**UNFPA MANAGEMENT RESPONSE**

to the

**Formative Evaluation of the Organizational Resilience of UNFPA
in Light of its Response to the COVID-19 Pandemic***

(DP/FPA/2024/CRP.4)

Agenda item 16: UNFPA – Evaluation

* This management response has been reissued for technical reasons.

| UNFPA Management Response to the Formative Evaluation of the Organizational Resilience of UNFPA in Light of its Response to the COVID-19 Pandemic | | | | | | |
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| **Evaluation Report Issue Date** [DD/MM/YY] | **Evaluation report tag** [*choose 1 from the list below*]: *1. Country Programme Evaluation (CPE) 2. Regional Programme Evaluation (RPE) 3. Programme Level Evaluation (non CPE or RPE evaluations) 4. DAO (Delivering as One) Evaluation 5. UNDAF Evaluation 6. Humanitarian Evaluation 7. Meta-Evaluation 8. Evaluation Approach Paper 9. Evaluability Assessment 10.Thematic* | **Additional attributes** [joint, impact or institutional] | **UNFPA Business Units Responsible for implementation** *[list all]* | **Heads of Responsible Business Units** **Final approvers** | **Responsible Unit Managing/Coordinating Focal Point** [name and email address] | **Date of submission** |
| TBD | Thematic | N/A | Policy and Strategy Division (PSD), Technical Division (TD), Humanitarian Response Division (HRD), Division for Human Resources (DHR), Office of Security Coordinator (OSC), Supply Chain Management Unit (SCMU), Executive Office (EO) | Julia Bunting, Shoko Arakaki, Josephine Mbithi, Naqib Noory, Karen Hong, Samuel Choritz | Charles Katende | 16 May 2024 |

| EVALUATION RECOMMENDATION(S) AND PROPOSED ACTION POINT(S) | | |
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| [*List all recommendations below as they appear in the Evaluation Report*] | | |
| **Recommendation No. 1** | *Recommendation 1. In the aftermath of COVID-19, and in anticipation of future crises (including related to climate change), UNFPA should increase efforts to strengthen resilience in key mandate areas (family planning, harmful practices, data).* | **Priority:** please refer to individual actions [high, medium or low] |
| | Potential actions to be taken: (a) Invest in research on harmful practices, especially generating evidence on child marriage and FGM, and in programme countries beyond the existing (and UNFPA/UNICEF-supported) high incidence countries. Include those at risk of climate-change impacts which may exacerbate such practices due to socio-economic shocks, impaired services/governance and incidence reporting. Such research should also focus on understanding how preparedness/resilience to shocks should be improved; (b) Integrate explicit resilience-building measures in existing and new country | |

| | programmes and advocate for their inclusion in government policies and action plans; (c) Increase external advocacy on, and internal contingency planning around, the heightened vulnerability of women and girls to harmful practices during times of crisis. |
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| **Management Response to Recommendation acceptance status** [Accepted/Partially Accepted/Rejected] | ACCEPTED |
| *If recommendation is partially accepted or rejected, provide reasons:* | A valuable lesson from COVID-19 was that UNFPA lacked routine reporting systems for timely tracking of short-term fluctuations in sexual reproductive health and rights (SRHR) demand or service outputs due to the pandemic. UNFPA has traditionally relied on rarely collected data, particularly census and surveys, which are not sensitive to short term changes, including in situations of crises. UNFPA acknowledges the need to develop new and better systems and standardized tools for real-time data collection in the field, including increased use of routine health sector and facility data, other sector and registry data, and more timely and agile data collection in humanitarian contexts.<br><br>Efforts will be made to integrate explicit resilience-building measures in existing and new country programmes and advocate for their inclusion in government policies and action plans. According to UNFPA Strategic Plan (OE 1.25) UNFPA offices will be implementing research that supports the acceleration of the achievement of the three transformative results including elimination of harmful practices. This will contribute to research on harmful practices, especially generating evidence on child marriage and female genital mutilation (FGM), and in programme countries including high-incidence countries. This will include those at risk from climate-change impact which may exacerbate such practices due to socio-economic shocks, impaired services/governance and incidence reporting.<br><br>UNFPA developed and finalized the Minimum Preparedness Actions to facilitate rapid and efficient responses by UNFPA country offices during national crises. This will bolster UNFPA's ability to anticipate and address humanitarian emergencies swiftly, comprehensively, and with greater efficacy. Additionally, UNFPA has been working to enhance the leadership of national partners, especially Women-Led Organisations, through direct funding and co-chairing of the GBV Area of Responsibility. UNFPA has. been actively supporting national partners, particularly Women-Led Organizations, by providing direct funding and co-chairing of the GBV Area of Responsibility. |

