

# UNICEF Evaluation Management Response Template

**Evaluation Title: UNICEF RESPONSE TO THE 2022 FLOODING IN PAKISTAN**

**Region: ROSA**

**Office: Pakistan**

**Assessment Year: 2023**

**Person-In-Charge for Follow-up to Management Response: Chief Field Operations and Social Policy**

## **Overall Response to the Assessment:**

UNICEF ROSA in close collaboration with Pakistan Country Office commissioned an L2 assessment of the 2022 flooding in Pakistan, which aimed to serve multiple purposes: informing program design, aiding managerial decision-making, learning for future emergencies, and ensuring accountability for UNICEF's response to the flooding crisis in Pakistan. The assessment had specific objectives, including evaluating the effectiveness and timeliness of the response, assessing emergency preparedness and organizational readiness, documenting challenges and lessons learned, and identifying areas for improvement. The guiding principles included a limited footprint, a data-driven approach, user-friendliness, and a learning orientation.

Diverse data collection methods were employed, such as desk reviews, interviews, surveys, and physical observations, all conducted with adherence to ethical standards. The assessment ensured the reliability and validity of the findings through data triangulation from multiple sources. The intended beneficiaries of this assessment are UNICEF, the Government of Pakistan, implementing partners, UN bodies, and the general public. A participatory approach was used by engaging all key stakeholders in the process. This assessment is seen as an important assignment that can inform future program design and decision-making. PCO fully agrees with most of the recommendations.

## **Planned Use of Evaluation:**

The insights from this assessment will be used by the UNICEF management at the Pakistan country level to be well prepared and inform ongoing implementation of the UNICEF support for emergency in the future. Moreover, lessons learned around coordination of UNICEF systems at the different levels will be informative in supporting and addressing emergencies occurring at the country level.

**Allowed Editor: Shamshad**





## **RECOMMENDATIONS and ACTIONS: PROGRAMME RELATED**

- Recommendation 1:** UNICEF PCO senior management should foster sectoral integration by developing a strong framework that clearly defines integration as follows:
- Define more explicitly how the work of different sectors can be integrated within each programme cycle process, including assessments, project development, service delivery, monitoring and procurement.
  - Implement procedures that require sector staff to engage in joint projects with common partners while ensuring that this does not impede the provision of life-saving services.
  - Identify partners with multisectoral expertise and establish multisectoral contingency agreements before a crisis occurs.
  - Clarify the roles of emergency staff and field office heads in ensuring sectoral integration and joint programming.
  - Regularly monitor the degree of integration using indicators presented in this report.

**Management Response: (Agree, Partially, Disagree): Agree**

**If recommendation is rejected or partially accepted, report reasons:**

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Implementation of Scaling Up Convergence and Coverage of Essential Social Services (SUCCESS) for Children in Pakistan	PCO and Field Office	Section and FOs Chiefs	December 30, 2025	Underway	<p>SUCCESS as a model for integration has clear guidance on modalities, targeted areas and shared result frameworks. Implementation is underway in all provinces. This integration will feed into future more integrated emergency response. <b>Balochistan</b>; SUCCESS implementation is in progress in 02 districts (Jhal Magsi &amp; Sibbi). Key activities done for Health &amp; Nutrition:</p> <ul style="list-style-type: none"> <li>- DHIS2 Implemented (Health &amp; Nutrition)</li> <li>- LHWs are trained on Home Based Newborn Care, Revised Counselling Cards “Sehat Ki Dastak”, CIMNCL, Mass MUAC Screening etc</li> <li>- Recruitment of Community Health &amp; Nutrition Couples under CHN is in progress in the LHWs non-covered areas of district Sibi.</li> <li>- Mass MUAC Screening activities for 100% area coverage through CSO.</li> <li>- 17 OTP Centers providing identification and treatment services for SAM children and supplements for PLWs &amp; Adolescent girls.</li> <li>- 55 dedicated LHW Health Houses providing IYCF counselling, MNP, IFA/MMT.</li> <li>- World Breastfeeding Month celebrated.</li> </ul> <p>Sindh (Sujawal), KP (Torghar) and Punjab (Rajanpur) are implementing the SUCCESS initiative with gradual scaling up of integrated interventions</p>	<p><a href="#">Deep Dive Session Report SUCCESS initiative.docx</a>  <a href="#">Baseline Mapping of SUCCESS Districts- District Wise Finding SUCCESS UNICEF PAKISTAN</a></p>


