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Management response to the evaluation report

Global evaluation of UNICEF water, sanitation and hygiene programming in protracted crises, 2014–2019

Summary

The present report provides an overview of the UNICEF management response to the global evaluation of UNICEF water, sanitation and hygiene programming in protracted crises, 2014–2019, which was completed in 2019. It provides a summary of the recommendations made and the actions that the organization will take to address them.

Elements of a decision for consideration by the Executive Board are provided in section VI.

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[*] E/ICEF/2021/9.
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I. Overview

1. The evaluation sought to determine how UNICEF maintains WASH commitments over time in protracted crises, absorbs new shocks and adapts, applies best practice, and aligns humanitarian and development theory and practice. The evaluation had both learning and accountability objectives.

2. The scope of the evaluation included all 21 contexts that fit the definition of a protracted crisis. The situations endured for at least 1.5 years and were classified as Level 2 or Level 3 emergencies. All elements of UNICEF WASH response were included: downstream work (service delivery), upstream work and coordination, and both rural and urban responses. The evaluation encompassed both humanitarian response and "mixed" (humanitarian-development) programming. It covered all programme-delivery modalities, including direct implementation and implementation through government partners and non-governmental organizations (NGOs)/private sector providers.

3. Country case studies were carried out in Cameroon, Lebanon, Somaliland and South Sudan. The thematic case study on public health drew upon evidence from the Democratic Republic of the Congo, Haiti and Yemen (all sites of cholera outbreaks). The case study on urban settings drew upon evidence from the Syrian Arab Republic and Yemen, as well as interviews with global stakeholders.

II. Children in protracted crises

4. Children are becoming increasingly vulnerable in protracted crises. According to a 2020 report by the Organization for Economic Cooperation and Development,[1] nearly one quarter of the world's population, 1.8 billion people – of whom 670 million are children – live in fragile settings. That number represents more than a third of the population of the world's children and is expected to rise by 30 per cent by 2050.

5. A 2019 UNICEF *Water Under Fire* report[2] stated that, in 2017, people living in extremely fragile states, compared with other people, were nearly three times as likely to practice open defecation, more than three times as likely to lack basic sanitation services, and over eight times as likely to lack basic drinking-water services. Additional troubling statistics were reported in the World Health Organization (WHO)-UNICEF Joint Monitoring Programme[3] Global Database 2019 on progress in fragile states: only 1 in 5 fragile countries are on track to achieve universal access to basic drinking water by 2030, and just 1 in 10 such countries are on track to achieve universal access to basic sanitation. Meanwhile, coverage is actually decreasing in almost double this number of fragile countries.

6. WASH services are vital for children in protracted crises. The UNICEF Water Under Fire Advocacy Alert[4] disclosed that, in 2017, children under 5 years of age were more than 20 times as likely to die from diarrhoeal disease linked to unsafe WASH than from violence in conflict.

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[1] Organization for Economic Cooperation and Development, *States of Fragility* 2020 report (Paris, 2020). Available at www.oecd.org/dac/states-of-fragility-fa5a6770-en.htm.

[2] UNICEF, *Water Under Fire Volume 1: Emergencies, development and peace in fragile and conflict-affected contexts* (New York, 2019). Available at www.unicef.org/reports/emergencies-development-peace-in-fragile-and-conflict-affected-contexts-2019.

[3] Available at https://washdata.org.

[4] Available at www.unicef.org/stories/water-under-fire.

III. Analysis and findings

A. Delivering results for children in protracted crises

7.   Delivering results at scale for children in protracted crises, predominantly active conflicts, entails approaches that differ from those employed at the onset of other emergencies.

8.   The evaluation set out to address five main questions, covering the criteria of efficiency, effectiveness, relevance, connectedness, coverage and coordination of WASH programming in protracted crises. The questions refer to key UNICEF commitments and strategies, including the 2016–2030 WASH Strategic Framework.[5] They were agreed upon during the inception period of the evaluation, after the original questions were refined jointly by the evaluation team, the Evaluation Office and the Evaluation Advisory Group.

9.   The evaluation used the following mixed methods to answer the questions: a global desk review of more than 600 documents; four field-based case studies and two desk-based thematic case studies (see paragraph 3); a global online survey of UNICEF staff and partners working in protracted crises and of members of the Global WASH Cluster; and global key-informant interviews with 25 UNICEF and external stakeholders. The evidence from these methods was analysed and synthesized into the evaluation findings presented below, along with cross-cutting conclusions.

B. Main findings

10.   As the number and duration of protracted crises continues to increase, it is critical that UNICEF sustain and increase operational and strategic capacity to deliver and lead on WASH in protracted crises. Now that the world is making progress towards ensuring availability and sustainable management of clean water and sanitation for all (Sustainable Development Goal 6), WASH needs in protracted contexts will increasingly encompass the "last mile" on a global level. Goal 6 cannot be achieved without immediate and focused attention on changing ways of working in WASH in protracted crises.

11.   Key challenges are involved in predicting the course of a humanitarian situation early on and in making the distinction between a sudden-onset and protracted-crisis response. These challenges make it difficult to transcend silos and link humanitarian and development approaches.

12.   UNICEF has had considerable success in meeting targets for water supply in protracted crises but has had less success in meeting sanitation and hygiene targets. The operation and maintenance of facilities are largely efficient when begun but may not have long-term reliability.

13.   The ability of UNICEF to be truly accountable to affected populations is limited by the fact that, in protracted-crisis contexts, WASH programme sections in country offices do not clearly articulate the expected outcomes or changes in lives arising from WASH action in protracted crises. As a result, appropriate data on outcomes of WASH programming are not routinely collected. It is difficult, therefore, to reach conclusions on results and inform advocacy.

14.   WASH programming in protracted crises needs to be more evidence-based. While UNICEF collects and reports on extensive data on outputs, it does not do the

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[5] Available at www.unicef.org/wash/files/UNICEF_Strategy_for_WASH_2016_2030.PDF.

same for outcomes. This shortage of outcome data precludes a true understanding of programme effectiveness and an appropriate response.

15. There is a significant emphasis on standards and norms for service provision and coverage but there is room for improvement regarding equity and quality. The shortage of disaggregated data and suboptimal user-engagement mechanisms compound this problem. This is a particular concern regarding the needs of disabled users of WASH facilities.

