



19 December 2022

## **UNFPA Management Response to the “Formative Evaluation of UNFPA’s Engagement in UNDS Reform”**

UNFPA Management Response to <i>[Formative Evaluation of UNFPA's Engagement in UNDS Reform]</i>						
Evaluation Report Issue Date [DD/MM/YY]	<u>Evaluation report tag</u> <i>[choose 1 from the list below]:</i> 1. Programme Level Evaluation (non CPE or RPE evaluations)	<u>Additional attributes</u> <i>[joint, impact or institutional]</i>	UNFPA Business Units Responsible for implementation <i>[list all]</i>	Heads of Responsible Business Units <b>Final approvers</b>	Responsible Unit Managing/Coordinating Focal Point <i>[name and email address]</i>	Date of submission
	Programme Level Evaluation	Formative	PSD, Change Management Secretariat, ERM Secretariat, DHR, DMS, HRD, TD, Regional Offices, Caribbean SRO and Pacific SRO.	Arthur Erken, Director of PSD; Soohyun Kim, Chief of IIPDB/PSD; Charles Katende, Chief of PSIPB/PSD; Elena Pirondini, Chief of Corporate Performance and Foresight Unit/OED; Arturo Pagan, Deputy Director of DHR; Marvin Hoff, CDTMB/DHR; Oliver Buehler, Chief of FASB/DMS;	Alexander Pak, IIPDB/PSD; Tharanga Godallage, PSIPB/PSD; Ingo Piegler, HRD; Stefania Letta, OSQAB/PSD; Robert Stevens, IIPDB/PSD;	

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

*[List all recommendations below as they appear in the Evaluation Report]*

Recommendation No. 1	<i>Provide a stronger strategic direction on UNDS Reform</i>	Priority: High <i>[high, medium or low]</i>
	<p>Recommendation 1. UNFPA should provide stronger strategic direction for its workforce within the framework of its strategic plan for its engagement with the United Nations development system reform.</p> <p>1. To ensure a comprehensive and results-oriented approach to its engagement in the UNDS reform, and within the framework of the UNFPA Strategic Plan 2022-2025, UNFPA should develop an explicit strategy for UNFPA engagement in the UNDS reform. This strategy should not imply that UNFPA has not</p>	

embraced or integrated principles of the reform into its programme of work and strategic plans, but rather attempt to further deepen the implementation of the reform. Specifically, the strategy should aim to:

- a. Ensure wide consultations across all elements of the UNDS reform to facilitate and enhance operationalization of the strategy.
- b. Explain how UNFPA will further contribute to the reform and set out the actions to be undertaken to maximize the benefits from the reform and manage the associated costs and risks (including those set out in this set of recommendations).
- c. Ensure actions will result in UNDS reform mainstreamed throughout the organization.
- d. Link the strategy to the change management process set out in recommendation 2.

2. In connection with the above, and to anchor the engagement strategy in the UNFPA Strategic Plan 2022-2025, UNFPA should examine, in the context of the MTR of the current Strategic Plan, whether the UNDS reform should be considered an accelerator for the achievement of the outputs of the strategic plan and use the opportunity of the mid-term review (MTR) to reflect on this issue.

3. UNFPA should review the body of strategies and policies across the organization to ensure consistency with the UNDS reform and address gaps where necessary to strengthen the organization's contributions to and benefit from the reform process.

**Management Response to Recommendation acceptance status**

[Accepted/Partially Accepted/Rejected]

Partially accepted

As the evaluation report highlights, UNFPA has made critical contributions to UNDS Reform, and has actively engaged in its design and implementation. UNFPA has played a leadership role in the design of UNDS Reform by co-chairing the Strategic Financing Results Group of the UNSDG and co-leading the re-design of the UNDAF, into the United Nations Sustainable Development Cooperation Framework (UNSDCF). Through UNFPA's contribution to the design of UNDS Reform, the Fund supported robust system-wide programmatic approaches that maintained a strong focus on human rights, gender equality and leaving no one behind. Over the past four years, UNFPA has played an equally important role in the implementation of reform provisions, in particular by co-chairing the Business Innovation Group (BIG). Through UNFPA's leadership in the BIG, the Fund has played a key role in rolling out the common business operations agenda, toward the realization of operational efficiencies. At country-level UNFPA remains an active UNCT member and is among UN entities with the highest number of joint programmes.