*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 (year) | Lead implementing unit [specify only one per action point only] | Lead implementing and reporting staff Owner [specify only one per action point only] | Additional units involved in implementation (if any) |
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| 1.1 Research on harmful practices | 1.1 Invest in research on harmful practices, especially generating evidence on child marriage and FGM, and in programme countries beyond the existing (and UNFPA/UNICEF-supported) high-incidence countries. Include those at risk of climate-change impacts which may exacerbate such practices due to socio-economic shocks, impaired services/governance and incidence reporting. Such research should also focus on | 2026 | TD | Julia Bunting | |

| | understanding how preparedness/resilience to shocks should be improved. [priority: high] | | | | |
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| 1.2 Explicit resilience-building measures in country programmes and their inclusion in government policies and action plans | 1.2 Integrate explicit resilience-building measures in existing and new country programmes and advocate for their inclusion in government policies and action plans.[priority: high] | 2025 | TD | Julia Bunting | |
| 1.3 External advocacy and internal contingency planning on heightened vulnerability of women and girls to harmful practices in crisis. | 1.3 Increase external advocacy on, and internal contingency planning around, the heightened vulnerability of women and girls to harmful practices during times of crisis.[priority: high] | 2025 | HRD | Shoko Arakaki | |
| 1.4 Implementing partner resilience in crisis | 1.4 Improve support to implementing partners working on the key mandate areas to build their resilience to increased needs and resource constraints in times in crisis.[priority: medium] | 2026 | HRD | Shoko Arakaki | |
| 1.5 National SRHR and population data collection instruments | 1.5 Collaborate with other United Nations entities to support national SRHR and population data collection instruments that are more resilient/robust to ensure important needs and response data can continue to be collected in times of crisis.[priority: high] | 2025 | TD (P&DB) | Julia Bunting | |
| 1.6 Research on resilience of data systems to future pandemics | 1.6 Support research at global/regional/national levels with a focus on strengthening resilience of data systems to future pandemics, and increased use of administrative and programme data for crisis preparedness and response.[priority: high] | 2025 | TD (P&DB) | Julia Bunting | |


| Recommendation No. 2 | *Recommendation 2. UNFPA should sustain and build on technical and policy work to operationalize the humanitarian-development-peace continuum approach in order to improve resilience and mitigate disruptions to its activities and results.* | **Priority:** please refer to individual actions [high, medium or low] |
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| | Potential actions to be taken: (a) Develop a corporate strategy for strengthening UNFPA human resource skills and competencies to function in crisis settings and across the humanitarian-development-peace continuum, thus increasing organizational agility and reflecting changing funding environments and financial streams; (b) Seek to strengthen skills and competencies for all UNFPA personnel to function across the humanitarian-development-peace continuum in crisis situations. This would be enhanced via recommendation 3 (below). | |
| **Management Response to Recommendation acceptance status** [Accepted/Partially Accepted/Rejected] | ACCEPTED | |
| *If recommendation is partially accepted or rejected, provide reasons:* | Efforts will be made to formalize and secure resources for the Nexus Action Community within UNFPA to ensure greater buy-in for nexus work across all operations and increase accountability for nexus work at global/headquarters level. UNFPA is working towards | |