16. Partnerships are a core strength of UNICEF WASH programming in protracted crises and appear to be generally well managed. This is particularly true for relationships with governments and local authorities. There are examples of good support given to local NGOs, but there is limited evidence that partnership decisions are driven by a long-term view or by a localization strategy. Partnerships with local NGOs often fail to evolve past project-based or individual contracts. There are also good examples of private sector partnerships delivering services in challenging environments. However, these partnerships need to pay more attention to user engagement and to accountability to affected populations.

17. The role UNICEF plays in the Global WASH Cluster is regarded as the best expression of the organization's leadership in WASH programming in protracted crises. However, UNICEF can improve its thought leadership in this programme area. The organization has taken constructive action in the past year to re-engage in, and present analysis on, sectoral evolution, but this has not yet been sufficient. A key challenge will be maintaining thought leadership as a priority in WASH programming in protracted crises, regardless of operational challenges.

18. During crises, sector or cluster coordination is generally strong, and UNICEF and the Global WASH Cluster proactively address shortcomings. However, there is a clear need for clusters to go beyond immediate operational coordination and provide insight and direction to the WASH sector on longer-term approaches and solutions. Another issue is that the role of provider of last resort has often led UNICEF country offices to enter into open-ended commitments to deliver essential services without fully managing the associated financial and operational risks.

19. UNICEF is still developing its strategy and capacity for urban WASH interventions. Strengthening appropriate internal expertise and processes to take on large-scale urban WASH infrastructure projects is required. Country offices have undertaken interventions of this type, but the activities have not been systematically accompanied by appropriate risk-management and oversight measures. There are also concerns about the organization's ability to adequately support municipal authorities and utilities. The UNICEF Global Framework for Urban Water, Sanitation and Hygiene[6] (2019) addresses the growing number of crises in urban contexts and sets out the organization's core strengths. It places systems-strengthening approaches at the core of UNICEF work in urban WASH. The framework does not, however, reference large-scale infrastructure interventions. The omission reflects the findings on UNICEF weakness in the this area, and country offices may need additional capacities to properly support service providers.

20. UNICEF has set out a transformational agenda for linking humanitarian and development programming, which will require a step change in the organization's WASH programming in protracted crises. However, the field offices are not currently in a position to implement this change. UNICEF staff in WASH sections in country offices frequently perceive that they are already implementing the linkage of humanitarian and development programming, but there is a significant gap between

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[6] Available at www.unicef.org/documents/global-framework-urban-water-sanitation-and-hygiene.

what is happening on the ground and what is required by the new procedure in this area.

21. A significant barrier to the ability of UNICEF to adapt to the agenda for linking humanitarian and development programming is that country office WASH sections dealing with protracted crises are already stretched by ensuring provision of basic WASH services and do not have the capacity to implement the required changes. The humanitarian imperative to meet the basic needs of the affected population is impeding the ability of UNICEF to innovate and adapt while moving its WASH role in protracted crises away from solely operational delivery towards encompassing other outcomes.

IV. Recommendations

22. Of the 11 evaluation recommendations, UNICEF agrees with nine and partially agrees with two. The recommendations are as follows:

Recommendation 1: Definition of protracted crises

23. Develop an organizational definition of protracted crises that identifies appropriate triggers for considering different ways of working. This should also articulate the different forms protracted crises may take. The drive to integrated programming means that this definition should apply to all programming, not only WASH.

Responsible: Office of Emergency Programmes, Programme Division

Recommendation 2: Coverage of water, sanitation and hygiene needs

24. Ensure that there is an understanding – at global, regional and country levels – of the reasons for any discrepancy between water and sanitation/hygiene targets. If water and sanitation needs are not planned to be met equally, UNICEF must ensure that there is a robust contextual and technical justification for this. Targets where water and sanitation differ considerably should not be accepted without such a justification. Staff must consider how targets change over time in protracted crises; while the early response may justifiably focus on water supply, this should be rectified as soon as the context allows.

Responsible: WASH-Programme Division, Global WASH Cluster, regional offices, country offices

Recommendation 3: Changes in people's lives as a result of WASH programming

25. UNICEF should:

(a) Establish a clear understanding at the programme design stage of the intended outcomes of WASH programming in protracted crises at the country level and how changes in lives will be monitored and measured. Agreed outcomes should be documented and monitored. Country offices should develop a strategic approach to making progress towards these outcomes over time, adjusting programming as needs and context evolve;

(b) At a global level, this should be supported by a clear articulation of the range of outcomes that could reasonably be expected from WASH programming in protracted crisis, guidance on the comprehensive programming approaches likely to be necessary to achieve these outcomes, and advice on design of appropriate monitoring systems.

Responsible: Country offices, with support from regional offices, WASH-Programme Division

Recommendation 4: Data-informed programming

26.   Ensure that WASH programming in protracted crises is designed and adapted over time based upon robust data and evidence to address the needs of affected populations and be responsive to changes in context and need.

(a)   UNICEF should require country offices to put in place robust data quality-assurance processes to ensure that conclusions drawn from data are valid and based on mandated minimum monitoring requirements;

(b)   A data-use plan should be included in all country office monitoring and evaluation documentation (whether at the project or programme level) to guide the use of data for reviewing programme effectiveness and making informed decisions on revised or new programming;

(c)   Continuous context and risk assessment is required to ensure all operations remain relevant to context and need. Risk assessment should be tabled at country office management meetings and escalated according to agreed triggers;

(d)   Review how country offices can effectively harmonize the various monitoring systems used for humanitarian and development programming, including management of risk if programming is moving between humanitarian and development modalities. Monitoring systems must be relevant to the stated programme objectives, including through collecting outcome-level data where these are appropriate;

(e)   UNICEF headquarters must help country offices put in place the necessary quality assurance and adaptation tools needed to collect this level of data. UNICEF should develop a way to prevent country offices from expending resources to develop systems that duplicate existing tools.

Responsible: Division of Data, Analytics, Planning and Monitoring, Office of Emergency Programmes, WASH-Programme Division, regional offices, country offices

Recommendation 5: Equity and quality of WASH programming

27.   Ensure that quality and equity considerations are given equal weight to service standards within WASH programming. The following are recommendations:

(a)   Accountability to quality standards should be equal to that of service standards from design onward;

(b)   Comprehensive data disaggregation is required to ensure that programming meets the needs of marginalized groups. A priority area is people living with disability, which requires immediate attention;

(c)   It is essential that staff and partners commit to implementing user-engagement mechanisms (paying special attention to vulnerable or marginalized groups) from design throughout the life of programming. Qualitative data must be used to ensure that coverage for marginalized groups is demonstrated to meet the identified needs of individuals. Remedial work should immediately be undertaken in current protracted crises. Where possible, user-engagement mechanisms should be cross-sectoral;

(d)   The capacity gap that currently exists for implementing the monitoring of quality standards should not be underestimated, and country offices should be adequately supported to address this.