While UNFPA's overarching approach to UNDS is articulated in the Strategic Plan 2022-2025, the Fund agrees that a more systematic strategic approach for its engagement in UNDS Reform is required to consolidate and deepen its implementation of reform provisions. UNFPA will articulate a more systematic and strategic approach to UNDS Reform through a strategy or action plan, that will be anchored in its Strategic Plan and seek to support coherent UN system responses for the achievement of the SDGs and the three transformative results (3TRs), in the context of the SDGs. The strategy will be developed through a broad consultative process, with UNFPA's Inter-Divisional Working Group on UNDS Reform.

*If recommendation is partially accepted or rejected, provide reasons:*

UNDS Reform, and the broader UN system coordination and coherence agenda, must become a cross-cutting way of working or modus operandi, for all UN entities. UNFPA believes that further mainstreaming of UNDS Reform in its current Strategic Plan framework, including its theory of change, will increase organization-wide ownership of UNDS Reform, in line with recommendation two. A separate accelerator on UNDS Reform in UNFPA’s Strategic Plan may silo inter-agency work, which undermines the principles of UNDS Reform.

Further mainstreaming UNDS Reform within the current Strategic Plan framework will enable UNFPA to further leverage the broader UN system to achieve the three transformative results, across six accelerators.

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

Action point title	Action point text	Due date (MM/DD/YYYY)	Lead implementing unit [specify <b>only one</b> per action point only]	Lead implementing and reporting staff <b>Owner</b> [specify <b>only one</b> per action point only]	Additional units involved in implementation (if any)
1a. Develop an explicit strategy for UNFPA Engagement in UNDS Reform	UNFPA will articulate a more systematic and strategic approach to UNDS Reform through the development of a strategy, within the current framework of the Strategic Plan 2022-2025, in support of the achievement of the SDGs and the three transformative results. The strategy will build on and consolidate UNFPA’s ongoing implementation of UNDS Reform while more explicitly integrating the principles of UNDS Reform into the Fund’s programmatic, technical and operations work. The strategy will be developed through broad internal consultations, and senior level guidance through the Inter-Divisional Working Group on UNDS Reform.	12/31/2023	Policy and Strategy Division	Soohyun Kim	DCS, DHR, DMS, HRD, TD, Regional Offices, and Country Offices
1b. Examine whether the UNDS reform should be considered an accelerator	Not accepted.				
1c. Review strategies and policies to ensure consistency with the UNDS reform	UNFPA will build on its prior efforts to align its internal strategies and policies with system-wide priorities. Through the articulation of a more systematic and strategic approach to UNDS Reform, the Fund will review relevant internal strategies and policies and ensure alignment with system-wide priorities.	12/31/2023	Policy and Strategy Division	Charles Katende	TD, HRD, DCS, Regional Offices, and Country Offices

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

*[List all recommendations below as they appear in the Evaluation Report]*

<b>Recommendation No. 2</b>	<i>Deepening Internalization of UNDS Reform</i>	<b>Priority: High</b> [high, medium or low]
	<p>Recommendation 2. UNFPA should work towards broadening the ownership and deepening the institutionalization and internalization of the reform of the United Nations development system at all levels of the organization.</p> <ol style="list-style-type: none"> <li>1. To broaden familiarity with and ownership of the UNDS reform across the whole organization, UNFPA should establish a formal change management process that encourages change in the understanding and mindsets of staff, tailored to different groups. The process should include the following elements:               <ol style="list-style-type: none"> <li>a. Reviewing UNFPA working arrangement regarding reform implementation;</li> <li>b. Addressing communications and capacity strengthening about the reform;</li> <li>c. Introducing methods to monitor change, such as broad staff surveys.</li> </ol> </li> <li>2. To better institutionalize the UNDS reform and linked to the recommended strategy for engagement in the UNDS reform (see recommendation 1), UNFPA should examine and adapt as necessary the roles and responsibilities of different UNFPA business units, including the Humanitarian Office (HO), and relevant internal working arrangements, first and foremost the inter-divisional working group on UN Reform.</li> <li>3. To better internalize the UNDS reform, UNFPA should strengthen its internal communication of the reform, including with additional practical examples of good practices from within UNFPA or other United Nations agencies that can be replicated in similar contexts and across regions or adapted to fit UNFPA's needs.</li> </ol>	
<b>Management Response to Recommendation acceptance status</b> [Accepted/Partially Accepted/Rejected]	<p>Accepted.</p> <p>As referenced by the evaluation report, since 2018 UNFPA has worked to build organization-wide ownership on UNDS Reform at all levels. To support UNFPA's contribution to the design of UNDS Reform, and UNFPA's entity specific implementation of UNDS Reform, an Inter-divisional Working Group (IDWG) on UNDS Reform was established under the leadership of the Deputy Executive Director for Management. The IDWG plays an important role in ensuring UNFPA's alignment with UNDS Reform mandates and facilitating organization wide implementation and ownership of UNDS Reform processes. UNFPA regional and country offices, play a large role in the work of the IDWG and contribute to organizational knowledge exchange and learning. The work of the IDWG has been complemented by specific efforts to build knowledge, capacity, and ownership of UNFPA staff across various reform streams. For example, for the past several years, UNFPA headquarters has facilitated a global webinar series on the UN Sustainable Development Cooperation Frameworks. In addition, region specific webinars have been provided to UNFPA staff, on the Management and Accountability Framework, regional reform, and common business operations, in an effort to expand ownership on UNDS Reform implementation.</p>	