| | a corporate strategy to support the Country Offices to build and strengthen operational resilience in human resources which includes forecasting of needs based on specific country situation and risks. |
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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 (year) | Lead implementing unit [specify <u>only one</u> per action point only] | Lead implementing and reporting staff <span style="color:orange">Owner</span> [specify <u>only one</u> per action point only] | Additional units involved in implementation (if any) |
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| 2.1 Reduce silos and more effectively support national emergency preparedness and response in all country contexts. | 2.1 Locate humanitarian and development personnel in single units, or apply other strategies to reduce silos and more effectively support national emergency preparedness and response in all country contexts.[priority: medium] | 2025 | DHR | Josephine Mbithi | |
| 2.2 Corporate strategy for strengthening UNFPA human resource skills and competencies to function in crisis settings and across the H-D-P nexus | 2.2 In line with the recommendations from the Evaluation of the UNFPA Capacity in Humanitarian Action 2012-2019, and reflecting the Strategic Plan Mid-Term Review, develop (or integrate into the existing People's Strategy and upcoming programming guidelines) a corporate strategy for strengthening UNFPA human resource skills and competencies to function in crisis settings and across the H-D-P nexus, thus increasing organizational agility and reflecting changing funding environments and financial streams.[priority: high] | 2025 | DHR | Josephine Mbithi | HRD |
| 2.3 Nexus Action Community within UNFPA | 2.3 Formalize and resource the Nexus Action Community within UNFPA (potentially within TD/PSD) to ensure greater buy-in to nexus work across all operations and increase accountability to nexus work at global/headquarters level.[priority: medium] | 2025 | TD | Julia Bunting | |
| 2.4 Skills and competencies for all UNFPA personnel to function across the nexus in crisis situations | 2.4  Seek to strengthen skills and competencies for all UNFPA personnel to function across the nexus in crisis situations via: a) Including nexus responsibilities in job descriptions/TORs; b) Creating opportunities for staff to access training, e-courses, webinars, tools etc.[priority: high] | 2025 | TD | Julia Bunting | HRD |
| 2.5 Knowledge management and learning platform/H-D-P nexus | 2.5 Create a dynamic knowledge management and learning platform (in line with Recommendation 7) to capture, compile and share existing/future tools, learning, praxis and guidance on the H-D-P nexus at global, regional and country levels.[priority: medium] | 2025 | PSD (PSIPB) | Julia Bunting | HRD |

| Recommendation No. 3 | Recommendation 3. UNFPA should better embed business continuity management in the everyday work of all business units. | Priority: please refer to individual actions [high, medium or low] |
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| | Potential actions to be taken: (a) Revise the UNFPA BCM policy and guidance to reflect BCM as an ongoing process within business units that covers both operational and programmatic dimensions; (b) Include basic provisions related to business continuity management in the agreements with implementing partners | |
| **Management Response to Recommendation acceptance status** [Accepted/Partially Accepted/Rejected] | ACCEPTED | |
| *If recommendation is partially accepted or rejected, provide reasons:* | UNFPA revised in May 2023 the UNFPA business continuity management (BCM) policy/guidance to reflect BCM as an ongoing process within business units and included a template to accommodate local variations in potential disruptions. Additional resources approved as part of the OSC realignment process, therefore considered as completed. As for including basic provisions related to business continuity management of implementing partners, this is outside the scope and capacity of OSC. UNFPA is working on timely implementation of the JIU recommendations focused on reviewing BCM, on providing managers at CO level training and resources to further build capacity on their crisis management skills and confidence, and on strengthening maintenance, testing, reviewing and implementation of BCPs at all levels to ensure they remain relevant and effective. | |