Responsible: Division of Data, Analytics, Planning and Monitoring, Office of Emergency Programmes, WASH-Programme Division, regional offices, country offices

Recommendation 6: Partnerships and supporting local actors

28.   Enhance the current model of contract-based partnerships for WASH programming in protracted crises to ensure that they transcend contractual relationships and embody all aspects of UNICEF commitments to localization. The following are recommendations:

(a)   Ensure that WASH sections in country offices understand the UNICEF definition of localization and the implications this has for WASH programming, and include planning on advancing localization within their outcome approach and analysis;

(b)   Capture learning on how successful private-sector partnerships work and could be replicated/adapted from existing country office programmes and/or consolidate information at the regional and global levels to support increased knowledge transfer in this area. Particular attention should be paid to the unique risks around accountability to affected populations, equity and sustainability arising from working with private sector providers. Starting with the design phase, future private sector partnerships must include mitigation approaches for failure to monitor user engagement.

Responsible: WASH-Programme Division, WASH unit in Supply Division, WASH sections in country offices, regional offices

Recommendation 7: Thought leadership for WASH in protracted crises

29.   Consider how UNICEF can best add value in thought leadership for WASH programming in protracted crises over the next decade by laying out a 10-year plan of action that could be launched at a relevant global sectoral event in 2020. UNICEF should:

(a)   Further the *Water Under Fire* agenda and the linking humanitarian and development programming agenda in urban response and consider investing in appropriate additional capacity at the regional level. Regional offices should be proactive in strengthening knowledge management and identifying priority areas for country office support;

(b)   Look at how WASH clusters/sectors can expand their capacity to address specific issues and challenges related to protracted crises and undertake coordination roles beyond coordination of activities (through the 4Ws) as programming moves beyond initial service delivery in protracted crises. This should include the specific challenges that occur when there is sector rather than cluster coordination.

Responsible: WASH-Programme Division, Global WASH Cluster, Climate, Environment, Resilience and Peacebuilding-Programme Division, Office of Emergency Programmes, regional offices

Recommendation 8: WASH cluster coordination

30.   Strengthen UNICEF accountability on the role of cluster lead agency for WASH and ensure that national clusters and/or sectors meet all minimum requirements for fulfilling the core functions.

(a)   UNICEF should support training and strengthen guidance for country office leadership teams on the role of UNICEF as cluster lead agency for WASH, highlighting the broader requirements of this role beyond core function;

(b)   Where the WASH cluster is activated, UNICEF should ensure that country offices understand what the role of provider of last resort entails and in what contexts this might require UNICEF to manage service delivery. Where UNICEF does assume service delivery responsibilities, country offices should be required to conduct a risk analysis to understand the institutional, financial and programmatic implications over the medium and long term.

Responsible: Global WASH Cluster, WASH-Programme Division, Office of Emergency Programmes

Recommendation 9: WASH in urban contexts

31.   Where a WASH response in a protracted crisis requires the construction or rehabilitation of infrastructure in an urban setting, UNICEF should carefully consider the feasibility and desirability of entering into long-term, large-scale infrastructure projects that require extensive engineering inputs over a significant period. UNICEF should also assess the risk to delivery of other commitments.

(a)   Wherever feasible, UNICEF should facilitate other actors (including the Government, where appropriate) undertaking such work, with UNICEF adopting programming in line with its core strengths and the approaches identified in the Global Framework for Urban Water, Sanitation and Hygiene;

(b)   Where it is necessary for UNICEF to undertake such work to ensure the provision of services, the organization should undertake an exhaustive risk assessment before entering into the project and implement extensive risk management and oversight processes at the senior country office level.

Responsible: Country offices, WASH-Programme Division

Recommendation 10: Linking humanitarian and development programming for WASH programming in protracted crises

32.   Ensure that the outcome strategy is aligned with the linking humanitarian and development programming approach at the country office level (see recommendation 3) and that offices consistently implement all relevant components of linking humanitarian and development programming.

(a)   UNICEF should consider the feasibility of requiring country offices to conduct an internal reflection (led by a dedicated senior staff member) of the WASH country programme at the point when analysis suggests that the context is likely to become a protracted crisis. This could be part of broader multisectoral reflection within the country office. The time to take a medium- to long-term approach must be early in the response (within the first six months) while attention and resources are still available;

(b)   UNICEF should shift from a linear approach and adapt in line with the procedure on linking humanitarian and development programming. Country offices should demonstrate that they are adjusting to the up-to-date context, conflict and risk analysis that crosses silos (both sectoral and humanitarian-development). Preparedness should be integrated and linked to this analysis and mainstreamed within country office planning processes. Programming should include proactive steps to reduce risks and strengthen resilience;

(c)   UNICEF headquarters should communicate to country office WASH sections an expectation that they will consider, as part of context and risk analysis, the feasibility of alternative approaches to delivery, including cash transfers and cross-sectoral work. Where this approach is not relevant, the WASH section must be able to explain why this is the case.

Responsible: Climate, Environment, Resilience and Peacebuilding-Programme Division, country offices, Global WASH Cluster, Office of Emergency Programmes, WASH-Programme Division

Recommendation 11: Capacity for new ways of working

33. Ensure timely and appropriate support to country offices to deliver these changes. Currently, the pressure to continue service delivery poses significant resource stresses on country offices. Without additional capacity, these changes will not be possible.

(a) UNICEF should assess whether the current human resources competencies and surge mechanisms are fit-for-purpose for protracted crises and adapt for additional profiles accordingly. The organization should address identified gaps by recruiting appropriate capacity when additional specializations are required. UNICEF should also accept that support of this nature cannot be short-term, as country offices will require support over time in protracted crises to plan, influence and deliver change.