		UNFPA accepts the recommendation, noting that while UNFPA has been a strong, constructive supporter of the UNDS reform from the beginning and has made extensive efforts to institutionalize the reform, there is still room for broadening ownership and further institutionalizing and internalizing UNDS reform across the entire organization. Therefore, UNFPA will adopt a change management approach structured around three pillars: communications, engagement and training/capacity-building. This change management approach will be fully aligned with UNFPA's more systematic and strategic approach to UNDS Reform, as referred to in Recommendation 1. These change management streams will be launched under the overarching umbrella of the ongoing "Culture Initiative" which aims to foster an organizational culture that will ensure that UNFPA is fit for purpose, ready to meet new challenges, and poised to deliver on the three transformative results - ensuring the UNDS Reform can be an integral part of UNFPA's organizational culture.			
<i>If recommendation is partially accepted or rejected, provide reasons:</i>					
<i>If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued</i>					
<b>Action point title</b>	<b>Action point text</b>	<b>Due date (MM/DD/YYYY)</b>	<b>Lead implementing unit [specify <u>only one</u> per action point only]</b>	<b>Lead implementing and reporting staff Owner [specify <u>only one</u> per action point only]</b>	<b>Additional units involved in implementation (if any)</b>
2a. Strengthening of internal communication on the UNDS reform	UNFPA will ensure a) more targeted and regular internal communication; b) increased sharing of best practices; and c) more joint efforts with the UN Communications Group and key agencies.	11/01/2023	Policy and Strategy Division	Alexander Pak	DCS, TD, HRD and Change Management Secretariat
2b. Strengthen the monitoring of UNDS Reform implementation through broad staff surveys and results reporting systems	Building on UNFPA's three internal surveys on UNDS Reform implementation, the Fund will ensure that the methodology for the fourth internal survey is directed toward a broad range of staff, across different job functions. In addition, internal results reporting systems will be updated to strengthen accountability for joint work and collaboration.	12/31/2023	Policy and Strategy Division	Alexander Pak	DMS, DCS, HRD, TD, Regional Offices and Country Offices
2c. Increased organization-wide engagement in the UNDS reform	In the context of the Culture Initiative, UNFPA will a) provide more regular updates on the UNDS reform to its Executive Committee; b) organize dedicated consultations on the UNDS reform with Country Offices, Regional Offices, and HQ; c) ensure that the UNDS reform is on the agenda of the Regional Planning Meetings; d) have a thematic focus on the UNDS reform at minimum two Change Dialogues annually; and e) review the structure and working modalities of the Interdivisional Working Group (IDWG) on UNDS reform.	11/01/2023	Change Management Secretariat (CMS)	Elena Pirondini	OED, PSD

2d. Enhanced training and capacity-building	UNFPA will a) develop a new course on the UNDS reform to be part of the package of onboarding courses; b) ensure that going forward the UNDS reform is included in all relevant existing training and induction (e.g., the managerial certification programme); and c) organize dedicated training sessions on the UNDS reform for Country Offices, Regional Offices, and HQ.	12/31/2023	Division of Human Resources	Marvin Hoff	PSD and Change Management Secretariat
2e. Integration of the UNDS reform in UNFPA Culture Initiative	UNFPA will a) reflect commitment to the UNDS reform in the wording of the Principles for UNFPA's aspirational culture and in the design of the key actions, when relevant; and b) include the 'organizational culture aspect' into UNFPA's more systematic and strategic approach to UNDS Reform.	06/01/2023	Change Management Secretariat (CMS)	Elena Pirondini	OED, PSD

