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Management response to the evaluation report

Formative evaluation of UNICEF work to link humanitarian and development programming

Summary

The present report provides an overview of the UNICEF management response to the formative evaluation of UNICEF work to link humanitarian and development programming, completed in 2020. It provides a summary of the actions that UNICEF will take to address the recommendations. Elements of a draft decision for consideration by the Executive Board are provided in section III.

* E/ICEF/2021/23.
Note: The present document was processed in its entirety by UNICEF.

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I. Overview

1. The primary purpose of the formative evaluation of UNICEF work to link humanitarian and development (LHD) programming was to assess the efforts of UNICEF to improve and strengthen the connections between the two types of programming. It also assessed UNICEF practice in the areas of conflict sensitivity and peacebuilding and sought to contribute to learning for UNICEF from its response to the coronavirus disease 2019 (COVID-19) pandemic.

2. The evaluation covered the entirety of the organization's LHD programming work, spanning headquarters divisions and regional, country and field offices. It assessed the ways in which UNICEF has implemented its LHD programming in all sectors and in all supporting functions, including human resources, supply, fundraising, communication, advocacy and leadership. It also covered UNICEF engagement at the inter-agency level, including its role in humanitarian clusters. As a formative evaluation, it considered recent developments, and the data collected cover the implementation period of the UNICEF Strategic Plan, 2018–2021, through October 2020.

3. The evaluation findings and recommendations are organized around five themes: (a) definition and coherence; (b) partnerships; (c) planning and programming; (d) internal systems and structures; and (e) COVID-19 response.

4. Overall, the evaluation found that UNICEF had made significant advances in its approach to the humanitarian, development and peace nexus. This includes the adoption of the UNICEF Procedure on Linking Humanitarian and Development Programming, in 2019; the revision of the Core Commitments for Children in Humanitarian Action, in 2020; and the adoption of the Organisation for Economic Co-operation and Development-Development Assistance Committee Recommendation on the Humanitarian-Development-Peace Nexus. The evaluation also found that UNICEF successfully seized opportunities during the COVID-19 response to link immediate and medium- to long-term socioeconomic responses, including for integrated planning and reporting systems.

5. On 21 December 2020, the General Assembly adopted resolution 75/233 (quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR)), in which it called for enhanced cooperation, collaboration and coordination between humanitarian assistance, development and peacebuilding efforts. Going forward, UNICEF will align its work across the humanitarian-development-peace nexus with the 2020 QCPR. At the country level, UNICEF is more systematically implementing its commitments to risk-informed and conflict-sensitive programming; localization; accountability to affected populations (AAP); and linking humanitarian cash transfers with social protection. It is also conducting risk and conflict analyses to inform programming across the nexus.

6. Key challenges and opportunities identified include:

(a) The need to strengthen the overall approach of UNICEF to the humanitarian-development-peace nexus, including adapting its planning, reporting, monitoring, financial and human resources systems and management structures to effectively support nexus approaches;

(b) The need to strengthen the skills and capacities of UNICEF staff to enable them to work confidently across the nexus;

(c) The need to translate commitments, policies and guidance more systematically into practice, especially in the areas of:

(i) Localization and strengthening of national and local systems;

(ii) Conflict sensitivity, peacebuilding and social cohesion;

(iii) AAP;

(iv) Gender and disability responsiveness;

(v) Linking humanitarian cash and social protection.

7. Overall, UNICEF agrees with the proposed recommendations.

8. Key actions to be taken include:

(a) Ensuring that programme policies, procedures and guidance clearly state the requirement for coherent, collaborative and complementary approaches to humanitarian and development programming and their contribution to peacebuilding and sustaining peace;

(b) Revising the UNICEF Procedure on Linking Humanitarian and Development Programming;

(c) Building the capacity of staff to lead, collaborate and coordinate across the humanitarian-development-peace nexus;

(d) Revising the framework for civil-society partnerships, in line with the localization agenda;

(e) Strengthening efforts to take forward commitments on risk-informed programming, gender- and disability-responsive programming and AAP in all contexts;

(f) Strengthening UNICEF systems and organizational capacity on conflict analysis, conflict sensitive programming and contributions to social cohesion and peace;

(g) Developing a resource mobilization strategy aimed at accelerating the mobilization of flexible funding that can also support nexus approaches; and updating guidance on resource allocation.

