohsen@unfpa.org)	<p>TD Directorate</p> <p>Gender, Human Rights and Culture Branch</p>

	etc.) to promote joint programme planning and production of technical briefs and tools to support UNFPA Supplies				Sexual and Reproductive Health Branch Population and Development Branch Regional Offices
1.3. Coordination of policy engagement and programmatic planning and implementation between sexual and reproductive health programmes (including maternal health) and UNFPA Supplies	1.3. Technical Division Directorate will continue to serve as co-chair of the UNFPA Supplies Donor Accountability Council and promote stronger interface and collaboration with donors. Establish an inter-branch forum (CSB, SRHB, NCFMU, Humanitarian Division, PSB etc.) to operationalize joint programming processes (including provision of technical support to countries in coordination with ROs).	12/31/2019	Commodity Security Branch	Ayman Abdelmohsen (abdelmohsen@unfpa.org)	Commodity Security Branch Gender, Human Rights and Culture Branch Sexual and Reproductive Health Branch Population and Development Branch Humanitarian Division
1.4. Effective communication by the Commodity Security and Procurement Services Branches to other UNFPA units on the importance and potential use of UNFPA Supplies as a platform for leadership, for example on market shaping	1.4 Establish inter-branch (CSB, PSB, etc.) communication and information sharing networks to support trouble shooting and to address of procurement bottlenecks.	12/31/2019	Procurement Services Branch	Eric Dupont (dupont@unfpa.org)	Commodity Security Branch Regional offices Country Offices
1.5. Reproductive health and family planning staff and UNFPA Supplies teams to work	1.5 Establish integrated thematic working groups on reproductive health and family planning, which will include staff from HQ	12/31/2019	Commodity Security Branch	Ayman Abdelmohsen (abdelmohsen@unfpa.org)	TD Directorate Sexual Reproductive Health Branch

collaboratively with regional and country offices	and regional and country offices to support integrated programme implementation.				Regional offices Country Offices
1.6. Country Offices have access to the skill sets needed to engage in advocacy and leadership for commodity security and a rights-based approach to reproductive health and family planning, including in humanitarian settings.	1.6. Develop and/or adapt and make available training packages on/tools for commodity security, family planning and evidence-based advocacy (incl. templates for data entry to facilitate decision making) Develop training packages and provide training to UNFPA technical staff (especially at the country level) on evidence-based advocacy interventions, domestic resource mobilization and supply chain management.	12/31/2019	Commodity Security Branch	Ayman Abdelmohsen (abdelmohsen@unfpa.org)	Sexual Reproductive Health Branch Regional offices Country Offices

EVALUATION RECOMMENDATION(S) AND PROPOSED ACTION POINT(S)

Recommendation No. 2	Sustainable financing	Priority: High
	<p>UNFPA Commodity Security Branch and country offices, with involvement from other units of UNFPA, should implement a flexible approach that is tailor-made to national contexts with a view to broadening and deepening the sources of sustainable financing for RHCS. It should reflect the evidence and experience of “what works” in terms of incentivizing and supporting domestic resource mobilization, including lessons learned by other global funds on co-financing policies and innovative financing mechanisms.</p> <p>Operational Requirements:</p> <ol style="list-style-type: none"> 1. Requires the Commodity Security Branch to update and disseminate guidelines on the transition to domestic resources underpinned by a clearer UNFPA Supplies policy that includes co-financing requirements 2. Requires the Commodity Security Branch to adopt a more targeted approach to programme resource allocation informed by detailed knowledge of national contexts 3. Requires country work plans and budget allocations (including the split between commodities and technical-assistance funding) to be informed by detailed, evidence-based analyses taking into consideration: the pressing needs facing reproductive health commodity supply and service delivery in a given country, the interventions required to increase domestic ownership, capacity-strengthening, and resource mobilization in relation to reproductive health programming 4. Requires UNFPA to assess its own capacity and capability to provide support in priority areas, in order to clarify its role and comparative advantage among global health partners. It also requires agreement among UNFPA country offices, other funding partners and governments on an aligned process of support while transitioning away from donor funds to domestic resources 5. Requires UNFPA Supplies to work with other global health funds and partners on innovative financing mechanisms and co-financing policies to support the transition process, taking into consideration evidence and experience of “what works” in terms of incentivizing and supporting domestic resource mobilization. 	
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2.1. Commodity Security Branch to update and disseminate guidelines on the transition to domestic resources underpinned by a clearer UNFPA Supplies policy that includes co-financing requirements	2.1. Update and disseminate the guidelines on co-financing requirements with recommendations on transitioning to domestic resources for UNFPA Supplies for category "C" countries.	12/31/2019	Commodity Security Branch	Benedict Light (light@unfpa.org)	Regional Offices Country Offices
2.2. Commodity Security Branch to adopt a more targeted approach to programme resource allocation informed by knowledge of specific national contexts.	2.2. Revise the current UNFPA Supplies Resource Allocation System (RAS) to include criteria that reflect specific national contexts.	12/31/2019	Non-Core Fund Management Unit	Klaus Greifenstein (greifenstein@unfpa.org)	Resource Mobilization Branch Commodity Security Branch Regional Offices Country offices
2.3. Country work plans and budget allocations (including the split between commodities and technical-assistance funding) to be informed by robust, evidence-based analyses taking into consideration: the pressing needs facing reproductive health commodity supply and service delivery in a given country,	2.3. The revised UNFPA Supplies Resource Allocation System (RAS) will include the algorithm on resource distribution based on past performance. Develop and disseminate guidelines on adopting UNFPA Supplies in order to standardize interventions frameworks for	12/31/2019	Commodity Security Branch	Ayman Abdelmohsen (abdelmohsen@unfpa.org)	Non-Core Fund Management Unit Regional Offices Country offices

