

Management response to the formative evaluation of UNICEF work to link humanitarian and development programming

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UNICEF Executive Board
Informal briefing – 19 May 2021

Management Response

Theme 1: Key actions related to definition and coherence

- Incorporate humanitarian and development programming (HDP) nexus in all programme policies, procedures and guidance;
- Update 2019 procedure on linking humanitarian and development programming and ensure global roll-out;



Management Response

Theme 2: Key actions related to partnerships

- Strengthen the capacities of senior managers to work confidently across HDP nexus;
- Revise the framework for partnering with civil society and strengthen localization;
- Develop a digital partnership management system.



Management Response

Theme 3: Key actions related to planning and programming

- Take forward commitments on risk-informed programming, gender- and disability-responsive programming and accountability to affected populations in humanitarian contexts;
- Ensure clear articulation of UNICEF actions for conflict sensitivity and peacebuilding in policies and plans.



Management Response

Theme 4: Key actions related to internal systems and structures

- Review UNICEF planning, reporting, monitoring, financial and human resources systems and management structures to support the nexus at all levels (country offices, regional offices, headquarters);
- Develop and implement a resource mobilization strategy for flexible and multi-year funding;
- Continue to provide advocacy for flexible funding;
- Recruit staff with HDP skills and build capacity of staff to work across the HDP nexus.

Management Response

- **Theme 5: Key actions related to COVID-19 and the nexus**
- Review UNICEF's global social protection response to COVID-19;
- Strengthen partnerships to advance shock-responsive systems in crisis-prone contexts;
- Position child-sensitive, resilient systems within COVID-19 recovery needs assessments, and build awareness of child-sensitive local risk governance opportunities.



Thank you.

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