9. Through the actions taken in response to the evaluation recommendations, UNICEF aims to leverage its unique position to support the nexus between development and humanitarian programming and contributions to peacebuilding, and build on its core assets: (a) its dual mandate for development and humanitarian action; (b) its universal child-rights mandate; (c) its large decentralized presence; (d) its significant cross-system coordination functions before, during and after crises; (e) its at-scale support to national and subnational systems strengthening; and (f) its rights-based focus on the participation of communities, women, children and young people across all settings, including, in particular, in conflict and fragile situations.

10. To further strengthen the cooperation, coherence, coordination and complementarity among humanitarian and development programming, UNICEF has prioritized risk-informed humanitarian and development nexus programming, including focus on conflict sensitivity and contributions to peacebuilding, as an operational change strategy in the Strategic Plan, 2022–2025, to support the achievement of planned results. The Strategic Plan identifies resilience and peacebuilding as cross-cutting priorities across all the Goal Areas and change strategies. The Strategic Plan further applies a humanitarian lens to the theories of change underlying the work in all Goal Areas, cross-cutting programmes, change strategies and enablers.

11. By improving the coherence, collaboration and complementarity between humanitarian response and longer-term sustainable development, including through promoting peaceful and inclusive societies, UNICEF work will address fragility and

root causes while building the capacity of individuals, communities and institutions to prevent, prepare and respond to address the needs of children.

II. Key evaluation recommendations and UNICEF management response

Action	*Responsible section(s)*	*Expected completion date*	*Actions taken and implementation stage: Not started Under way Completed Cancelled*	*Supporting documents*
Theme 1: Definition and coherence				
Evaluation recommendation 1.1: Adopt the approach and language of the nexus in keeping with the 2020 quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR). Rather than "linking", emphasis should be on strengthening collaboration, coherence and complementarity internally across UNICEF planning, programming and reporting and externally through United Nations-wide mechanisms. **Management response: Agree** Kindly note the duplication with recommendation 1.2				
Action 1.1.1 Integrate into UNICEF Strategic Plan, 2022–2025 the language of the 2020 QCPR, putting an emphasis on strengthening collaboration, coherence and complementarity and contribution to peacebuilding and sustaining peace internally across UNICEF planning, programming and reporting, and externally through relevant United Nations-wide mechanisms.	Division of Data, Analytics, Planning and Monitoring (DAPM) Programme Effectiveness Team (PET)/Planning Section, Strategic Planning (SP) Unit, with support from Office of Emergency Programmes (EMOPS)/Humanitarian Policy Section (HPS) and Programme Division (PD)-Programme Group Leadership Team (PGLT)	Q4 2021	Under way	UNICEF Strategic Plan, 2022–2025, draft for review (E/ICEF/2021/12)
Action 1.1.2 Develop a simplified digital corporate work planning system that considers planning needs for humanitarian-development-peace nexus and facilitate its monitoring; allow mapping of	DAPM/PET, Programme Implementation Unit (PIU), Programme Guidance Unit (PGU) with support from	Q1 2022: Features of digital work-plan development and revision used for 2022 planning.	Under way	

UNICEF plan; and report within wider United Nations system (i.e., UN INFO).	Programme Group and EMOPS/Humanitarian Evidence and Learning Section (HELS)	Q3 2022: Finalize integration of work-plan digital partnership management portal (eTools).		
Action 1.1.3 Revise existing implementation partnership procedures to reflect the need for humanitarian-development-peace nexus programming.	DAPM/ PIU, with support from EMOPS and PD/PGLT	Q4 2022: Revised partnership procedures	Not started	
Evaluation recommendation 1.2: Ensure that this new approach and language are integrated fully and prominently into the next Strategic Plan. All programme policies, procedures and guidance should clearly state the requirement for coherent, collaborative and complementary approaches to the fullest extent possible in all UNICEF programming. While this integration is being completed, a second iteration of the Procedure is warranted, in line with normal revision schedules. **Management response: Agree** Kindly note the duplication with recommendation 1.1				
Action 1.2.1 Include 2020 QCPR language in the UNICEF Strategic Plan, 2022–2025.	DAPM/PET, SP, with support from EMOPS/ HELS, PD/PGLT and Deputy Executive Director, Programmes	Q4 2021	Under way	UNICEF Strategic Plan, 2022–2025, draft for review (E/ICEF/2021/12)
Action 1.2.2 Ensure that future programme policies, procedures and guidance clearly state the requirement for coherent, collaborative and complementary approaches to humanitarian and development programming and contribution to peacebuilding and sustaining peace to the fullest extent possible in UNICEF programming, while preserving the reactivity, flexibility and principled approach of humanitarian action.	DAPM, with support of EMOPS/HPS, PD/PGLT and Deputy Executive Director, Programmes	December 2022	Under way	
Action 1.2.3 Revise the UNICEF Procedure on Linking Humanitarian and Development Programming to reflect updated definitions, modalities and approaches related to the humanitarian-development-peace nexus, including reflecting the	PD/PGLT, EMOPS/HPS and DAPM	Q4 2021	Not started	