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| Action point title | Action point text | Due date (year) | Lead implementing unit [specify only one per action point only] | Lead implementing and reporting staff Owner [specify only one per action point only] | Additional units involved in implementation (if any) |
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| 3.1 BCM policy/guidance to reflect BCM as an ongoing process within business units | 3.1 Revise the UNFPA BCM policy/guidance to reflect BCM as an ongoing process within business units (and coordinated by OSC) that covers both operational and programmatic dimensions. [priority: high] | 2024 | OSC | Naqib Noory | |
| 3.2 Resources for OSC | 3.2 Ensure OSC is appropriately resourced to ensure effective and efficient coordination of, and capacity-building on, expanded BCM across business units and programmes.[priority: high] | 2025 | OSC | Naqib Noory | |
| 3.3 BCM policy/guidance and template to accommodate local variations in potential disruptions | 3.3 Revise the UNFPA BCM policy/guidance and template to accommodate local variations in potential disruptions - i.e., to include considerations related to UNFPA field offices and personnel (outside programme country capitals).[priority: medium] | 2024 | OSC | Naqib Noory | |
| 3.4 Basic provisions related to business continuity management in assessments and agreements with Implementing Partners | 3.4 Assessments and agreements with implementing partners should include basic provisions related to business continuity management.[priority: medium] | 2025 | OSC | Naqib Noory | |

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| 3.5 JIU recommendations focused on reviewing BCM, building resilience | 3.5 Ensure timely implementation of the JIU recommendations focused on reviewing BCM, building resilience through learning and reporting on the United Nations-wide ORMS policy.[priority: high] | 2025 | OSC | Naqib Noory | |
| 3.6 Capacity-building on crisis management skills and confidence for CO managers | 3.6 Provide managers at CO level training and resources to further build capacity on their crisis management skills and confidence . [priority: high] | 2026 | OSC | Naqib Noory | |
| 3.7 Strengthening maintenance, testing, reviewing and implementation of BCPs at all levels | 3.7 Strengthen maintenance, testing, reviewing and implementation of BCPs at all levels to ensure they remain relevant and effective, including broader awareness raising and staff involvement, automatization of the process and completion of a centralized BCM document/data repository to ensure all relevant stakeholders have access to the most current plans and information.[priority: high] | 2025 | OSC | Naqib Noory | |

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| **Recommendation No. 4** | *Recommendation 4. UNFPA should foster a workplace culture where all its personnel are appropriately supported and valued and where personnel and implementing partners are better prepared to anticipate, respond to and recover from crises.* | **Priority:** please refer to individual actions<br>[high, medium or low] |
| | Potential actions to be taken:<br>(a) Update and strengthen the duty-of-care framework for UNFPA non-staff personnel. Clearly define entitlements, benefits and support measures commensurate with the risks and responsibilities associated with the roles of staff vis-a-vis non-staff personnel; (b) Establish a centralized, live repository of related information accessible to all UNFPA personnel and, during crises, clearly communicate with non-staff personnel regarding their entitlements; (c) Include basic provisions related to partner commitments to, and capacity for, ensuring duty-of care of their personnel in agreements with implementing partners. | |
| **Management Response to Recommendation acceptance status**<br>[Accepted/Partially Accepted/Rejected] | ACCEPTED | |
| *If recommendation is partially accepted or rejected, provide reasons:* | UNFPA recognizes the imperative to cultivate a workplace culture that prioritizes the well-being and support of all personnel, particularly during times of crisis. The insights provided in the evaluation report underscore the importance of enhancing our efforts in this regard. In alignment with our commitment to continuous improvement, UNFPA has undertaken significant initiatives to address the disparities and challenges highlighted during the pandemic. We have launched a new People Strategy and Culture Initiative aimed at fostering a positive work environment that emphasizes the health, safety, and well-being of all our personnel. Moreover, UNFPA has implemented flexible working arrangements to accommodate the diverse needs of our staff, particularly in times of crisis. This policy empowers our personnel to manage their work-life balance effectively while responding to evolving circumstances with agility and resilience.<br><br>Recognizing the significant impact of crises on mental health, UNFPA has intensified efforts to support the psychological well-being of all our personnel. We have expanded resources and services, including the recruitment of seven regional psychosocial counselors, | |

taking charge of regional programmatic initiatives open to all UNFPA personnel. In addition, we rely on SLAs with the Rome Institute to provide additional psychosocial support as needed, particularly during the implementation of change management initiatives, staff relocating to complex duty stations, etc. Moving forward, UNFPA remains committed to addressing the specific challenges outlined in the evaluation report. We will continue to prioritize the well-being of our workforce, ensuring that they feel valued, supported, and equipped to navigate challenges effectively and we will do this by acting upon feedback received from our counselors, regional HRBP teams, the Staff Council and our staff surveys. Through ongoing initiatives and proactive measures, UNFPA will strive to foster a culture of resilience, collaboration, and care across all levels of the organization.