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

*[List all recommendations below as they appear in the Evaluation Report]*

<b>Recommendation No. 3</b>	<b><i>Address Human Resource Challenges arising from UNDS Reform</i></b>	<b>Priority: High</b> [high, medium or low]
	<p>Recommendation 3. UNFPA should address human resource challenges arising from the reform of the United Nations development system and incentivize more staff to work in collaboration with their colleagues from other United Nations agencies.</p> <ol style="list-style-type: none"> <li>1. To help UNFPA staff better manage workloads related to dedicated UNDS reform processes and mechanisms and engage even better, whereby avoiding staff dissatisfaction, UNFPA should ensure that responsibilities are planned, acknowledged and accounted for in individual staff Performance Appraisal and Development (PAD) - at all levels of the organization.</li> <li>2. Going beyond dedicated UNDS reform processes and mechanisms, and to broaden ownership of the reform within the organization and achieve more United Nations system-wide coherence, UNFPA should prepare guidance on using the PAD system to incentivize and recognize staff who collaborate with and leverage other United Nations agencies to achieve their work objectives, including for work across the development-humanitarian-peace continuum.</li> <li>3. As service recipient, UNFPA should ensure that the concerns of its operations staff about potential negative implications of the transition to shared service centres on jobs and career paths are reflected in the final UNSDG Human Resource Transition Strategy, following which it should develop and communicate internal UNFPA guidance and tools.</li> </ol>	

<b>Management Response to Recommendation acceptance status</b> [Accepted/Partially Accepted/Rejected]	Accepted.  As acknowledged by the evaluation report, UNFPA has made changes to its human resources approaches, to ensure full alignment with UNDS Reform. With the establishment of the independent Resident Coordinator system, UNFPA quickly modified the job descriptions of its Country Representatives to reflect the mutual accountability and collective ownership principle enshrined in UNDS Reform. For the past several years, all UNFPA Country Representatives have a specific performance output related to their work as members of the UNCT, and all Resident Coordinators are feedback providers on the performance of UNFPA Country Representatives. Moreover, in approximately 30 countries where UNFPA did not have an international representative, the Fund empowered the senior national professional officer to take the role of “Head of Office.” This change supported the strengthening of UNFPA’s programmatic and management capacities, in line with the Management and Accountability Framework. Lastly, UNFPA has mandates SDG certification training for all managers, to ensure UNFPA staff are able to work more collaboratively at all levels.  UNFPA acknowledges that increased inter-agency coordination and coherence, as a result of UNDS Reform, has affected staff responsibilities and roles at all levels. Building on UNFPA’s previous efforts to integrate UNDS Reform into its human resources approaches, the Fund has placed a stronger focus on inter-agency collaboration and joint work in the UNFPA 2030 People Strategy. Going forward, UNFPA is committed to reflect inter-agency work in all relevant job descriptions, and that staff performance in the area of inter-agency coordination is acknowledged and rewarded.				
<i>If recommendation is partially accepted or rejected, provide reasons:</i>					
<i>If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued</i>					
<b>Action point title</b>	<b>Action point text</b>	<b>Due date (MM/DD/YYYY)</b>	<b>Lead implementing unit [specify <b>only one</b> per action point only]</b>	<b>Lead implementing and reporting staff <b>Owner</b> [specify <b>only one</b> per action point only]</b>	<b>Additional units involved in implementation (if any)</b>
3a. Ensure staff work on UNDS Reform is included in the Performance Appraisal and Development (PAD)	In line with the Fund’s new 2030 People Strategy, UNFPA will develop key performance indicators that each office can then adapt to their local context. As part of this process, UNFPA will ensure that indicators related to UNDS reform, such as on joint programmes, coordination and management are well integrated in these indicators and as such will be reflected in the individual workplans of staff.	12/31/2023	Division for Human Resources	Marvin Hoff	PSD, TD, DCS, DMS, HRD
3b. Prepare guidance on using the PAD to incentivize and recognize inter-agency work	UNFPA acknowledges that recognizing, rewarding and incentivizing inter-agency collaboration will be critical to promote the cultural shift articulated in recommendation 2. To this end, as a part of UNFPA’s ongoing Culture Initiative, the Fund	12/31/2023	Division for Human Resources	Marvin Hoff	Change Management Secretariat