language of the 2020 QCPR.				
Evaluation recommendation 1.3: As part of this process, ensure that a clear statement of the UNICEF role and contribution in relation to the peace dimension of the nexus and the centrality of humanitarian principles is integrated into the next Strategic Plan and all programme policy, procedures and guidance, including the revised Procedure. **Management response: Agree**				
Action 1.3.1 Integrate the UNICEF role and contribution in relation to the peace dimension of the nexus and the centrality of humanitarian principles in the UNICEF Strategic Plan, 2022–2025.	DAPM/PET, SP, EMOPS/HPS and PD/PGLT	Q4 2021	Under way	UNICEF Strategic Plan, 2022–2025, draft for review (E/ICEF/2021/12)
Action 1.3.2 Ensure that all upcoming guidance and procedures related to country programme planning, including the revised UNICEF Procedure on Linking Humanitarian and Development Programming, which will also cover peacebuilding programming, incorporate a clear reference to humanitarian principles and state the UNICEF contribution and role to peacebuilding and sustaining peace. Further ensure that these references are reflected in the corresponding Programme Policy and Procedure (PPPx) pages.	DAPM/PET and PGU, with PD/PGLT and EMOPS/HPS	December 2022	Under way	
Evaluation recommendation 1.4: Ensure that all major programming tools, including new country programme documents (CPDs) and annual and rolling work plans, reflect an explicit, coherent and collaborative approach across humanitarian and development programming, including contributions to peacebuilding and sustaining peace. **Management response: Agree**				
Action 1.4.1 Reflect in 2021 CPD drafting guidelines, soon to be released, measures for coherence and collaboration across humanitarian and development programming, including contributions to sustaining peace, while preserving the reactivity, flexibility and principled approach of humanitarian action. The new digital work-planning system (mentioned under action 1.1.2, above) will facilitate the operationalization of the CPD and the	DAPM/PET, PGU, PIU, with PD/PGLT, EMOPS/HELS and Risk-Assessment and Preparedness Section (RAPS)	Q3 2021 Q1 2022	Under way	

Humanitarian Plan, using the same platform, with the ability for planning disaggregated by zonal (subnational) office. The new work-planning system and related guidance will allow contingency planning as part of regular development planning to ensure that the risk-mitigation measures outlined in the emergency preparedness and response plans are reflected in the work plan and signed off on at the beginning of the year.				
Action 1.4.2 Strengthen the connection between CPDs, work planning and partnership tools/systems and practices, including an explicit, coherent and collaborative approach across humanitarian and development programming, including contributions to peacebuilding and sustaining peace, while preserving the reactivity, flexibility and principled approach of humanitarian action.	DAPM/PET, PGU and PIU		Under way	
Evaluation recommendation 1.5: Create and implement a communication and roll-out strategy and process for the revised Procedure. **Management response: Agree**				
Action 1.5.1 Develop a roll-out strategy for the upcoming revised version of the UNICEF Procedure on Linking Humanitarian and Development Programming, which will cover peacebuilding programming, with engagement from all headquarters divisions, regional and country offices, building on lessons learned from the roll-outs of the emergency procedures and the revised Core Commitments for Children in Humanitarian Action, including learning initiatives.	PD/PGLT, EMOPS/HPS and DAPM	Q1 2022	Not started	
Action 1.5.2 Disseminate the revised version of the UNICEF Procedure on Linking Humanitarian and Development Programming, which will cover peacebuilding programming, through existing knowledge-management platforms throughout	PD/PGLT, EMOPS/HELS, DAPM and Division of Communication (DOC)	Q1 2022	Not started	