Responsible: Programme Division, Office of Emergency Programmes, regional offices, Division of Human Resources

V.   Key evaluation recommendations and UNICEF management response

Actions planned	Responsible office	Expected completion date	Action taken and implementation stage: Not started Under way Completed Cancelled	Supporting documents
Evaluation recommendation 1: Definition of protracted crises				
Develop an organizational definition of protracted crises that identifies appropriate triggers for considering different ways of working. This should also articulate the different forms protracted crises may take. The drive to integrated programming means that this definition should apply to all programming, not only WASH.				
Management response: Agree				
Provide an organizational definition of protracted crises in the revised 2020 Core Commitments for Children in Humanitarian Action (CCCs).	Office of Emergency Programmes	October 2020	Completed. Revised 2020 CCCs include a definition.	Revised CCCs Glossary
Roll out 2020 CCCs across the organization and with partners through communications, toolkits and learning materials (see recommendation 5).	Office of Emergency Programmes	June 2021	Under way. The 2020 CCCs were launched on 15 October 2020 and roll-out is under way.	Roll-out strategy
Produce disaggregated data for "countries in protracted crises", where relevant, for corporate planning and reporting.	Division of Data, Analytics, Planning and Monitoring, Data and Analytics Section	Ongoing	Under way. A list has been agreed of "countries in protracted crises".	
Evaluation recommendation 2: Coverage of water, sanitation and hygiene needs				
Ensure that there is an understanding – at global, regional and country levels – of the reasons for any discrepancy between water and sanitation/hygiene targets. If water and sanitation needs are not planned to be met equally, UNICEF must ensure that there is a robust contextual and technical justification for this. Targets where water and sanitation differ considerably should not be accepted without such a justification. Staff must consider how targets change over time in protracted crises; while the early response may justifiably focus on water supply, this should be rectified as soon as the context allows.				
Management response: Partially agree				
Water and sanitation needs in complex emergencies are not necessarily equal; systems do not always fail or incur damage in equal proportion. UNICEF strives for life-saving measures within short time frames and with frequently tight budgets. This requires prioritization of interventions. UNICEF targets may not reflect the actual response, since other cluster partners also contribute to overall WASH needs. The stipulation that no unequal targets be accepted without justification runs contrary to the UNICEF decentralized management model.				
Disseminate a briefing note on WASH indicators for sanitation and hygiene promotion to regional and country offices based on the 2020 CCCs Indicator Guidance Annex.	Programme Division, WASH Section	July 2021	Not started	

Actions planned	Responsible office	Expected completion date	Action taken and implementation stage: Not started Under way Completed Cancelled	Supporting documents
Roll out webinars and workshops on the UNICEF Global Framework for Urban Water, Sanitation and Hygiene, including sanitation in protracted crisis settings.	Programme Division, WASH Section	June 2021	Under way	
Conduct a meta-analysis of Humanitarian Action Review readers' digests to determine rationale and trends for discrepancies in WASH targets and include a review of the target balance in future Humanitarian Action Reviews.	Programme Division, WASH Section	December 2021	Not started	
Issue standards on urban sanitation in emergencies through the Global WASH Cluster technical working group on faecal-sludge management.	Office of Emergency Programmes Global WASH Cluster	June 2021	Under way	
Develop guidance for hand- hygiene road maps that bridges emergency response plans with long-term national plans.	Programme Division, WASH Section	June 2021	Under way	
Review the application of new menstrual hygiene monitoring guidance in emergency contexts.	Programme Division, WASH Section	December 2021	Not started	

Evaluation recommendation 3: Changes in people's lives as a result of WASH programming

1. Establish a clear understanding at the programme design stage of the intended outcomes of WASH programming in protracted crises at the country level and how changes in lives will be monitored and measured. Agreed outcomes should be documented and monitored. Country offices should develop a strategic approach to making progress towards these outcomes over time, adjusting programming as needs and context evolve.

2. At a global level, this should be supported by a clear articulation of the range of outcomes that could reasonably be expected from WASH programming in protracted crisis, guidance on the comprehensive programming approaches likely to be necessary to achieve these outcomes, and advice on design of appropriate monitoring systems.

Management response: Agree

Disseminate a briefing note on WASH output and outcome indicators to regional offices and country offices based on the 2020 CCCs Indicator Guidance Annex.	Programme Division, WASH Section	July 2021	Not started	
Roll out the *Water Under Fire* agenda's WASH programming priorities in protracted crises to regional and country offices.	Programme Division, WASH Section	December 2021	Under way	

Actions planned	Responsible office	Expected completion date	*Action taken and implementation stage:* Not started Under way Completed Cancelled	Supporting documents
Include a session on outcome planning and monitoring in the annual Humanitarian Action Reviews.	Programme Division, WASH Section	December 2021	Not started	
Revise WASH in Emergencies training to include outcome-level guidance.	Programme Division, WASH Section	December 2021	Not started	

Evaluation recommendation 4: Data-informed programming

Ensure that WASH programming in protracted crises is designed and adapted over time based upon robust data and evidence to address the needs of affected populations and be responsive to changes in context and need:

(a)   UNICEF should require country offices to put in place robust data quality-assurance processes to ensure that conclusions drawn from data are valid and based on mandated minimum monitoring requirements;

(b)   A data-use plan should be included in all country office monitoring and evaluation documentation (whether at project or programme level) to guide the use of data for reviewing programme effectiveness and making informed decisions on revised or new programming;

(c)   Continuous context and risk assessment is required to ensure all operations remain relevant to context and need. Risk assessment should be tabled at country office management meetings and escalated according to agreed triggers;

(d)   Review how country offices can effectively harmonize the various monitoring systems used for humanitarian and development programming, including management of risk if programming is moving between humanitarian and development modalities. Monitoring systems must be relevant to the stated programme objectives, including collecting outcome-level data where these are appropriate;

(e)   UNICEF headquarters must help country offices put in place the necessary quality assurance and adaptation tools needed to collect this level of data. UNICEF should develop a way to prevent country offices from expending resources to develop systems that duplicate existing tools.

Management response: Partially agree

Management accepts that data quality, data use and the efficiency of data collection are important and desirable objectives. The solutions to achieve these aims need to be appropriate to the decentralized structure of UNICEF, which is an organizational strength, as well as the principles of innovation and reducing burden on front-line staff. The need for data quality-assurance systems is accepted. While the emphasis on data use is also accepted, it is not agreed that the introduction of a detailed data-use plan/planning exercise is the best solution. Proposed actions will therefore focus on increasing the transparency, availability and ease-of-use of real-time data for children to reinforce demand-side drivers of data quality and use. Similarly, while the objective of efficiency in the use of corporate systems is desirable, it is important to maintain the option for country offices to drive innovative local solutions and systems where they see reason to do so. Most of the current corporate systems support planning and reporting rather than monitoring. Continued country-level innovation in monitoring systems is therefore also desirable to identify solutions that can be scaled up and included in corporate solutions, benefiting all countries. The actions currently being undertaken as part of preparation for the UNICEF Strategic Plan, 2022–2025, address the question of integrating country programme and strategic plan reporting.