	will review its competency framework in the context of UNDS Reform. Together with the development of key performance indicators, the process will enable integration of the inter-agency collaboration into the core values in the PAD system, and that performance appraisals are used to recognize those colleagues who collaborate with and leverage other UN agencies to achieve their work objectives				
3c. Ensure concerns of operations staff on potential negative implications of UNDS Reform on jobs and career paths are reflected in the final UNSDG Human Resource Transition Strategy	While the establishment of the local shared service centres (LSSCs) is still under development, in a situation where an office may be impacted by an LSSC related review, UNFPA will: 1) provide timely and regular information 2) strongly recommend our affected staff to be taken on board as part of the LSSC if applicable 3) to develop a general guidance to support staff who may be affected by abolishment of posts, including timely information and career support.	12/31/2023	Division for Human Resources	Arturo Pagan	DMS, Impacted Regional and Country Offices

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

*[List all recommendations below as they appear in the Evaluation Report]*

<b>Recommendation No. 4</b>	<b><i>Address programmatic challenges and risk arising from UNDS Reform</i></b>		<b>Priority: High</b> [high, medium or low]
	<p>Recommendation 4. UNFPA should address United Nations development system reform-related challenges and risks for its programme work.</p> <ol style="list-style-type: none"> <li>1. To clarify and further improve the derivation of the priorities of its CPDs from Cooperation Frameworks, UNFPA should continue working with the Inter-Agency Working Group on Programme Development and Results and adapt and make better use of its internal quality assurance mechanisms.</li> <li>2. To better leverage United Nations sister agencies and other development partners, UNFPA should adapt further corporate guidance and support mechanisms, including at the regional level, for including relevant transformative results indicators across UNSDCF's and for generating the necessary monitoring data across UNFPA key areas of work in line with programme country needs.</li> </ol>		

3. In light of budget shortfalls for the Resident Coordinator system in recent years and the state of the global economy, UNFPA should ensure an effective management of associated risks, and potential constraints on UNFPA programmes as a consequence.
4. In a situation of uncertainty regarding shared service centres and to avoid disruptions and ensure sustainability of administrative and financial services for achieving results, UNFPA should ensure an effective management of risks that it is exposed to with the further implementation of the efficiency agenda, and especially the transition to shared service centres, in terms of reliability, costs and quality of services.

**Management Response to Recommendation acceptance status**  
 [Accepted/Partially Accepted/Rejected]

Accepted.

As acknowledged by the evaluation report, UNFPA continues to actively engage in the development and implementation of Common Country Analysis (CCA) and Cooperation Frameworks, for enhanced coordination and coherence of United Nations development system activities at the country level. With the Cooperation Framework as the most important instrument and planning and implementation of UN development activities at country-level in support of the implementation of the 2030 Agenda for Sustainable Development, UNFPA ensures that its Country Programmes are derived from and fully aligned with the Cooperation Framework through existing regularly updated internal quality assurance mechanisms for Country Programmes. Moreover, through UNFPA's Strategic Plan for 2022-2025, the Fund has placed a significant focus on accelerating collective action to achieve the three transformative results. To this end UNFPA Strategic Plan 2022-2025 includes indicator OE 1.21 to measure the proportion of new UNSDCF that integrated the ambition and acceleration for: a) ending preventable maternal deaths; b) ending unmet need for family planning; ending gender-based violence. In 2021, UNFPA undertook an analysis of the Fund's engagement in the development of CCAs and Cooperation Frameworks, to assess its substantive contributions to the work of UNCTs. Nearly all the 56 CCAs and Cooperation Frameworks that have been developed since the start of the reforms, integrate the critical issues of ending unmet need for family planning, ending preventable maternal deaths, and ending gender-based violence and harmful practices, as a means for achieving the SDGs.