UNICEF and to partners (including through SharePoint and Yammer), linking it to existing training materials related to elements of the approach.				
Theme 2: Partnerships and the nexus				
Evaluation recommendation 2.1: Review and strengthen how UNICEF approaches its civil society partnerships, in line with its localization commitments. In doing this, emphasize achieving better results for children through more coherent and collaborative nexus approaches. Where UNICEF has flexible and multi-year funding, pass this on to partners. **Management response: Agree**				
Action 2.1.1 Review the UNICEF Procedure for country and regional office civil society organization (CSO) implementing partnerships (2021), including on elements of localization and partnership duration. Develop an eTools module to digitize, manage and provide better oversight to partnership development. Overhaul financial transaction workflows for payments to implementing partners. These actions are expected to strengthen partnership quality as well as engagement with local partners.	DAPM/PET, Information and Communication Technology Division, Division of Financial and Administrative Management (DFAM), PIU with support from PD, EMOPS/Inter-Agency Humanitarian Partnerships (IAHP), Public Partnerships Division (PPD) and regional and country offices	December 2022	Under way	
Action 2.1.2 Digitize partnership management system to further facilitate analysis and monitoring of partnership practices, including the extent to which multi-year/flexible funding is passed on to partners.	DAPM/PET, PIU with support from PD, EMOPS/IAHP, PPD and regional and country offices	December 2022	Under way	
Evaluation recommendation 2.2: Invest in training and support to ensure that UNICEF staff in leadership and senior programme and coordination roles (within sectors, and across headquarters and regional and country offices) can coordinate confidently across humanitarian, development and peacebuilding programming. This includes building skills for: better managing transitions; better supporting ministries, local government units responsible for disaster risk reduction; and better supporting sector ministries on preparedness. UNICEF staff should be able to coordinate across modes of programming and programme sectors, integrating any new learning effort into the new overarching rights and results-based management training. **Management response: Agree**				
Action 2.2.1	EMOPS/HELS and Division of Human	Q4 2021	Under way	

Ensure the new Competency Framework for Humanitarian Action will set the skills, knowledge, and behaviors required for coordination across humanitarian and development programming as well as with peace and security actors, where relevant. These standards will guide recruitment as well as the capacity-building of staff and partners.	Resources (DHR), with support from PD/PGLT, DAPM/PET, EMOPS/Global Cluster Coordination Unit (GCCU), and regional and country offices			
Action 2.2.2 Develop and promote UNICEF e-learning on risk-informed programming, conflict sensitivity and peacebuilding.	PD/PGLT	June 2021	English version launched; other languages under way	
Action 2.2.3 Compile a learning package on humanitarian, development and peacebuilding (HDP) programming, building on existing training modules, and promote it at the headquarters and regional- and country-office levels.	EMOPS/HELS and DHR, with support from PD/PGLT, DAPM/PET, EMOPS/ GCCU, and regional and country offices	May 2021 (training development) 2022 (training promotion and implementation)	Completed for training development Under way for training implementation	
Action 2.2.4 Develop a learning strategy on HDP to support and improve the capacity of UNICEF staff to confidently lead, collaborate and coordinate across humanitarian and development programming in all contexts and contribute to social cohesion and peace, where relevant.	EMOPS/HELS DHR, with support from PD/PGLT, DAPM/PET, EMOPS/ GCCU, and regional and country offices	2022	Not started	
Action 2.2.5 Review UNICEF leadership induction procedures and training to incorporate relevant elements on the HDP nexus.	EMOPS/HELS and DHR, with support from PD/PGLT, DAPM/PET, and regional and country offices	2022	Not started	
Theme 3: Nexus and LHD commitments in planning and programming				
Evaluation recommendation 3.1: Develop and implement a strategy to strengthen the application of the guidance on risk-informed programming at the country level. Ensure that its application is dynamic, iterative and directly linked to existing programming and managing systems. Regional offices and PD should play a stronger role in interpreting and contextualizing the guidance for application at the regional level. **Management response: Agree**				
Action 3.1.1	PD/PGLT, Programme	Q4 2022	Ongoing	