Development of integrated cPDs and PDs.	Programmes and field offices	Chiefs and CFOs	December 2024	Underway	A number of integrated PDs and cPDs have been developed or are under development. Effectiveness and efficiency of this modality are being monitored. 38 signed, 1 under review <b>Balochistan:</b> 01 joint CPD for Health & Nutrition sections with ACF. Integrated (WASH, nutrition) cPD approved for AJK GB WASH cPD under final internal review.	<a href="#">eTools   PMP (unicef.org)</a>
Regularly monitor the degree of integration using indicators presented in this report.	PCO and Field Office	Section and FOs Chiefs	December 30, 2025	Underway	Joint monitoring visits of different programmes are taking place.	 Sibi Meeting Minutes SUCCESS.pdf  Sibi - SUCCESS C.C Notification & TORs.p  Jhal Magsi Minutes of Meeting.pdf  Jhal Magsi - SUCCESS C.C Notifica




**Recommendation 2:** To further strengthen the development and humanitarian nexus, UNICEF PCO and UNICEF field offices should consider taking the following actions:











- Invest in initiatives that promote integration, resilience building and risk reduction strategies to enhance the integration of development and humanitarian efforts.
- Adopt multisectoral approaches that address immediate humanitarian needs while also aligning with long-term development goals.
- Prioritize capacity building for both humanitarian and development actors, emphasizing the significance of integration in their work.

**Management Response: (Agree, Partially, Disagree): Agree**

**If recommendation is rejected or partially accepted, report reasons:**

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Invest in initiatives that promote integration, resilience building and risk reduction strategies to enhance the integration of	PCO and FOs	Programme Chiefs, CFOs	December 30, 2025	Underway	<b>Punjab:</b> Several projects are going on. Few are listed here. Drought preparedness and rainwater harvesting project in Cholistan.	 Cholistan Desert Topographic Survey R

<p>development and humanitarian efforts.</p>					<p>Floods Water Management and rainwater Harvesting Project in Rajanpur and D.G. Khan.</p> <p>Climate Resilient Cluster Based Community Water Supply Schemes in Rajanpur and D.G. Khan districts.</p> <p><b>Punjab Education:</b> Solarization of 425 schools and NFEs completed in flood affected districts completed</p> <p>DRR working Group meetings ongoing as a ongoing engagement with key stakeholders including CSO, government at Provincial, South Punjab and districts level (DGK and Rajanpur)</p> <p><b>Balochistan:</b></p> <ul style="list-style-type: none"> <li>- Solarization of LHWs Health Houses to support Health &amp; Nutrition interventions in the flood affected districts (Naseerabad, Jaffarabad, Sohbatpur, Bolan, Sibi, Jhal Magsi)</li> <li>- Solarization of Rural Health Center, Tehsil Lehri in Sibbi District</li> <li>- Assessment concluded for 04 Divisional/District Headquarter Hospitals for installing 100 Kv system in Loralai, Sibi, Naseerabad and Jaffarabad.</li> <li>- Trained 28 people (DHOs/MSs/PPHI DSMs) for Sibi and Naseerabad Divisions on DRR with the support of UNICEF CO.</li> <li>- 04 Master trainer trained by CO from Nutrition Directorate and PDMA on Nutrition in Emergency (NiE).</li> <li>- ECD is maximized in the Emergency Nutrition Response</li> </ul> <p>WASH&amp;CED, working with provincial line departments to define and adapt the sector to be more climate resilient. This includes development of climate risk assessment tools, development of climate resilient service delivery models, district climate and DRR profiles, etc.</p>	 Cluster 7 from Feasibility Report Raja  Cluster 11 From Feasibility Report.pdf  Cluster 06 From Feasibility Report.pdf
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<p>Adopt multisectoral approaches that address immediate humanitarian needs while also aligning with long-term development goals.</p>	<p>PCO and FOs</p>	<p>Programme Chiefs, CFOs</p>	<p>December 30, 2025</p>	<p>Underway</p>	<p>Implementation of Scaling Up Convergence and Coverage of Essential Social Services (SUCCESS) for Children in Pakistan is in progress in 27 high priority districts. Baluchistan:</p> <ul style="list-style-type: none"> <li>- SUCCESS in Jhal Magsi and Sibi districts</li> <li>- Integrated Mobile Health &amp; Nutrition Units in the flood affected and RRP districts.</li> <li>- Mass MUAC Screening in the flood affected districts with a focus on Nutrition, MNCH, Immunization, WASH and CP indicators</li> </ul> <p>KP will look for opportunities to develop integrated Partnerships</p>	<p><a href="#">Deep Dive Session Report SUCCESS initiative.docx</a> <a href="#">Baseline Mapping of SUCCESS Districts- District Wise Finding</a></p>
<p>Prioritize capacity building for both humanitarian and development actors, emphasizing the significance of integration in their work.</p>	<p>PCO and FOs</p>	<p>Programme Chiefs, CFOs</p>	<p>December 30, 2025</p>	<p>Underway</p>	<p>Five days Nutrition in Emergency training provided for 30 NDMA, PDMA and Health Department staff.</p> <p>Capacity building sessions are in progress</p> <p><b>Punjab:</b> Emergency Preparedness and Response Planning trainings conducted by WASH, Health and Education Sector in which stakeholders from all relevant sectors participated.</p> <p><b>Balochistan:</b></p> <ul style="list-style-type: none"> <li>- Trained 28 people (DHOS/MSs/PPHI DSMs) for Sibi and Naseerabad Divisions on DRR with the support of UNICEF CO and covered Health, Nutrition and WASH sectors.</li> <li>- 04 Master trainer trained by CO from Nutrition Directorate and PDMA on Nutrition in Emergency (NiE).</li> <li>- HCPs, LHWs, BISP &amp; CSOs staff trained on simplified approaches.</li> </ul> <p>WASH sector humanitarian capacity building training undertaking country-wide. Investment in tools to assess immediate and medium term needs of communities following an emergency.</p> <p>In total UNICEF in the month of July and August have trained 60 participants in</p>	<p> Agenda_-_WASH_EP RP_Workshop_July_4.</p> <p> Trip Report-EPRP Workshop WASH Sec</p> <p> Attendance_sheet_EP RP_Workshop.pdf</p> <p> Pictures WASH Sector Partners EPRP</p> <p> Attendance sheet Health EPRP.pdf</p> <p> Agenda of the Health EPRP South Punjab.pc</p> <p> Health EPRP Report.pdf</p> <p> Agenda of Training Session on EIE DRR ar</p> <p> Attendance EIE workshop.pdf</p> <p> EIE-Multan.pdf</p>