In this regard, UNFPA will integrate the recommendations of the evaluation into its quality assurance and risk management processes. The Fund's ongoing revamping exercise of the Country Programme internal quality assurance process will further strengthen the alignment and derivation of UNFPA Country Programmes with Cooperation Frameworks. In addition, UNFPA's internal Enterprise Risk Management policy encompasses all areas that may impact UNFPA's programmatic implementation at country level. At the inter-agency level, UNFPA will continue to engage constructively with UNSDG entities to enhance programmatic effectiveness and manage risks.

*If recommendation is partially accepted or rejected, provide reasons:*

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

Action point title	Action point text	Due date (MM/DD/YYYY)	Lead implementing unit [specify <b>only one</b> per action point only]	Lead implementing and reporting staff <b>Owner</b>	Additional units involved in implementation (if any)
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				<b>[specify only one per action point only]</b>	
4a. Work within the Inter-Agency Working Group on Programme Development and Results on CF-CPD derivation	UNFPA will continue to be an active member of the UNSDG Inter-Agency working group (IAWG) on Programme Development and Results. It is expected that the IAWG will further articulate the derivation process in 2023.	12/31/2023	Policy and Strategy Division	Stefania Letta	Regional Offices and Country Offices
4b. Develop guidance to include 3TRs in UNSDCF results frameworks	UNFPA will continue to position three transformative results centrally in the system-wide results frameworks, including in the UN Cooperation Frameworks. To this end, UNFPA will develop guidance for country offices on the implementation of the new system-wide output indicator framework for measuring the UN contribution towards the SDGs, which includes indicators on UNFPA's key thematic areas.	12/31/2023	Policy and Strategy Division	Tharanga Godallage	TD, Regional Offices, Country Offices.
4c. Effectively manage risks resulting from common business operations at country-level	<p>UNFPA will continue to monitor and manage risks related to common business operations, including the quality of services received. To this end, UNFPA will start using UNAll in field offices with the introduction of ERP Quantum in 2023.</p> <p>With the introduction of UN All as a service desk for UNDP as well as for services provided by UNDP a platform was created that will allow clients to provide instant response of the quality of the service received. With this set of new data both UNFPA as a service recipient as well as UNDP as a service provider will be able to analyze the strengths and weaknesses of the provided services and it will allow the service provider to make the necessary adjustments for a more satisfactory service provision.</p>	12/31/2023	Division for Management Services	Oliver Buehler	Regional Offices, Country Offices

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

*[List all recommendations below as they appear in the Evaluation Report]*

### Recommendation No. 5

*Accelerate implementation of the MCO Review recommendations*

**Priority: High**

[high, medium or low]

Recommendation 5. UNFPA should re-assess the way it works in multi-country environments to deliver impact and accelerate the implementation of the commitments made to the Multi-Country Office Review.

1. In order to best position UNFPA to achieve the transformative results and implement the SAMOA pathway priorities in countries and territories serviced by MCOs, UNFPA should reflect on and define principles for engagement with programme country governments and UNCTs in such environments, clearly stating the level of ambition for the organization. Starting with the Pacific and the Caribbean, the process should:
  - a. Engage UNFPA staff in sub-regional offices (SROs), regional offices and include targeted consultations with the Development Coordination Office (DCO) and the UNDS, in particular those United Nations agencies with similar footprints, as well as Member States.
  - b. Guide SROs on how to engage and prioritize engagement with the plurality of inter-agency coordination mechanisms in these settings.
  - c. Explore the possibility of linking with existing (or creating a new) community of practice or network of technical staff with Small Island Developing States (SIDS) expertise that can be drawn upon as needed.
  - d. Factor UNSDCFs and multi-country programme commitments into strategic thinking around the composition, organization, footprint and resourcing of the SROs.
  - e. Support regional offices in guiding the sub-regions in implementing the principles for engagement.
  
2. To ensure that both UNFPA and the UNDS fulfill their commitments resulting from the MCO review, as well as to manage expectations of Member States, UNFPA should do its part to accelerate the commitments made to the review. To this end UNFPA should:
  - a. Support DCO to build further on the work stream on “Action Area 3 Strengthened and more visible policy and technical resources” and in unison with other United Nations agencies explore improved and feasible support to countries.
  - b. Plan for an internal discussion on the entity-specific commitments made by the organization to identify the bottlenecks and accelerate progress or amend these commitments as necessary.
  
3. UNFPA should capitalize on experience and lessons learned from a new way of working in multi-country environments to explore benefits for other situations where UNFPA staff are dealing with multiple programme countries and UNCTs (e.g., in the Indian Ocean).