Identify priority countries and provide technical support, as required, during key programme cycle moments. The aim is to support 20 country offices, including through regional or multi-country initiatives.	Groups, DAPM, with support from EMOPS/HELS and regional offices	(continuous)		
Action 3.1.2 Strengthen risk-informed programming through sectoral adaptation and contextualization.	Programme Groups, with PD/PGLT	Q4 2022	Ongoing	Risk-informed education programming for resilience: Guidance note (available at: www.unicef.org/documents/risk-informed-education-programming-resilience-guidance-note)
Evaluation recommendation 3.2: Embed Accountability to Affected Populations (AAP) more systematically in planning and programming for humanitarian action, in line with guidance and Core Humanitarian Standard on Accountability and Quality commitments. Create two-way linkages between humanitarian approaches to AAP and development approaches to social accountability and participation. **Management response: Agree**				
Action 3.2.1 Ensure that AAP principles are tested and documented in at least 10 country offices with developmental approaches as part of the organization-wide efforts to scale up AAP across all UNICEF programmes.	EMOPS/AAP Unit, with support from PD, DAPM and regional and country offices	December 2022	Not started	
Action 3.2.2 Ensure AAP is reflected in country programme planning guidance and procedures.	DAPM/PET and PGU, with EMOPS/AAP Unit	December 2022	Under way	
Evaluation recommendation 3.3: Take forward policy commitments to gender- and disability-responsive programming in humanitarian contexts. Drawing on gender and disability programmes in the development context, make humanitarian programmes more responsive to the rights of women and girls and those with disabilities. **Management response: Agree**				
Action 3.3.1 Roll-out of the gender equality and disability commitments in the revised Core Commitments for Children, including developing tools that advance the commitments.	PD/PGLT, with regional offices	Q4 2021	Under way	
Action 3.3.2 In follow-up to the review of progress on mainstreaming gender equality and the	EMOPS, with pilot country offices and PD/PGLT	To be determined, pending Office	Not started	

empowerment of women and girls (GEEWG) into the humanitarian, development and peace nexus agenda, participate in a proposed two-country pilot to test and learn from the operationalization of GEEWG mainstreaming within and across the triple nexus.		for the Coordination of Humanitarian Affairs coordination		
Evaluation recommendation 3.4: Develop and implement a strategy and invest further in the capacities and staff needed to strengthen the UNICEF approach to peacebuilding and conflict sensitivity and improve the treatment of peacebuilding and conflict sensitivity in the next Strategic Plan and the revised LHD Procedure, as well as its roll-out and associated guidance (i.e., UNICEF Programme Guidance for Conflict Sensitivity and Peacebuilding and UNICEF Guidance for Conflict Analysis). **Management response: Agree**				
Action 3.4.1 Articulate the UNICEF role, comparative advantage and corporate actions for conflict sensitivity and contributions to social cohesion, peacebuilding and sustaining peace in corporate policies, plans and procedures, including indicators to track progress (this includes the Strategic Plan, 2022–2025, updated LHD procedure and the Core Commitments for Children).	PD/PGLT, with EMOPS/HPS and DAPM	September 2021	Under way	UNICEF Strategic Plan, 2022–2025, draft for review (E/ICEF/2021/12) Draft Results Framework of the UNICEF Strategic Plan, 2022–2025 (E/ICEF/2021/12/Add.1) Core Commitments for Children in Humanitarian Action (available at: www.unicef.org/emergencies/core-commitments-children)
Action 3.4.2 Update and roll out UNICEF multisectoral programme framework for the UNICEF contribution to peacebuilding and sustaining peace, supported by global conflict-sensitivity and peacebuilding learning strategy to inform humanitarian, development and dedicated peacebuilding programming. Roll out UNICEF e-learning package on risk-informed programming, conflict sensitivity and peacebuilding.	PD/PGLT, with support from EMOPS/HPS, DAPM and DHR and regional and country offices	December 2022	Under way	
Action 3.4.3 Develop headquarters and regional plans, including specific plans for financial and human resource allocations to strengthen the capacity of regional offices and headquarters to support and	Regional offices, with country offices, PD, EMOPS and DAPM	December 2021	Under way	