<p>interventions required to increase domestic ownership, capacity-strengthening, and resource mobilization in relation to reproductive health programming</p>	<p>improved country work planning and budget allocations.</p> <p>Strengthen national capacity for improved domestic involvement and ownership of commodity security interventions, based on evidence and success stories</p>				
<p>2.4. UNFPA to assess its own capacity and ability to provide support in priority areas in order to clarify its role and comparative advantage among global health partners. It also requires agreement among UNFPA country offices, other funding partners and governments on an aligned process of support while transitioning away from donor to domestic resources.</p>	<p>2.4. Conduct internal capacity assessment and establish a roster of existing technical assistance competences within UNFPA Units and the complementary and comparative role of other global health partners to support programme implementation.</p> <p>Develop and roll out training sessions on how to analyse funding gaps and resource flows for RHCS.</p> <p>Advocate for alignment of funding sources/mechanisms between UNFPA Country Offices, other funding partners and governments in support of FP, especially for countries transitioning away from donor funds</p>	<p>12/31/2019</p>	<p>Commodity Security Branch</p>	<p>Ayman Abdelmohsen (abdelmohsen@unfpa.org)</p>	<p>Resource Mobilization Branch</p> <p>Regional Offices</p> <p>Country offices</p>

<p>2.5. UNFPA Supplies Programme to work with other global health funds and partners on innovative financing mechanisms and co-financing policies to support the transition process, taking into consideration evidence and experience of “what works” in terms of incentivizing and supporting domestic resource mobilization.</p>	<p>2.5. Develop and disseminate technical briefs on innovative financing mechanisms in support of RHCS programme implementation, including guidance to countries on how to transition to domestic funding.</p>	<p>12/31/2019</p>	<p>Commodity Security Branch</p>	<p>Benedict Light (light@unfpa.org)</p>	<p>Resource Mobilization Branch Regional Offices Country offices</p>
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EVALUATION RECOMMENDATION(S) AND PROPOSED ACTION POINT(S)

Recommendation No. 3	Adequate attention to demand generation	Priority: High/Medium
	<p>UNFPA Commodity Security Branch and country offices should develop an evidence-based process for defining needs and assessing funding gaps for demand generation in priority countries and they should assess the capacity and capability of UNFPA to support high priority interventions. This should form the basis for determining the role and comparative advantage of UNFPA among other health partners in supporting demand-generation interventions</p> <p>Operational Requirements</p> <ol style="list-style-type: none"> 1. Requires strengthening the capability of the Commodity Security Branch to develop an evidence-based process for defining technical-assistance needs and assessing funding gaps (including for demand generation) in each of its priority countries 2. Requires UNFPA to assess its own capacity and capability to support high priority technical- assistance activities, in order to clarify its role and comparative advantage among global health partners 3. Requires UNFPA to collect and analyse high-quality data in order to assess the outputs and outcomes that are achieved by existing and future demand-generation activities. It also requires the Commodity Security Branch and country offices to: (i) agree on, and establish a protocol for, assessing the context of demand generation at national level and (ii) co- develop a strategy for ensuring demand-generation needs are met using all available resources 4. Requires UNFPA leadership at country level to support national processes, influence RMNCAH investment plans, convene partners and embed consideration of demand in national planning 5. Requires country offices to assist national authorities to establish demand-generation strategies and negotiate resource allocation from domestic sources, core funds and other donors 6. Requires Technical Division-wide collaboration to ensure that the systematic assessment of demand for family planning commodities and services is adequately addressed in all relevant thematic areas 7. Requires UNFPA to systematically document experiences, lessons learned and best practices including demand creation, which could form the basis for considering additional assistance to national governments and development partners. 	
Management Response to Recommendation acceptance status [Accepted/Partially Accepted/Rejected]	Accepted	