With regard to implementing partners, UNFPA is committed to prioritizing implementing partners who have social and environmental policies in place and takes this into consideration when selecting its implementing partners. UNFPA will strengthen the language in the selection templates to ensure it assesses the partner's commitment to and capacity for ensuring duty of care of their personnel. UNFPA's implementing partner agreement has some basic provisions related to duty of care, particularly related to child labour and sexual exploitation and abuse and will look to strengthen the language during its next revision scheduled to take place late 2024/early 2025.

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| 4.1 Updating and strengthening duty of care framework for UNFPA non-staff personnel | 4.1 Update and strengthen the duty of care framework for UNFPA non-staff personnel. Clearly define entitlements, benefits and support measures commensurate with the risks and responsibilities associated with the roles of staff and non-staff personnel.[priority: high] | 2025 | DHR | Josephine Mbithi | HRD |
| 4.2 Centralized, live repository of information for all UNFPA personnel and clear communication on entitlements for non-staff personnel | 4.2 Establish a centralized, live, repository of related information accessible to all UNFPA personnel and, during crises, clearly communicate with non-staff personnel regarding their entitlements. [priority: high] | 2025 | OSC | Naqib Noory | HRD |
| 4.3 Duty-of-care of implementing partner personnel and UNFPA assessments and agreements | 4.3 UNFPA assessments and agreements with implementing partners should include basic provisions related to partner commitments to, and capacity for, ensuring duty-of-care of their personnel.[priority: high] | 2025 | PSD | Julia Bunting | HRD |
| 4.4 Analysis/assessment of the appropriateness, relevance and outcomes of FWAs | 4.4 Conduct analysis/assessment of the appropriateness, relevance and outcomes of FWAs with a view to maintaining a baseline capacity of remote work to contribute to business continuity including in time of sudden crisis. [priority: medium] | 2025 | DHR | Josephine Mbithi | |

| Recommendation No. 5 | *Recommendation 5. UNFPA should take steps to improve the resilience of its supply chain, and ensure that the organization is in a position to continue procuring and supplying services and goods needed for the safety and security of its personnel and for effective business continuity and humanitarian programming.* | **Priority:** please refer to individual actions [high, medium or low] |
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| | Potential actions to be taken: (a) Adapt the UNFPA corporate approach to emergency procurement and management of family planning and reproductive health and other supplies, including local procurement under emergency conditions, regional stockpiling and national pre-positioning of critical supplies, while seeking synergies and efficiencies with other United Nations agencies and safeguarding quality; (b) Promptly implement the four key recommendations of the 2023 audit of the UNFPA fast-track policy and procedures for the procurement of humanitarian supplies. | |

| Management Response to Recommendation acceptance status [Accepted/Partially Accepted/Rejected] | ACCEPTED |
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| *If recommendation is partially accepted or rejected, provide reasons:* | Emergency policy and procedures are under development to provide emergency response protocol, timelines and core operational policy to allow UNFPA to respond swiftly to humanitarian emergencies.