investments in conflict-sensitive programming, effective and adaptive programming in fragile contexts and contributions to peacebuilding and sustaining peace.				
Action 3.4.4 Develop and implement external communication strategy for UNICEF action to reduce fragility, prevent conflict and build peace.	DOC, with PD/PGLT	December 2022	Under way	
Evaluation recommendation 3.5: In addition to including conflict analysis in approaches to risk-informed programming, ensure that conflict sensitivity is consistently and continuously emphasized in planning and programme development and adjustment. This needs to be undertaken in a way that supports coherence and complementarity between humanitarian and development programming. **Management response: Agree**				
Action 3.5.1 Develop organizational standards, systems and tools for assessing and tracking the conflict sensitivity of UNICEF programming in the design, implementation and monitoring phases, in synergy with existing planning, monitoring and evaluation and risk-management systems, including the Environmental and Social Safeguards.	DAPM/PET, PGU and PIU, with EMOPS/HELS and PD/PGLT	December 2022	Under way	
Action 3.5.2 Further strengthen requirements and guidance for use of age- and gender- sensitive conflict and risk analysis in development and humanitarian programme design, implementation and monitoring.	DAPM/PET and PGU, with support from PD/PGLT and EMOPS/HELS	December 2022	Under way	
Theme 4: Support nexus approaches in UNICEF's planning, reporting, monitoring, financial and human resources systems and management structures				
Evaluation recommendation 4.1: At the country level, harmonize and combine work planning processes for humanitarian and development programming using stronger context and risk analysis, including conflict analysis. At the headquarters level, wherever possible, harmonize and combine the guidance on development and humanitarian programming and ensure that it is reflected in the programme policy and procedure platform the UNICEF gateway to programming guidance. **Management response: Agree**				
Action 4.1.1 Promote risk-informed and context-informed iterative planning in revised procedures and in harmonized planning tool/system. Identify gaps in capacities and tools to facilitate risk-informed and	DAPM/PET, PGU and PIU, with EMOPS/ HELS and Risk Assessment and Preparedness section	December 2022	Under way	

adaptive programming approaches and address such gaps through revised guidance and capacity-building.	(RAPS), PD/PGLT and regional and country offices			
Evaluation recommendation 4.2: At all levels (country, regional and headquarters), review programme performance management structures (monitoring, measurement and reporting) to support the implementation of a combined reporting system that brings headquarters reporting structures together (EMOPS, PD and DAPM). **Management response: Agree**				
Action 4.2.1 Undertake a review in support of recommendations coming out of the organizational improvement initiative: ''Reimagining business models'' to streamline and simplify reporting requirements and processes. This will be operationalized through a new reporting procedure.	DAPM/PET, EMOPS/Director's Office, HELS, PD/PGLT and regional and country offices	December 2021	Under way	
Evaluation recommendation 4.3: In parallel with this review, develop an improved set of specific indicators to track the prevalence of nexus approaches. Develop a nexus marker, similar to the humanitarian marker, and provide robust and regular staff training to support its use. **Management Response: Partially agree.** We agree with the intention to improve guidance and tracking of the use of nexus approaches. However, for this we believe that the planned integration of nexus-related indicators into the Strategic Plan, 2022–2025 and reporting through strategic monitoring questions will be useful. We further suggest specific consultations with regional and country offices ahead of annual reporting on nexus-related indicators in the Strategic Plan.				
Action 4.3.1 Include specific indicators in the UNICEF Strategic Plan, 2022–2025 to track progress across the HDP nexus.	DAPM/PET (Strategic Planning), EMOPS/HELS and PD/PGLT	Q4 2021	Under way	UNICEF Strategic Plan, 2022–2025, draft for review (E/ICEF/2021/12) Draft Results Framework of the UNICEF Strategic Plan, 2022–2025 (E/ICEF/2021/12/Add.1)
Action 4.3.2 Consult and support regional and country offices ahead of annual reporting on nexus-related indicators in the Strategic Plan.	PD/PGLT, EMOPS/HELS and DAPM	December 2022	Not started	
Evaluation recommendation 4.4: Drawing on stronger results-based planning (including multi-year) and reporting, take a leadership role in conducting advocacy to advance global humanitarian financing commitments and increase levels of quality funding (predictable, flexible and multi-year) that can support nexus approaches. **Management Response: Agree**				
Action 4.4.1	PPD/ Strategic	September 2021	Under way	