Establish a Strategic Indicators system for the Strategic Plan, 2022–2025, to harmonize corporate and country programme monitoring and reporting requirements and replace existing single-purpose	Division of Data, Analytics, Planning and Monitoring, Data and Analytics	January 2022	Not started. Strategic Indicators are included in organizational improvement	

Actions planned	Responsible office	Expected completion date	*Action taken and implementation stage:* *Not started* *Under way* *Completed* *Cancelled*	Supporting documents
Humanitarian Action for Children/Results Assessment Module/Strategic Monitoring Questions systems.	Section		recommendations to the Office of the Executive Director.	
Incorporate assessment of the appropriate use of standard output/outcome indicators (including WASH) as well as the adequacy of monitoring strategies in the Programme Strategy Notes quality review system.	Division of Data, Analytics, Planning and Monitoring, Data and Analytics Section	June 2021	Under way. Incorporating new indicators in the 2020 Programme Strategy Notes quality review tool.	
Pilot and roll out the eTools Field Monitoring Module and accompanying default monitoring questions that include model questions to support tracking of changes in local contexts and results across development/ humanitarian operational contexts.	Division of Data, Analytics, Planning and Monitoring, Data and Analytics Section	December 2021	Under way. Field Monitoring Module being piloted in Burundi, Uganda and Yemen.	
Establish a risk-based sampling framework for quality review of reported output results by programme monitoring and evaluation and regional offices and establish a programme criticality-based sampling framework for field-monitoring visits.	Division of Data, Analytics, Planning and Monitoring, Data and Analytics Section Office of Emergency Programmes	December 2021	Not started	
Develop data sets, guidance and training materials to improve country office risk analysis and preparedness planning using the new Emergency Preparedness Platform, and develop and disseminate additional guidance to protracted-crisis countries.	Office of Emergency Programmes	December 2021	Under way. Emergency Preparedness Platform system used by all countries, including those in protracted crisis.	Risk Analysis and Emergency Preparedness (SharePoint) Emergency Preparedness Platform (EPP) (SharePoint)
Increase the number of countries with national estimates available for Sustainable Development Goals WASH indicators in households, schools and health- care facilities.	Division of Data, Analytics, Planning and Monitoring, Data and Analytics Section	December 2021	Under way. Technical support provided for integration of Sustainable Development Goals indicators in national monitoring (10–15 countries per year); Technical consultations initiated with national authorities on updated	Core questions and indicators for WASH in households, schools and health-care facilities. Global updates on WASH in households, schools and health-care facilities https://washdata.org/

Actions planned	Responsible office	Expected completion date	*Action taken and implementation stage:* Not started Under way Completed Cancelled	Supporting documents
			WHO-UNICEF Joint Monitoring Programme estimates (234 countries).	
Increase the number of countries with estimates for WASH in households, disaggregated by wealth quintile, subnational region and other relevant determinants of inequality.	Division of Data, Analytics, Planning and Monitoring, Data and Analytics Section	December 2021	Under way. Expansion begun of WHO/UNICEF global database on inequalities in WASH services (about 100 countries).	https://washdata.org/
Disseminate recommendations on good quality-monitoring in protracted crisis as part of the meta-analysis of Humanitarian Action Reviews.	Programme Division, WASH Section	December 2021	Not started	

Evaluation recommendation 5: Equity and quality of WASH programming

Ensure that quality and equity considerations are given equal weight to service standards within WASH programming:

(a) Accountability for quality standards should be equal to that of service standards from design onward;

(b) Comprehensive data disaggregation is required to ensure that programming meets the needs of marginalized groups. A priority area is people living with disability, which requires immediate attention;

(c) It is essential that staff and partners commit to implementing user-engagement mechanisms (paying special attention to vulnerable or marginalized groups) from design throughout the life of programming. Qualitative data must be used to ensure that coverage for marginalized groups is demonstrated to meet the identified needs of individuals. Remedial work should immediately be undertaken in current protracted crises. Where possible, user-engagement mechanisms should be cross-sectoral;

(d) The capacity gap that currently exists for implementing monitoring of quality standards should not be underestimated, and country offices should be adequately supported to address this.

Management response: Agree

Sustain and expand work by the COVID-19 Programme Monitoring and Evaluation Working Group subgroup on disaggregation to promote multisector solutions to real-world output-level disaggregation.	Office of Emergency Programmes	December 2021	Under way. Ongoing subgroup meetings.	
Prepare case study on inclusion of vulnerable groups in WASH systems based on experiences in Colombia, Iraq, Lebanon and the Syrian Arab Republic (*Water Under Fire,* 1.5).	Programme Division, WASH Section	December 2021	Not started	

Actions planned	Responsible office	Expected completion date	Action taken and implementation stage: Not started Under way Completed Cancelled	Supporting documents
Develop and roll out a programme module on strengthening the sector-enabling environment for water-scarce countries.	Programme Division, WASH Section	October 2021	Not started	
Update humanitarian planning and monitoring tools and guidance (e.g., response plan template, indicators guidance and field-monitoring checklists) per the revised CCCs to address monitoring-related issues.	Office of Emergency Programmes	December 2021	Under way. Updated, in synchronization with the launch of the revised CCCs.	
Roll out WASH technical guidance for CCCs to regional and country offices, highlighting commitments to needs-based planning and results-based management, to disability, to accountability to affected populations and to marginalized groups.	Programme Division, WASH Section	July 2021	Not started	
Revise WASH in Emergencies training modules to consider disability, accountability to affected populations and monitoring of quality standards in protracted crises.	Programme Division, WASH Section	December 2021	Not started	

Evaluation recommendation 6: Partnerships and supporting local actors

Enhance the current model of contract-based partnerships for WASH programming in protracted crises to ensure that they transcend contractual relationships and embody all aspects of UNICEF commitments to localization. UNICEF should:

(a) Ensure that WASH sections in country offices understand the UNICEF definition of localization and the implications this has for WASH programming, and include planning on advancing localization within their outcome approach and analysis;

(b) Capture learning on how successful private sector partnerships work and could be replicated/adapted from existing country office programmes and/or consolidate information at the regional and global levels to support increased knowledge transfer in this area. Particular attention should be paid to the unique risks around accountability to affected populations, equity and sustainability arising from working with private sector providers. Starting with the design phase, future private sector partnerships must include mitigation approaches for failure to monitor user engagement.