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Action point title	Action point text	Due date (MM/DD/YYYY)	Lead implementing unit [indicate one only]	Lead implementing and reporting staff [indicate one only]	Additional units involved in implementation (if any)
3.1. Strengthen the capability of the Commodity Security Branch to develop an evidence-based process for defining technical-assistance needs and assessing funding gaps (including for demand generation) in each of its priority countries.	3.1. Develop guidelines and protocols on how to define technical-assistance needs and assess gaps for demand generation based on country needs and priorities.	12/31/2019	Commodity Security Branch	Jennie Greaney (greaney@unfpa.org)	Gender Culture and Human Rights Branch Sexual and Reproductive Health Branch Regional Offices Country offices
3.2. UNFPA to assess its own capacity and ability to support high priority technical-assistance activities, in order to clarify its role and comparative advantage among global health partners.	3.2. Roll out training sessions for UNFPA staff, especially in Country Offices, on evidence-based analysis (for example using FPET) to generate rationale for country specific technical assistance needs, including for demand generation. Conduct assessments (based on established criteria for countries in need) on existing technical assistance competences for demand generation (including	12/31/2019	Commodity Security Branch	Jennie Greaney (greaney@unfpa.org)	Gender Culture and Human Rights Branch Sexual and Reproductive Health Branch Division for Human Resources Regional Offices Country offices

	complementary and comparative role of other partners)				
3.3. UNFPA to collect and analyse high-quality data in order to assess the outputs and the outcomes that can be achieved by existing and future demand-generation activities. Commodity Security Branch and Country Offices to: (i) agree on and establish a protocol for assessing the context of demand generation at national level and (ii) co-develop a strategy for ensuring demand-generation needs are met using all available resources.	3.3. Use evidence from studies (including Implementing Best Practices (IBP) initiatives) to adopt demand-generation strategies adaptable to various funding contexts. Support COs to document effective experiences for demand generation interventions to strengthen their sustainability.	12/31/2019	Commodity Security Branch	Jennie Greaney (greaney@unfpa.org)	Gender, Culture and Human Rights Branch Sexual and Reproductive Health Branch Regional Offices Country offices
3.4. UNFPA leadership at country level to support national processes, influence RMNCAH investment plans, convene partners and embed consideration of demand in national planning.	3.4. Provide guidelines for evidence-based advocacy on inclusion of support for demand generation in national programmes and processes, including influencing RMNCAH investment plans.	12/31/2019	Commodity Security Branch	Yann Lacayo (lacayo@unfpa.org)	Gender, Culture and Human Rights Branch Sexual and Reproductive Health Branch Regional Offices Country Offices
3.5. Country offices to assist national authorities in establishing demand-generation strategies and negotiating resource allocation from domestic and other resources.	3.5. Support Country Offices with technical briefs and knowhow in order to assist national authorities in formulating demand-generation, strategies and costed	12/31/2019	Commodity Security Branch	Yann Lacayo (lacayo@unfpa.org)	Gender Culture and Human Rights Branch

	implementation plans, including Family Planning Business Cases.				Sexual and Reproductive Health Branch Regional Offices Country offices
3.6. Technical Division-wide collaboration to ensure that systematic assessment of demand for family planning commodities and services is adequately addressed in all relevant thematic areas.	3.6. Conduct an assessment of demand generation for family planning, taking into consideration complementarities with other thematic areas.	12/31/2019	Commodity Security Branch	Yann Lacayo (lacayo@unfpa.org)	Gender Culture and Human Rights Branch Sexual and Reproductive Health Branch Regional Offices Country offices
3.7. UNFPA to systematically document experiences, lessons learned and best practices on demand creation, which could form the basis for considering additional assistance to national governments and development partners	3.7. Make available a compendium of experiences, lessons learned and best practices on demand creation and related issues.	12/31/2019	Commodity Security Branch	Jennie Greaney (greaney@unfpa.org)	Sexual and Reproductive Health Branch Regional Offices Country offices