<b>Management Response to Recommendation acceptance status</b> [Accepted/Partially Accepted/Rejected]	Accepted.  UNFPA is committed to implementation of the recommendations of the Multi-Country Office (MCO) review. Through the Strategic Plan 2022-2025, UNFPA has significantly increased the regular resource allocation and its presence in the Caribbean and the Pacific. In the Caribbean, UNFPA has decentralized several positions, to ensure more effective coverage of Caribbean countries, including by moving the position of Sub-Regional Office Deputy Director from Jamaica to Barbados, the Sexual and Reproductive Health Advisor position from Jamaica to Guyana, and the Humanitarian and Climate Resilience Advisor position from Panama to Trinidad and Tobago. Moreover, the UNFPA Regional Office for Latin America and the Caribbean has added a dedicated position that will exclusively support UNFPA’s Caribbean offices. UNFPA has also establish senior national positions, including in Jamaica, Antigua and Barbuda, and St. Lucia. Similarly in the Pacific, UNFPA has recruited additional national staff positions, including Assistant Representatives in the Federated States of Micronesia and Samoa, as well as senior national officer positions in Tonga, Samoa, and the Solomon Islands.  To build on UNFPA’s implementation of the recommendations of the MCO review, the Fund will further articulate the principles for its engagement in MCO contexts and enhance its programmatic offers, including through the inter-agency mechanisms at all levels. Through the articulation of UNFPAs more systematic and strategic approach to UNDS Reform, the Fund will also ensure that its offices in the Caribbean and Pacific can leverage lessons learned and best practices in supporting Small Island Developing States.
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5a. Reflect and define principles of engagement in MCO contexts	Building on investments made to UNFPA’s sub-regional offices and through the articulation of a more systematic strategic approach on UNDS Reform, within the framework of the Strategic Plan 2022-2025, the Fund will define the principles of engagement in MCO contexts. As a part of this process, UNFPA will engage with staff internally and UN system partners to reflect on its presence and staff capacity in MCOs.	12/31/2023	Asia Pacific and Latin America and Caribbean Regional Offices	Regional Directors	DCS, TD, HRD, PSD Sub-Regional Office, Caribbean Sub-Regional Office

5b. Consider establishing a community of practice on SIDS	The Fund will explore the proposed action to establish a community of practice or network of technical staff with SIDS expertise as part of its overall review of programme and technical support mechanisms which is ongoing. This exploration will include the documentation of lessons learned.	12/31/2023	Policy and Strategy Division	Arthur Erken	DCS, DMS, TD, HRD, Regional Offices and Country Offices
5c. Increase global support to regional offices and sub-regional offices working in MCO contexts.	UNFPA headquarters will increase its support to regional offices and sub-regional offices working in MCO contexts. Building on results from the Fund's third internal survey on UNDS Reform implementation, and dedicated consultations with relevant offices, UNFPA headquarters will develop a roadmap for supporting the offices working in MCO contexts.	12/31/2023	Policy and Strategy Division	Arthur Erken	TD, HRD, Asia-Pacific Regional Office, Latin America and Caribbean Regional Office, Pacific Sub-Regional Office, Caribbean Sub-Regional Office
5d. Support the implementation of system-wide recommendations on the MCO review.	With regards to the proposed action to revive the work stream on "Action Area 3 Strengthened and more visible policy and technical resources" UNFPA will continue to support the system-wide implementation of MCO review recommendations. The Fund will suggest to DCO that an inter-agency discussion take place on the status of implementation of the MCO review, and that an inter-agency decision be taken should any further actions needed.	12/31/2023	Policy and Strategy Division	Alexander Pak	Asia-Pacific Regional Office, Latin America and Caribbean Regional Office, Pacific Sub-Regional Office, Caribbean Sub-Regional Office
5e. Mainstream lessons learned of working in MCOs to other contexts	Through the articulation of a more systematic and strategic approach on UNDS Reform, within the framework of the Strategic Plan 2022-2025, UNFPA will ensure that lessons learned from its work in MCO contexts are collected, shared, and mainstreamed in the Fund's broader engagement in UNDS Reform, and for the benefit of other UNFPA country offices.	12/31/2023	Policy and Strategy Division	Robert Stevens	Asia-Pacific Regional Office, Latin America and Caribbean Regional Office, Pacific Sub-Regional Office, Caribbean Sub-Regional Office