UNFPA has taken a significant step in enhancing our supply chain management function of the organization. We have established a dedicated supply chain management unit (SCMU) that is operational from January 2022. This unit has brought all the different SCM activities of the organizations under one umbrella (Upstream, midstream, and downstream activities, from planning and to Last Mile Assurance). The SCMU is undergoing a realignment process, approved by the EC, to further strengthen the supply chain management function of the organization. The key features of this realignment are as follows:
 1. Establishment of 4 main pillars covering the following areas
    - Pillar 1 - SCM resilience and capacity development (Supply and Demand Planning, SCM Capacity development, Health System Strengthening, Humanitarian Supplies, Supply chain solutions, Last Mile Assurance
    - Pillar 2 - Supply Operations (Strategic Sourcing, Development Supplies, Logistics Management Services including pre-positioned stock and freight)
    - Pillar 3 - Quality Management system and GRC (Governance, Risk and Compliance) - Covering product and process quality
    - Pillar 4 - Support Services (HR, Finance, ICT and Inventory control and accounting)
 2. Establish dedicated procurement operations teams to manage the following areas
    - Development supplies (Programme procurement)
    - Humanitarian supplies (Humanitarian interventions in close collaboration with the HRD)
    - Supply Chain Solutions (Third Party Procurement Services)
 3. Supply Chain Management regional desks are established in every Regional Office, making them report to the Regional Office and the SCMU.
UNFPA will expedite the full scale implementation of the SCMU realignment process in 2024 and 2025. UNFPA will complete the development of the Emergency Policy and Procedures which is currently ongoing and ensure the complete implementation of the remaining two recommendations of the audit on FTPs for humanitarian supplies. |

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| 5.1 UNFPA corporate approach to emergency procurement and management of family planning and RH and other supplies | 5.1 In line with recommendations from the Evaluation of the UNFPA Capacity in Humanitarian Action 2012-2019, adapt the UNFPA corporate approach to emergency procurement and management of family planning and RH and other supplies (such as PPE), including local procurement under emergency conditions, regional stockpiling and national pre-positioning of critical supplies, while seeking synergies and efficiencies with other United Nations agencies and safeguarding quality.[priority: medium] | 2025 | SCMU | Karen Hong | HRD |
| 5.2 UNFPA Emergency Policy and Procedures (EPP) and implementation of the remaining two Audit recommendations on FTPs for humanitarian supplies | 5.2 Promptly develop the UNFPA Emergency Policy and Procedures (EPP) and implement the remaining two recommendations of the Audit on FTPs for humanitarian supplies, which have not been overcome by the EPP.[priority: high] | 2024 | HRD | Shoko Arakaki | DHR, SCMU, FASB, OSC, DMS, OED, PSD |

| **Recommendation No. 6** | *Recommendation 6. UNFPA should strengthen its systems to plan, monitor and report on results achieved in response to serious disruptions.* | **Priority:** please refer to individual actions [high, medium or low] |
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| | Potential actions to be taken: (a) Embed practical, consistent and robust (i.e., appropriately resourced and with data collection capacity) monitoring systems for ad-hoc and exceptional data collection and reporting requirements; (b) Revise the strategic plan results framework (specifically under Output 5 – Humanitarian Action) to ensure that indicators can effectively be measured and reported on in crisis situations; (c) Build and resource country office and implementing partner data collection expertise and resilience via expertise in technical and digital solutions, identification of third-party monitoring providers, among others. | |
| **Management Response to Recommendation acceptance status** [Accepted/Partially Accepted/Rejected] | PARTIALLY ACCEPTED | |
| *If recommendation is partially accepted or rejected, provide reasons:* | In the planning of the new SP (2026-2029) the results framework will be reviewed and revised as necessary. However, Output 5 already has an array of indicators related to humanitarian settings. Furthermore, UNFPA results systems enable addition of indicators to monitor and report on crisis responses, and those are widely used by business units.\n\nUNFPA does not agree with the proposal to set up monitoring systems for ad-hoc/exceptional data collection and reporting requirements. UNFPA cannot foresee the exact requirements for ad-hoc/exceptional data collection, therefore developing such a | |

| | monitoring system is not a good use of resources. When the need arises, UNFPA develops data collection for ad-hoc/exceptional data collection and reporting requirements, as was the case with collecting data on UNFPA response to Covid-19. |
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| | UNFPA will finalise the humanitarian results monitoring indicators and share with country offices to support countries in the monitoring of humanitarian emergencies. Furthermore, a humanitarian data framework which has a chapter on monitoring and evaluation will be developed to guide and build expertise of country offices and partners in the monitoring of emergencies. |