Management response: Agree

Prepare and disseminate guidance on local procurement for WASH, including support to the development of resilient local markets.	Supply Division, WASH Section	June 2021	Not started	
Develop and disseminate WASH programme guidance for strengthening the capacity of service providers to deliver services in protracted crises based on country examples of public utility-based service delivery.	Programme Division, WASH Section	June 2021	Under way	

Actions planned	Responsible office	Expected completion date	Action taken and implementation stage: *Not started* *Under way* *Completed* *Cancelled*	Supporting documents
Develop WASH guidance based on successful resilient service- delivery models, including public-private partnerships in conflict (*Water Under Fire,* 3.8).	Programme Division, WASH Section	December 2021	Under way	
Roll out WASH technical guidance for revised CCCs to regional and country offices, highlighting commitments to localization by strengthening institutional and technical capacity of local actors to deliver principled humanitarian response.	Programme Division, WASH Section	July 2021	Not started	
Prepare technical note on environmental and social safeguards for enhanced accountability to affected populations in WASH programmes.	Programme Division, WASH Section	June 2022	Not started	

Evaluation recommendation 7: Thought leadership for WASH in protracted crises

Consider how UNICEF can best add value in thought leadership for WASH in protracted crises over the next decade by laying out a 10-year plan of action that could be launched at a relevant global sectoral event in 2020. UNICEF should:

(a)   Further the *Water Under Fire* agenda and the linking humanitarian and development programming agenda in urban response and consider investing in appropriate additional capacity at the regional level. Regional offices should be proactive in strengthening knowledge management and identifying priority areas for country office support;

(b)   UNICEF should look at how WASH clusters/sectors can expand their capacity to address specific issues and challenges related to protracted crises and undertake coordination roles beyond coordination of activities (through the 4Ws) as programming moves beyond initial service-delivery in protracted crises. This should include the specific challenges that occur when there is sector rather than cluster coordination.

Management response: Agree

Prepare thematic paper for the Secretary-General's report on peacebuilding and sustaining peace 2020 (*Water Under Fire,* 2.2).	Programme Division	February 2020	Completed. *UNICEF and sustaining peace: strengthening the socio-economic foundations of peace through education, young people's engagement & WASH* contributed to the Secretary-General's 2020 report.	Thematic paper www.un.org/peacebuilding/sites/www.un.org.peacebuilding/files/june_3-unicef_thematic_paper_for_2020_sg_report_mf.pdf
Develop a thematic case study on WASH and peacebuilding as part of a UNICEF global evaluative	Programme Division	June 2021	Under way. First draft completed.	

Actions planned	Responsible office	Expected completion date	*Action taken and implementation stage:* Not started Under way Completed Cancelled	Supporting documents
review on the UNICEF contribution to peacebuilding and social cohesion.				
Launch *Water Under Fire* report series presenting the UNICEF long-term vision for WASH leadership in protracted crises.	Programme Division, WASH Section	July 2021	Completed: Volume 1 launched at the World Water Forum in 2019; Volume 2 launched at the World Water Forum in August 2020. Under way: Volume 3 launch planned for 2021.	Published Volume 1 (Sector resilience) www.unicef.org/reports/emergencies-development-peace-in-fragile-and-conflict-affected-contexts-2019 Published Volume 2 (Capacity) www.unicef.org/reports/water-under-fire-volume-2
Develop and disseminate the *Water Under Fire Volume 1 Action Plan 2020–2021.*	Programme Division, WASH Section	March 2020	Completed	*Water Under Fire Volume 1 Action Plan*
Ensure advocacy for the *Water Under Fire* agenda at high-level forums.	Programme Division, WASH Section	June 2022	Under way. Executive Director's remarks on WASH at the United Nations Security Council debate on children and armed conflict, June 2020. Presentation by the UNICEF Director, Office of Emergency Programmes, on Water Under Fire in Central Sahel made at the Ministerial Roundtable for the Central Sahel, October 2020.	Executive Director Fore's remarks on WASH at the United Nations Security Council Debate on Children and Armed Conflict www.unicef.org/press-releases/unicef-executive-director-henrietta-fores-remarks-un-security-council-open-debate Water Under Fire in Central Sahel presentation
Prepare *Water Under Fire* briefing document for agenda advocacy.	Programme Division, WASH Section	May 2020	Completed. *Water Under Fire* agenda presented to WASH financial partners, June 2020.	*Water Under Fire agenda: for every child, water and sanitation in complex emergencies* www.unicef.org/media/51286/file/Water-under-fire-2019-eng.pdf
Present *Water Under Fire* case study from the Sahel	UNICEF, West and	March 2022	Under way	

Actions planned	Responsible office	Expected completion date	Action taken and implementation stage: Not started Under way Completed Cancelled	Supporting documents
region at the 9th World Water Forum, Dakar.	Central Africa Regional Office, WASH Section			
Contribute to the United Nations Water Sustainable Development Goal 6 Global Acceleration Framework.	Programme Division, WASH Section	July 2020	Completed. Framework launched with UNICEF input at the 2020 High-level Political Forum, July 2020.	*Delivering the promise: safe water and sanitation for all by 2030* UN Water SDG 6 Global Acceleration Framework: In Brief (Sharepoint)
Develop final list of additional "fragility" criteria for assessment through WASH Bottleneck Analysis Tool (BAT) or during assessments of sector progress.	Programme Division, WASH Section	December 2021	Under way. Draft list developed and consultations undertaken with selected partners.	See WASH BAT website https://www.washbat.org/
Publish results and think pieces from WASH BAT exercises in protracted-crisis settings.	Programme Division, WASH Section	December 2021	Not started	
Strengthen knowledge management approaches for WASH in protracted crises within overall knowledge management strategy and action plan, with implementation through regional office and country office knowledge management focal points.	Programme Division, WASH Section	December 2021	Under way. Country tool for assessment of progress against global Knowledge Management strategy and workplan.	
Develop and field-test WASH Severity Classification to improve evidence base for decision-making and strengthen advocacy.	Office of Emergency Programmes Global WASH Cluster	June 2021	Under way. Inception phase completed.	Inception Report for the WASH Severity Classification, March 2020 (Sharepoint) WASH Severity Classification (WSC) Analytical Framework (Sharepoint) WSC Briefing Note (Sharepoint) WSC Scarcity Overview (Sharepoint)