EVALUATION RECOMMENDATION(S) AND PROPOSED ACTION POINT(S)

Recommendation No. 4	Human rights-based family planning services	Priority: High			
	<p>UNFPA Supplies should ensure the systematic application of a human rights-based approach to the provision of family planning services. This should include specific guidance on how to improve gender equality and social inclusion by addressing socio-cultural barriers that impede access to reproductive health and family planning services and commodities</p> <p>Operational Requirements</p> <ol style="list-style-type: none"> 1. Requires the communication of existing guidance (including minimum and recommended standards) and the development of capacities of country offices and implementing partners to apply a human rights-based approach to family planning services in the use of UNFPA Supplies resources 2. Requires the systematic use of a human rights-based approach as one of the results criteria used in programme monitoring and reporting. For example, this means that data gathered during exit interviews conducted as part of annual facilities surveys should be analysed and used to take action when results indicate it is required. 				
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<p>4.1 Communication of existing guidance (including minimum and recommended standards) and capacity development of Country Offices and implementing partners to apply a human rights-based approach to family planning services when using UNFPA Supplies resources.</p>	<p>4.1. Disseminate to and raise awareness of Country Offices on the existing guidance on human rights-based approach to family planning services (including minimum and recommended standards).</p> <p>Roll out training of country office staff and staff of implementing partner institutions on the application of a human rights-based approach to family planning services.</p>	<p>12/31/2019</p>	<p>Commodity Security Branch</p>	<p>Jennie Greaney (greaney@unfpa.org)</p>	<p>Gender, Human Rights and Culture Branch</p> <p>Sexual and Reproductive Health Branch</p> <p>Regional Offices</p> <p>Country Offices</p>
<p>4.2 Systematic use of a human rights-based approach as one of the results criteria in programme monitoring and reporting.</p>	<p>4.2 Formulate and adopt indicators for measuring and reporting on the adoption of human rights-based approach in the implementation of UNFPA Supplies programme.</p> <p>Produce a report based on the analyses of the exit interview data from the facilities surveys supported by UNFPA Supplies Programme and use its findings and recommendations to strengthen the adoption of human rights-based approach to family planning service delivery.</p>	<p>12/31/2019</p>	<p>Commodity Security Branch</p>	<p>Jennie Greaney (greaney@unfpa.org)</p>	<p>Gender, Human Rights and Culture Branch</p> <p>Commodity Security Branch</p> <p>Regional Offices</p> <p>Sexual and Reproductive Health Branch</p>

EVALUATION RECOMMENDATION(S) AND PROPOSED ACTION POINT(S)

