Update on the implementation of the Humanitarian Review recommendations

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Reference document: UNICEF/2022/EB/3
Background research questions

- Does the UNICEF current business model prepare it for an effective response to a rapidly evolving landscape of crisis?

- How can UNICEF adapt its business model to ensure it can respond to future humanitarian contexts and needs quickly and effectively?
Key findings

Predictability, timeliness, quality and equity in humanitarian response

- Humanitarian Capacity and Leadership
- Corporate Commitment to Humanitarian Response
- Accountability for Results for Children in Humanitarian Settings

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Implementation

- The review is the primary tool for change management to enhance UNICEF humanitarian efforts.

- UNICEF is committed to implementing these recommendations by the outset of the next Strategic Plan in 2026.

- Internal systems and structures for implementation, coordination and monitoring have been set up.

- The recommendations have been streamlined into corporate planning processes.

- Implementation has begun for nearly 50 per cent of review recommendations.
Achievements to date

Overarching change

• Policies and procedures have been revised to support more equitable, accountable and timely response

Leadership and learning

• A competency-based humanitarian learning framework has been developed

• A talent management strategy for leaders in emergencies has been created
Achievements to date

Humanitarian action in complex environments

- **Surge deployment capacity** enhanced through ‘Frontlines’ platform (preparedness & response)
- **Access** capabilities bolstered through finalization of the Humanitarian Access Field Manual
- **Advocacy training packages and guidance** developed to improve advocacy governance
- **Innovative programming modalities** such as Humanitarian Cash Transfers prioritized
- **Organizational risk appetite and risk tolerance** statements developed.
Achievements to date

**Programming capabilities**

- **Nexus programming** and monitoring advanced
- Institutionalization and expansion of the **UNICEF public health emergencies strategy and capacity**
- **Key partnerships** developed to better protect children on the move
- **Accountability to affected populations** operationalized
- An organizational strategy for a **comprehensive approach to localization** developed.
Focus on preparedness and anticipatory action

- Taking a “no-regrets” approach
- Ensuring risk analysis is comprehensive and child-centred
- Collecting better data and evidence for informed decision-making
- Coordinating with other agencies, partners and donors
Moving forward in 2022

**Change for children**
Focus on ensuring the change has the desired effect in areas where it matters the most.

**Accountability**
Commitment to the change requires transformed humanitarian action.

**Partnership**
For organization development in key areas of humanitarian leadership, skill building, preparedness and technical capacity.

**Resources**
Drive for $20 million in additional funding for key areas.
Thank you.