Actions planned	Responsible office	Expected completion date	*Action taken and implementation stage:* Not started Under way Completed Cancelled	Supporting documents
Evaluation recommendation 8: WASH cluster coordination				
Strengthen UNICEF accountability on the role of cluster lead agency for WASH and ensure that national clusters and/or sectors meet all minimum requirements for fulfilling the core functions.				
(a) UNICEF should support training and strengthen guidance for country office leadership teams on the role of UNICEF as cluster le ad agency for WASH, highlighting the broader requirements of this role beyond core function;				
(b) Where the WASH Cluster is activated, UNICEF should ensure that country offices understand what the role of provider of last resort entails and in what contexts this might require UNICEF to manage service delivery. Where UNICEF does assume service delivery responsibilities, country offic es should be required to conduct a risk analysis to understand the institutional, financial and programmatic implications over the medium and long term.				
Management response: Agree				
Roll out the revised CCCs across the organization that includes guidance on "cluster lead agency for WASH" and "provider of last resort".	Office of Emergency Programmes	June 2021	Under way. The revised CCCs launched 15 October 2020, and roll-out under way.	www.corecommitments.unicef.org/ Roll-out strategy
Develop Global WASH Cluster training package including linking humanitarian and development programming approaches.	Office of Emergency Programmes Global WASH Cluster	December 2021	Completed. Training courses developed.	Global WASH Cluster training package https://washcluster.net/training
Roll out Global WASH Cluster training package: WASH operational coordination, leadership and coordination, information management, assessment, government-led WASH in emergencies, market-based programming for WASH in emergencies.	Office of Emergency Programmes Global WASH Cluster	December 2021	Under way	
Establish graduate post-diploma programme in humanitarian WASH in partnership with IHE Delft Institute for Water Education (see recommendations 9, 10 and 11).	Office of Emergency Programmes Global WASH Cluster Programme Division, WASH Section	May 2021	Under way	
Strengthen national humanitarian and development coordination structures through workshops in at least four countries (*Water Under Fire,* 3.10).	Office of Emergency Programmes	December 2021	Not started	

Actions planned	Responsible office	Expected completion date	Action taken and implementation stage: Not started Under way Completed Cancelled	Supporting documents
	Global WASH Cluster			
Elaborate the Global WASH Cluster Road Map for 2020–2025 strategy.	Office of Emergency Programmes Global WASH Cluster	January 2020	Completed	Road Map for 2020–2025 https://washcluster.net/sites/default/files/inline-files/RoadMap_2020-2025.pdf Road Map for 2020–2025: At a glance https://washcluster.net/sites/default/files/inline-files/RoadMap_2020-2025_at_a_glance.pdf
Develop implementation plan for the Global WASH Cluster Road Map for 2020–2025.	Office of Emergency Programmes Global WASH Cluster	October 2020	Completed. Road Map launched in early 2020.	List of initiatives and partners consortia
Conduct study on gaps in WASH systems and responses in humanitarian situations (evidence-generation).	Office of Emergency Programmes Global WASH Cluster	June 2021	Under way. List of 17 initiatives identified; development of "summary sheets" begun by partner consortia.	Humanitarian WASH Gap Analysis https://washcluster.net/launch-2020-humanitarian-wash-gap-analysis
Roll out the Global WASH Cluster Humanitarian WASH Gap Analysis.	Office of Emergency Programmes Global WASH Cluster	December 2021	Under way. Preliminary study completed.	

Evaluation recommendation 9: WASH in urban contexts

Where a WASH response in a protracted crisis requires the construction or rehabilitation of infrastructure in an urban setting, UNICEF should carefully consider the feasibility and desirability of entering into long-term, large-scale infrastructure projects that require extensive engineering inputs over a significant period. UNICEF should also assess the risk to delivery of other commitments.

(a)   Wherever feasible, UNICEF should facilitate other actors (including the Government, where appropriate) undertaking such work. In such a scenario, UNICEF should adopt programming in line with its core strengths and the approaches identified in the Global Framework for Urban Water, Sanitation and Hygiene;

Actions planned	Responsible office	Expected completion date	Action taken and implementation stage: Not started Under way Completed Cancelled	Supporting documents
(b) Where it is necessary for UNICEF to undertake such work to ensure the provision of services, the organization should undertake an exhaustive risk assessment before entering into the project and implement extensive risk management and oversight processes at the senior country office level.				
Management response: Agree				
Roll out webinars and workshops on the UNICEF Global Framework for Urban Water, Sanitation and Hygiene guidance document.	Programme Division, WASH Section	April 2021	Under way	Universal safe and sustainable water services for all by 2030 (Sharepoint)
Disseminate new UNICEF Water Game Plan applications, including the "Pathway 5" package on emergencies and protracted crises.	Programme Division, WASH Section	June 2020	Completed. The 2020 Water Game Plan shared with all country offices with WASH programmes.	UNICEF's Water Game Plan: universal safe and sustainable water services for all by 2030 www.unicef.org/media/73146/file/UNICEF-Water-Game-Plan.pdf
Develop and disseminate WASH programme guidance for strengthening the resilience of service providers to deliver services in protracted crises based on country examples of public utility-based service delivery.	Programme Division, WASH Section	December 2021	Under way	
Revise *WASH in Emergencies* training to include module on urban WASH in protracted crises.	Programme Division, WASH Section	December 2021	Not started	
Roll out training on private sector contracting to strengthen in-country urban WASH capacities.	Supply Division, WASH Section	December 2021	Under way. Training given in three regional offices from 2017 to 2019 and being developed for Agora.	
Evaluation recommendation 10: Linking humanitarian and development programming for WASH programming in protracted crises Ensure that the outcome strategy is aligned with the linking humanitarian and development programming approach at the country office level (see recommendation 3) and that offices consistently implement all relevant components of linking humanitarian and development programming. (a) UNICEF should consider the feasibility of requiring country offices to conduct an internal reflection (led by a dedicated senior staff member) of the WASH country programme at the point when analysis suggests that the context is likely to become a protracted crisis. This could be part of broader multisectoral reflection within the country office. The time to take a medium- to long-term approach must be early in the response (within the first six months) while attention and resources are still available;				