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

*[List all recommendations below as they appear in the Evaluation Report]*

<b>Recommendation No. 6</b>	<b><i>Strengthen knowledge of humanitarian staff on UNDS Reform</i></b>	<b>Priority: Medium</b> [high, medium or low]
	<p>Recommendation 6. UNFPA should make special efforts to ensure that those working in humanitarian contexts make best use of the reform of the United Nations development system, especially to use the reform in working with partners across the development-humanitarian-peace continuum.</p> <p>1. To ensure broader ownership and better integration of the UNDS reform in humanitarian work and contexts, UNFPA should:</p>	

	<ul style="list-style-type: none"> <li>a. Encourage more active participation of the Humanitarian Office into discussions on the reform, including in the context of the MAF - e.g., by ensuring that Humanitarian Office colleagues fully participate in consultations on the UNDS reform as well as discussing UNDS reform integration and implications in humanitarian settings.</li> <li>b. Develop better internal communication of the implications of the UNDS reform for UNFPA humanitarian operations as well as development work in humanitarian settings, including both challenges and opportunities.</li> <li>c. Undertake better integration of UNDS reform into UNFPA humanitarian guidance and policy documents.</li> </ul>
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<b>Management Response to Recommendation acceptance status</b> [Accepted/Partially Accepted/Rejected]	<p>Accepted.</p> <p>With increasing natural disasters and crises, the linkage between UNFPA’s development and humanitarian work has never been more important. UNDS Reform processes can be a catalyst for ensuring more complementarity between development and humanitarian work, while ensuring adherence to humanitarian principles. Under the leadership of Resident Coordinators, that also serve as Humanitarian Coordinators, UNFPA has experienced increased collaboration among UNCT members to find solutions along the humanitarian–development continuum. UNFPA’s contribution to the implementation of the UNs framework for the immediate socio-economic response to COVID-19, is a key example of how coordinated and inter-connected efforted of UNCTs, across humanitarian and development, effectively support countries.</p> <p>Going forward, UNFPA will strengthen the engagement of the Humanitarian Response Division in discussions on UNDS Reform, including through the Inter-division Working Group on UNDS Reform. As a part of UNFPA’s strategic approach on UNDS Reform, the Fund will provide clarity on relevant implications of UNDS Reform on humanitarian response. This will be complemented by clear internal communications and messaging on the implications of UNDS reform in humanitarian settings.</p>
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*If recommendation is partially accepted or rejected, provide reasons:*

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

Action point title	Action point text	Due date (MM/DD/YYYY)	Lead implementing unit [specify <b>only one</b> per action point only]	Lead implementing and reporting staff <b>Owner</b> [specify <b>only one</b> per action point only]	Additional units involved in implementation (if any)
6a. Ensure engagement of the Humanitarian Office in discussions on UNDS Reform	UNFPA will strengthen and ensure the consistent engagement of the Humanitarian Response Division in discussions on UNDS Reform through the Inter-divisional Working Group (IDWG) on UNDS Reform. In addition, UNFPA will strengthen the understanding of the importance of UNDS Reform and its	06/30/2023	Humanitarian Response Division	Ingo Piegler	PSD, TD, DMS, DCS, Regional Offices and Country Offices.

	implications in humanitarian settings, through dedicated webinars.				
6b. Develop internal communications on implications of UNDS reform on UNFPA's humanitarian work	In line with actions in response to Recommendation 2, UNFPA will ensure more targeted and regular internal communication and increased sharing of best practices on UNDS Reform, including related to the impact and relevance of UNDS Reform on humanitarian priorities and programming.	11/01/2023	Policy and Strategy Division	Alexander Pak	DCS, TD, HRD and Change Management Secretariat
6c. Ensure the relevant integration of UNDS Reform into UNFPAs humanitarian policies	In line with actions in response to Recommendation 1, UNFPA will build on its prior efforts to align its internal strategies and policies with system-wide priorities. Through the articulation of a more systematic and strategic approach to on UNDS Reform, the Fund will review relevant internal strategies and policies and ensure alignment with system-wide priorities, including as it relates to the linkage between UNDS Reform and humanitarian response.	12/31/2023	Humanitarian Office	Ingo Piegler	TD, HRD, DCS, Regional Offices, and Country Offices