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| --- | --- | --- | --- | --- | --- |
| 6.1 Leveraging existing results frameworks, indicators for monitoring/reporting on crisis responses | 6.1 To the extent possible, leverage existing results frameworks, indicators (e.g., for the UNFPA Strategic Plan) for monitoring/ reporting on crisis responses.[priority: medium] | 2024 | HRD | Shoko Arakaki | TD, PSD |
| 6.2 SP results framework to ensure that indicators can effectively be measured and reported on in crisis situations | 6.2 Revisit/revise the SP results framework (specifically under Output 5 – Humanitarian Action) to ensure that indicators can effectively be measured and reported on in crisis situations.[priority: high] | 2025 | PSD (PSIPB) | Julia Bunting | TD |
| 6.3 Building and resourcing country office and implementing partner data collection expertise and resilience | 6.3 Build and resource country office and implementing partner data collection expertise and resilience via expertise in technical/digital solutions, identification of third-party monitoring providers etc.[priority: high] | 2026 | HRD | Shoko Arakaki | |

| Recommendation No. 7 | *Recommendation 7. UNFPA should systematize its organization-wide knowledge management and learning to capitalize on innovations, maximize effectiveness and ensure no one is left behind.* | **Priority:** please refer to individual actions [high, medium or low] |
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| | Potential actions to be taken: (a) As part of a UNFPA knowledge management system, introduce a suite of rapid assessment and learning tools that can be quickly deployed to analyse, disseminate and scale up positive practices or lessons; (b) Seek to leverage existing UNFPA innovations or collaborate externally to anticipate/plan for future disruptions related to unpredictable events (e.g., pandemics) or specific planning for more likely scenarios (e.g., related to climate change). | |
| **Management Response to Recommendation acceptance status** [Accepted/Partially Accepted/Rejected] | ACCEPTED | |

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| *If recommendation is partially accepted or rejected, provide reasons:* | UNFPA has integrated information technology (IT) into knowledge management and innovation through its Knowledge Share Hub platform. Going forward, all forms of knowledge— from initial ideas and pilots to innovative solutions and scaled-up interventions— will be systematically captured, aided by the development of an AI tool. This comprehensive approach extends to capturing essential innovations and knowledge products across development, humanitarian, and peace efforts, spanning all thematic areas. |

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|---|---|---|---|---|---|
| 7.1 Rapid assessment and learning tools in UNFPA knowledge management system | 7.1 As part of a UNFPA knowledge management system, introduce a suite of rapid assessment and learning tools that can be quickly deployed to analyze, disseminate and/or scale up positive practices or lessons.[priority: high] | 2025 | PSD (PSIPB) | Julia Bunting | HRD |
| 7.2 Systematic reflection and learning on the impact and outcomes of innovative work | 7.2 Conduct more systematic reflection and learning on the impact and outcomes of innovative work, e.g., internet-based, mobile/remote modes of service delivery, including the challenges posed by the digital divide and ways to surmount these to ensure LNOB.[priority: medium] | 2025 | EO/Innovation | Samuel Choritz | ITSO, TD, PSD |
| 7.3 Leveraging existing UNFPA innovations or collaborate externally to anticipate/plan for future disruptions | 7.3 Seek to leverage existing UNFPA innovations or collaborate externally to anticipate/plan for future disruptions related to unpredictable events (e.g., pandemics) or specific planning for more likely scenarios (e.g., related to climate change).[priority: low] | 2025 | PSD (PSIPB) | Julia Bunting | TD |
| 7.4 Awareness and access to innovation and learning initiatives and products | 7.4 Increase awareness and accessibility of innovation and learning initiatives and products to the whole of UNFPA.[priority: high] | 2025 | EO/Innovation | Samuel Choritz | ITSO, TD, PSD, DHR |