Actions planned	Responsible office	Expected completion date	Action taken and implementation stage: Not started Under way Completed Cancelled	Supporting documents
(b) UNICEF should shift from a linear approach and adapt in line with procedure on linking humanitarian and development programming. Country offices should demonstrate that they are adjusting to the up-to-date context, conflict and risk analysis that crosses silos (both sectoral and humanitarian-development). Preparedness should be integrated and linked to this analysis and mainstreamed within country office planning processes. Programming should include proactive steps to reduce risks and strengthen resilience; (c) UNICEF headquarters should communicate to country office WASH sections an expectation that they will consider, as part of context and risk analysis, the feasibility of alternative approaches to delivery, including cash transfers and cross-sectoral work. Where this approach is not relevant, the WASH section must be able to explain why this is the case. **Management response: Agree**				
Conduct quality review of linkages between humanitarian and development programming in the top 10 ongoing UNICEF humanitarian responses, which include protracted-crisis countries.	Office of Emergency Programmes	December 2021	Under way	
Develop and launch an online course on risk-informed programming, conflict sensitivity and peacebuilding.	Programme Division	June 2021	Under way	
Provide support for implementation of the procedure on linking humanitarian and development programming to five country offices in preparation of new country programme documents, in coordination with the Division of Data, Analytics, Planning and Monitoring	Programme Division	December 2021	Under way	
Revise WASH in Emergencies training course to include module on linking humanitarian and development programming, conflict sensitivity and peacebuilding in protracted crises.	Programme Division, WASH Section	December 2021	Not started	
Support development of country plans for the pilot phase of the United Nations High Commissioner for Refugees (UNHCR)-UNICEF Blueprint for Joint Action on Refugee Children.	Programme Division, WASH Section	December 2020	Completed	
Update WASH return on investment analytical tool to select durable, cost-effective water and sanitation solutions as part of planning in emergencies (*Water Under Fire,* 3.6).	Programme Division, WASH Section	December 2021	Under way	

Actions planned	Responsible office	Expected completion date	Action taken and implementation stage: Not started Under way Completed Cancelled	Supporting documents
Establish the quality assurance and accountability system (QAAS) for effective management of quality and accountability at the coordination level.	Office of Emergency Programmes Global WASH Cluster	December 2019	Completed. Inception report and guidance completed (Phase 1). Concept note completed (Phase 2).	QAAS https://washcluster.atlassian.net /wiki/spaces/CTK/pages/10782 135/Quality+assurance+system Quality assurance and accountability systems: Guidance note (v1, May 2020)
Roll out the QAAS for effective management of quality and accountability at the coordination level.	Office of Emergency Programmes Global WASH Cluster	December 2021	Under way	
Develop and roll out *Guidance on Market Based Programming for WASH in Emergencies* training (two pilot trainings and one training of trainers).	Office of Emergency Programmes Global WASH Cluster	June 2021	Under way. Training package developed (April 2019).	*Guidance on Market Based Programming for WASH in Emergencies* https://washcluster.net/sites/def ault/files/inline-files/GWC_MBP-WASH_Guidance_190809.pdf
Review market-based programming for WASH in emergencies guidance notes and complete evidence-based reports.	Office of Emergency Programmes Global WASH Cluster	January 2021	Guidance note developed; draft evidence-based reports completed.	
Lead WASH BAT exercises with development/sustainability considerations for sector investments and reform in fragile and protracted crisis environments, including "fragility" criteria customized to each context.	Programme Division, WASH Section	December 2021	Under way. WASH BAT implemented in fragile countries.	WASH BAT reports from those countries www.washbat.org/map/
Establish graduate post-diploma programme in humanitarian WASH in partnership with IHE Delft Institute.	Office of Emergency Programmes Global WASH Cluster	June 2021	Under way	
Develop a certification system for professionalizing the WASH sector under the Global WASH Cluster Road Map for 2020–2025.	Office of Emergency Programmes Global WASH Cluster	December 2021	Not started	
Finalize the linking humanitarian and development	Office of Emergency	December 2021	Not started	

Actions planned	Responsible office	Expected completion date	Action taken and implementation stage: Not started Under way Completed Cancelled	Supporting documents
programming initiative under the Global WASH Cluster Road Map for 2020–2025.	Programmes Global WASH Cluster			
Revise WASH in Emergencies training to include a risk-informed programming module in protracted crises.	Programme Division, WASH Section	December 2021	Not started	

Evaluation Recommendation 11: Capacity for new ways of working

Ensure timely and appropriate support to country offices to deliver these changes. Currently, the pressure to continue service delivery poses s ignificant resource stresses on country offices. Without additional capacity, these changes will not be possible .

(a)   UNICEF should assess whether the current human resources competencies and surge mechanisms are fit-for-purpose for protracted crises and adapt for additional profiles accordingly. The organization should address identified gaps by recruiting appropriate capacity when additional specializations are required. UNICEF should also accept that support of this nature cannot be short-term, as country offices will require support over time in protracted crises to plan, influence and deliver change.

Management response: Agree

Update WASH in Emergencies training to address skills and competencies for protracted crises.	Programme Division, WASH Section	December 2021	Not started	
Launch Frontlines, a newly revamped sourcing platform for humanitarian contexts, to assist in identifying talent and closing staffing gaps by mapping personnel capacity and expertise for targeted sourcing efforts for specific areas of expertise.	Division of Human Resources	December 2020	Completed	Frontlines Concept Note Infographic
Roll out new WASH talent- management strategy in coordination with the Division of Human Resources to nurture internal talent and identify and proactively and efficiently address staffing gaps.	Programme Division, WASH Section	June 2021	Under way	Talent management strategy document
Develop a master's programme for WASH with German Jordanian University, Amman.	Middle East and North Africa Regional Office, WASH Section	December 2021	Under way	
Develop a Water in Emergencies common competency framework and talent roster for surge (Pillar 1) under the Global WASH Cluster Road Map for 2020–2025.	Office of Emergency Programmes Global WASH Cluster	December 2021	Not started	

VI.   Draft decision

The Executive Board

1.   *Takes note* of the annual report for 2020 on the evaluation function in UNICEF (E/ICEF/2021/18) and its management response (E/ICEF/2021/19);

2.   *Also takes note* of the global evaluation of UNICEF water, sanitation and hygiene programming in protracted crises, 2014–2019, its summary (E/ICEF/2021/20) and its management response (E/ICEF/2021/21).

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