Recommendation No. 5	Shaping global markets and reducing the opacity of processes	Priority: High/Medium			
	UNFPA Supplies should build on progress already achieved and continue to support improved national demand-forecasting and annual supplies-planning and quantification. Efforts should be directed towards making the procurement, shipment, and delivery process more visible to implementing partners.				
	Operational requirements				
	<ol style="list-style-type: none"> 1. Requires the Commodity Security Branch and regional offices to support country offices to work more effectively with in-country partners in order to adopt simplified and timely national commodities quantification processes 2. Requires the Commodity Security and Procurement Services Branches and country offices to streamline communications and to commit to full visibility throughout the whole procurement, shipment, and delivery processes 3. Requires UNFPA Supplies to proactively communicate to all stakeholders (Ministries of Health, UNFPA country offices and implementing partners) information on commodity lead times, and real-time updates on the status of product shipments 4. Requires UNFPA Supplies to put in place mechanisms to address in a timely manner bottlenecks (including issues with manufacturers, customs clearance, etc.) in deliveries to relevant partners 5. Requires the Commodity Security Branch and/or the Procurement Services Branch to clarify and clearly outline the boundaries of UNFPA procurement roles and responsibilities with regards to product procurement and shipment, in order to ensure that partners and stakeholders intervene in a timely manner to resolve bottlenecks that are outside the remit of UNFPA. 				
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<p>5.3. UNFPA Supplies Coordinator to proactively communicate to all stakeholders (Ministries of Health, UNFPA Country Offices and implementing partners) information on commodity lead times, and real-time updates on the status of product shipments</p>	<p>5.3. Establish a mechanism(s) for efficient use of information from platforms like Shipment Tracker for real time and transparent information sharing (for example on procurement status, lead time and shipment) with all stakeholders.</p> <p><u>Short term actions:</u></p> <ol style="list-style-type: none"> 1) Update/improve the OTS with additional features in order to capture all additional information as required by the Policy on Management of Programme Supplies; and ensure the use of OTS systematically to share the status of the shipments with the COs/ clients. 2) Follow up regularly with the suppliers, to ensure that they fulfil their contractual obligations associated with entering data in OTS. 3) Train COs and other partners on using OTS. <p><u>Long term actions:</u></p> <ol style="list-style-type: none"> 1) Ensure that the ERP system being built consider all the tracking and coordination features needed. 2) Maintain adequate staffing to design, test, and use the GLOBAL VISIBILITY ANALYTICS NETWORK (GVAN) - a shared platform to capture supply chain data from multiple sources to provide users with an end-to-end view of the entire 	<p>12/31/2019</p>	<p>Procurement Services Branch</p> <p>Finance Branch</p>	<p>Eric Dupont (dupont@unfpa.org)</p>	<p>Finance Branch</p> <p>Commodity Security branch</p> <p>Finance Branch</p> <p>Regional Offices</p> <p>Country Offices</p>
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	supply chain, from forecasting, ordering and manufacturing to delivery and warehousing. 3) Use information generated from GVAN to prepare reports in support of decision making.				
5.4. UNFPA Supplies to put in place mechanisms to address bottlenecks (including issues with manufacturers, customs clearance, etc.) to timely delivery to partners.	5.4. Set up a mechanism for information sharing (externally and internally) and address challenges related to procurement of RH commodities (including issues with manufacturers, customs clearance, product registration, etc.).	12/31/2019	Procurement Services Branch	Eric Dupont (dupont@unfpa.org)	Finance Branch Commodity Security branch Finance Branch Regional Offices Country Offices
5.5 Commodity Security Branch and/or the Procurement Services Branch to clarify and clearly outline the boundaries of UNFPA procurement roles and responsibilities with regards to product procurement and shipment, in order to ensure that partners and stakeholders intervene in a timely manner to resolve bottlenecks that are outside the remit of UNFPA.	5.5. Develop and disseminate briefs on the roles and responsibilities of all UNFPA Units in the procurement and shipment of commodities. Deploy a mechanism for information sharing with partners to resolve procurement and other related bottlenecks that are outside of the UNFPA Supplies outreach.	12/31/2019	Procurement Services Branch	Eric Dupont (dupont@unfpa.org)	Commodity Security Branch Finance Branch Regional Offices Country Offices

EVALUATION RECOMMENDATION(S) AND PROPOSED ACTION POINT(S)

Recommendation No. 6	Coordinated risk-based approach to supply-chain management	Priority: Very High
	<p>UNFPA country offices should support national governments to coordinate a multi-partner approach to providing assistance to an agreed, nationally-led, coherent strategy and programme for managing and strengthening supply chains. This should reflect a differentiated, risk-based approach to supply-chain management, which adapts distribution models and supply-chain interventions according to the risk profile of a given country. It should include agreed technical and financial supporting roles (while recognizing the context of broader health supply-chain systems) and support to countries with post-emergency or protracted emergency settings with a view to moving away from emergency reproductive health kit procurement and creating sustainable medical commodity supply chains.</p> <p>Operational requirements</p> <ol style="list-style-type: none"> 1. Requires the Commodity Security Branch and UNFPA country offices to develop a differentiated, risk-based approach to supply-chain management across each of its priority countries. This should include use of distribution models and supply-chain interventions according to the risk profile of a given country, and assessment of staff capacity accordingly. The approach would also tailor capacity-building efforts to country conditions as well as additional monitoring and accountability activities (such as supply-chain audits) 2. Requires UNFPA country offices to advocate and support national authorities to lead efforts to develop a coordinated, multi-partner approach to strengthening national reproductive health and family planning supply chains 3. Requires technical capacity in supply-chain management made available to those country offices where it is needed, in line with a differentiated, risk-based approach 4. Requires capacity-development for supply-chain management to support the humanitarian partners to move away from emergency reproductive health kits procurement (provided by UNFPA or another partner) in settings that experience protracted crises or that are in a post- emergency phase 5. Requires UNFPA Supplies to support capacity-development for budget planning in protracted crises and when transitioning from humanitarian to development contexts 	