Develop a resource mobilization strategy for flexible funding aimed at accelerating the mobilization of flexible funding (both regular resources and thematic funding), that can also support nexus approaches. Among other priorities, the strategy will focus on rebranding, articulation and communication on the impact of flexible resources and will target marketing with Governments and high-priority private-sector partnerships to reach Strategic Plan targets for regular resources and thematic funding that can support nexus programming and delivery for children and their communities.	Planning Team and Humanitarian Team, with EMOPS/ Director's Office, EMOPS/HELS, PD, Office of the Executive Director and regional and country offices			
Evaluation recommendation 4.5: Re-examine the system for designating and distributing funding streams (other resources-regular/other resources-emergency) and/or the budget allocation processes in support of nexus approaches. Investigate whether priority can/should be given to nexus approaches in the targeting of other resources-regular and other resources-emergency, and whether this designation remains relevant. **Management Response: Agree**				
Action 4.5.1 Review internal programme-implementation database system for tracking activities and resources across UNICEF programmes and all funding sources/streams and update guidance accordingly.	DAPM, with support from DFAM, PD and EMOPS	December 2021	Not started	
Action 4.5.2 In line with the outcome of an internal review on funding-stream allocations and prioritization, ensure that the 2022 global thematic guidance incorporates recommendations on how global thematic funds should be utilized by country and regional offices to promote initiatives that prioritize strengthening the nexus approach.	PD/PGLT, with support from DFAM and EMOPS	June 2022	Not started	
Evaluation recommendation 4.6: Emphasize the recruitment of staff with mixed development, humanitarian and peace skills and capacities, especially at management levels. Invest in strengthening human resource capacities to undertake and /or support context and risk analysis (including conflict analysis) in country and regional offices, as appropriate. Review training at all levels, including partner training, to ensure that nexus approaches are integrated. **Management Response: Agree**				
Action 4.6.1	EMOPS/HELS with DHR, DAPM and	December 2021	Under way	

Develop a competency framework for humanitarian action that includes skills across the humanitarian, development, peace spectrum to inform the recruitment, learning and training of staff members.	PD/PGLT			
Theme 5: COVID-19 and the nexus				
Evaluation recommendation 5.1: Maximize learning and opportunities for linking humanitarian and development programming and contributions to peace and social cohesion provided by the COVID-19 response, including through more integrated planning and reporting systems, and simultaneous investment in short- and medium-term measures. **Management Response: Agree**				
Action 5.1.1 In the development of the UNICEF Strategic Plan, 2022–2025, undertake sectoral situation analyses and thematic deep dives, including opportunities for addressing challenges related to COVID-19.	PD/PGLT, Programme Group and EMOPS/HELS	Q2 2021	Completed	
Action 5.1.2 Establish an inter-divisional nexus task team to enable cross-divisional learning (including from COVID-19), coordination (including integrated planning and reporting), identification of gaps, optimization of resources and implementation of short- and medium-term actions.	PD/PGLT, EMOPS, DAPM and PPD	Q4 2021	Ongoing	
Evaluation recommendation 5.2: Build on the momentum of the COVID-19 response to further support shock-responsive social protection and strengthen local and national capacities for disaster risk management. **Management Response: Agree**				
Action 5.2.1 Strengthen UNICEF leadership on linking humanitarian cash and social protection by coordinating multistakeholder platforms at the global and regional levels.	PD-Social Protection, EMOPS/HPS-Humanitarian Cash Transfers (HCT) and regional offices	Q4 2022	Under way	
Action 5.2.2 Position child-sensitive, resilient systems within COVID-19 recovery needs assessments and government plans for UNICEF sectors and strengthen awareness of child-sensitive local risk-governance opportunities.	PD-Water, Sanitation and Hygiene; Disaster Risk Reduction (DRR) Unit; and PD-Social Policy	December 2022	Under way	

III. Draft decision

The Executive Board

Takes note of the formative evaluation of UNICEF work to link humanitarian and development programming, its summary (E/ICEF/2021/28) and its management response (E/ICEF/2021/29).