

DEDP a.i, to the Executive Board on the Management Response to the Evaluation of Humanitarian Capacity, 2019–2025

Distinguished Members of the Executive Board,

I am pleased to present UNFPA management's response to the independent evaluation of our capacity in humanitarian action. We fully accept six out of the seven recommendations and partially accept one, reflecting our firm commitment to continuous improvement.

The organization has invested significantly to implement the recommendations contained in the 2019 independent evaluation to advance its work in the humanitarian space. And we welcome the findings of this new evaluation, which confirm that UNFPA has made significant strides in institutionalizing its humanitarian mandate.

In relation to Strategic Positioning and Leadership

- UNFPA agrees with the need to further elevate its strategic and leadership role in humanitarian action by developing a comprehensive, standalone internal strategic framework for humanitarian action. This framework will articulate our humanitarian proposition and ensure our mandate areas are consistently prioritized as life-saving interventions. This is particularly crucial as UNFPA engages in the Humanitarian Reset, to ensure that the organization is best positioned to deliver - and often be the sole provider - of these lifesaving services.
- The reporting line of the Humanitarian Response Division (HRD) will be shifted from the Deputy Executive Director for Management to the Deputy Executive Director for Programme, after recruitment of the latter. This structural change will deepen programmatic integration across the humanitarian, development, peace continuum.

In relation to Reinforcing Country-Level Capacity

- UNFPA is reinforcing its humanitarian leadership by instituting mandatory minimum standards of relevant knowledge, skills and experience for Country Representatives and senior staff. Our new Strategic Plan and Integrated Budget for 2026-2029, provides for the upgrade of eight key Country Office management positions to attract and retain top-tier humanitarian talent.

- UNFPA has clearly articulated its responsibility and accountability as the Provider of Last Resort for GBV. While supporting the GBV Area of Responsibility integration into the protection cluster within the Humanitarian Reset, UNFPA will safeguard its global, regional, and national (GBViE) GBV in emergencies expertise to ensure it maintains strong programming and leadership across all future coordination arrangements.
- UNFPA remains seriously concerned that persistent funding shortfalls are increasingly constraining our ability to sustain essential GBV programming at country level, particularly in high-risk and protracted crises.
- UNFPA is strengthening Sexual and Reproductive Health (SRH) services in emergencies and deepening operational and technical collaboration with WHO to ensure coherent, complementary action and continuity of life-saving services for women, girls, and young people in the most challenging contexts.

In relation to Operational Agility and Investing in People

- UNFPA (WE ARE) is advancing targeted reforms to policies, procedures and programmatic frameworks to better support both sudden-onset and protracted humanitarian crises, including clearer alignment with the humanitarian-development continuum. We are embedding a more proactive, 'no-regrets approach' to humanitarian action through strengthened risk management practices, supported by clear oversight and performance metrics.
- UNFPA is also addressing structural enablers of effective response by defining minimum humanitarian capacity requirements, streamlining recruitment mechanisms, and reducing reliance on short-term staffing models.

In relation to Accountability and Localization

- UNFPA is further strengthening its localization efforts, by promoting funding to local and national actors, local involvement and leadership, and response capacity in its humanitarian efforts. In 2025, UNFPA issued internal guidance on localization, and is advancing identified priority areas, including risk sharing and tracking. Following the launch of our global Accountability to Affected Populations Framework, we are now making community feedback mechanisms a mandatory and consistent practice.

And finally, in relation to Data and Outcome Measurement

- We have partially accepted the recommendation for a unified data strategy, as our 2024 Humanitarian Data Framework already provides the necessary

foundation. We agree on the need for better outcome measurement and we will update our indicators to move beyond activity-level reporting toward measuring real impact in the lives of women and girls affected by crises.

In conclusion, the steps outlined in this management response will help to ensure that our humanitarian capacity is not just robust, but truly fit-for-purpose. We remain committed to being a predictable, agile, and effective leader, delivering life-saving results in the world's most challenging contexts. Thank you.