	6. Requires UNFPA to set up mechanisms to measure the effectiveness of supply-chain strengthening efforts and UNFPA contribution.				
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6.1 Commodity Security Branch and UNFPA Country Offices to develop a differentiated, risk-based approach to supply-chain management across each of its priority countries. This should include use of distribution models and supply-chain interventions according to the risk profile of a given country, and assessment of staff capacity. The approach will also tailor capacity-building efforts as well as additional monitoring and accountability activities (such as supply-chain audits) to country conditions.	6.1. Conduct a situation review/assessment study to map out the risk-based approach to supply-chain management specific to country context. Train Country Office staff on risk based approach to supply chain management. Provide technical guidance and assessment frameworks to support the strengthening of country supply chain management [taking into consideration applicable distribution models, adapting monitoring mechanisms (such as supply chain audits) and the risk profile of each country].	12/31/2019	Commodity Security Branch	Kate Wright (kwright@unfpa.org)	Procurement Services Branch Regional Offices Country Offices

<p>6.2 UNFPA Country Offices to support national authorities in leading efforts to develop a coordinated, multi-partner approach to strengthening national reproductive health and family planning supply chains.</p>	<p>6.2 Provide guidance and tools to support UNFPA Country Offices in advocating for a coordinated, multi-partner approach to strengthening the integrated national supply chains system.</p>	<p>12/31/2019</p>	<p>Commodity Security Branch</p>	<p>Kate Wright (kwright@unfpa.org)</p>	<p>Procurement Services Branch Regional Offices Country Offices</p>
<p>6.3 Technical capacity in supply-chain management is made available to the Country Offices in need, in line with a differentiated, risk-based approach.</p>	<p>6.3 Provide technical guidance and tools for differentiated and risk based approach to supply-chain management.</p>	<p>12/31/2019</p>	<p>Commodity Security Branch</p>	<p>Kate Wright (kwright@unfpa.org)</p>	<p>Humanitarian and Fragile Contexts Branch Procurement Services Branch Regional Offices Country Offices</p>
<p>6.4 Develop capacity for supply-chain management to support the humanitarian partners to move away from emergency reproductive health kits procurement (provided by UNFPA or another partners) in settings that experience protracted crises or that are in a post-emergency phase.</p>	<p>6.4 Support Country Offices with guidance and knowhow on how to strengthen supply-chain management systems in humanitarian settings. Support partners with tools and technical guidance to adopt strategies that will enable them to move away from emergency reproductive health kits procurement (provided by UNFPA or another partners).</p>	<p>12/31/2019</p>	<p>Commodity Security Branch</p>	<p>Yann Lacayo (lacayo@unfpa.org)</p>	<p>Humanitarian and Fragile Contexts Branch Procurement Services Branch Regional Offices Country Offices</p>

<p>6.5 UNFPA Supplies to support capacity-development for budget planning in protracted crises and when transitioning from humanitarian to development contexts.</p>	<p>6.5 Train Country Office staff on budget planning for family planning interventions during conflict and when transitioning from humanitarian to development contexts.</p>	<p>12/31/2019</p>	<p>Commodity Security Branch</p>	<p>Yann Lacayo (lacayo@unfpa.org)</p>	<p>Humanitarian and Fragile Contexts Branch Procurement Services Branch Regional Offices Country Offices</p>
<p>6.6 UNFPA to set up mechanisms to measure the effectiveness of supply-chain strengthening efforts and UNFPA contribution.</p>	<p>6.6. Conduct a review of the contribution of UNFPA to strengthening supply-chain management systems, including LMIS and e-LMIS.</p>	<p>12/31/2019</p>	<p>Commodity Security Branch</p>	<p>Kate Wright (kwright@unfpa.org)</p>	<p>Humanitarian and Fragile Contexts Branch Procurement Services Branch Finance Branch Regional Offices Country Offices</p>

EVALUATION RECOMMENDATION(S) AND PROPOSED ACTION POINT(S)

Recommendation No. 7	Responding to variations in national context	Priority: High
	<p>UNFPA Commodity Security Branch and country offices should strengthen monitoring and oversight of programme planning, budgeting and implementation at country level in order to ensure that the programme addresses gaps and needs in: (i) the balance between demand generation, access to services, service delivery quality and security of supply; (ii) the national strategy and approach to strengthening supply-chain management; (iii) national strategies and policies regarding access to reproductive health and family planning services; (iv) national capacity for broadening and deepening sustainable investments in RHCS in general, and in procurement of commodities in particular; (v) efforts made by development partners and the private sector to provide or improve services at the national level.</p> <p>Operational requirements</p> <ol style="list-style-type: none"> 1. Requires UNFPA Supplies to develop a robust, systematic and evidence-based process for defining commodity and technical-assistance needs and funding gaps in each of its priority countries 2. Requires an assessment of UNFPA capacity and capability to support high priority activities, in order to clarify its role and comparative advantage among global health partners 3. Requires UNFPA Commodity Security Branch and country offices to implement robust monitoring arrangements in order to strengthen programme oversight and provide assurance that commodities are reaching intended beneficiaries 4. Requires the Commodity Security Branch to effectively reinforce its oversight over programme planning in the 46 country offices 5. Requires regional and country offices to develop or acquire the technical capacity to accurately assess national needs and capacities 6. Requires flexibility in the allocation of UNFPA Supplies national level budgets among different programme activities and outputs 7. Requires country office staff to demonstrate skills to effectively link UNFPA Supplies interventions to larger health-systems development processes, including universal health coverage, health-systems reforms and sector-wide processes. 	
Management Response to Recommendation acceptance status [Accepted/Partially Accepted/Rejected]	Accepted	

<i>If recommendation is partially accepted or rejected, provide reasons:</i>		n.a.			
<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 and reporting staff	Additional units involved in implementation (if any)
7.1 UNFPA Supplies to develop a robust, systematic and evidence-based process for defining commodity and technical-assistance needs and funding gaps in each of its priority countries.	7.1 Put in place a methodology for defining commodity and technical-assistance needs of countries based on country context and evidence.	12/31/2019	Commodity Security Branch	Ayman Abdelmohsen (abdelmohsen@unfpa.org)	Regional Offices Country Offices
7.2 Assess UNFPA capacity and capability to support high priority activities in order to clarify its role and comparative advantage among global health partners.	7.2 Conduct an assessment of the capacity of UNFPA Supplies programme implementing units to provide technical assistance in priority areas. Compile a roster of other global health partner institutions which can offer complementary technical assistance or skill sets.	12/31/2019	Commodity Security Branch	Ayman Abdelmohsen (abdelmohsen@unfpa.org)	Regional Offices Country Offices
7.3 UNFPA Commodity Security Branch and Country Offices to implement robust monitoring arrangements in order to strengthen programme oversight and provide assurance that	7.3 Put in place programme monitoring and reporting tools and systems for tracking programme results including tracking last mile delivery of commodities.	12/31/2019	Commodity Security Branch	Desmond Koroma (koroma@unfpa.org)	Regional Offices Country Offices

commodities are reaching intended beneficiaries.					
7.4. Commodity Security Branch to effectively reinforce its oversight over programme planning in the 46 Country Offices.	7.4. Train Country Office staff on evidence based UNFPA Supplies programme planning.	12/31/2019	Commodity Security Branch	Desmond Koroma (koroma@unfpa.org)	Regional Offices Country Offices
7.5. Regional and Country Offices to acquire the technical capacity to accurately assess national needs and capacities.	7.5. Train Regional and Country Office staff on national needs assessment frameworks.	12/31/2019	Commodity Security Branch	Ayman Abdelmohsen (abdelmohsen@unfpa.org)	Regional Offices Country Offices
7.6. Apply flexibility in the allocation of UNFPA Supplies national level budgets.	7.6. Have in place a guideline for flexible implementation of UNFPA Supplies Resources Allocation mechanism.	12/31/2019	Non-Core Fund Management Unit	Klaus Greifenstein (greifenstein@unfpa.org)	Commodity Security Branch Regional Offices Country Offices
7.7. Country Office staff to effectively link UNFPA Supplies interventions to larger health-systems development processes, including universal health coverage, health-systems reforms and sector-wide processes.	7.7. Train UNFPA Supplies programme staff on the linkages between UNFPA Supplies interventions to the larger health-systems development processes.	12/31/2019	Commodity Security Branch	Benedict Light (light@unfpa.org)	Regional Offices Country Offices