					<p>Gilgit Baltistan covering all the 14 districts. In Balochistan 28 participants from 10 vulnerable districts, 56 Participants from 18 Vulnerable districts of KP and 37 participants from 10 districts of Pakistan administered Kashmir were trained on Disaster preparedness and response planning for Health professionals.</p> <p>KP plans to organize training for the staff for guiding them on integration, convergence and working together.</p>	
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


**Recommendation 3:** To enhance WASH interventions during emergencies, UNICEF should consider the following key actions:

- Collaborate with government-owned private companies to explore innovative solutions.
- Enhance logistics to ensure the timely delivery of supplies and services.
- Expand partnerships with NGOs to achieve better response coverage.

**Management Response: (Agree, Partially, Disagree): Agree**

**If recommendation is rejected or partially accepted, report reasons:**

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implement ation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Collaborate with WASH service providers on innovative Climate Resilient solutions	FOs	WASH leads at FOs	December 30, 2025	Underway	<p>Developed climate resilient water supply and sanitation technical models (WASH technical note</p> <p><b>Punjab:</b> Several Climate Resilient projects are going on. Few are listed here. Floods Water Management and rain water Harvesting Project in Rajanpur and D.G.Khan</p> <p>Drought preparedness and rainwater harvesting project.</p> <p>Climate Resilient Cluster Based Community Water Supply Schemes in Rajanpur and D.G.Khan districts.</p> <p>Nature Based Wastewater Treatment/Floating Wetlands Project.</p> <p>Engagement with children and teachers for implementation of the Green book, encourage plantation and climate resilient discourse with adolescents in WASH Clubs</p>	<p><a href="#">CR sanitation (WASH Field Note)</a></p>  <p>Feasibility_Report_Rainwater Harvesting_D</p>

					<p>and Youth Groups in schools and NFEs in flood affected districts.</p> <p>Capacity building of teachers on climate change and its effect on education including role of teachers in improving school environment.</p> <p>KP: UNICEF, in partnership with the University of Engineering and Technology, Peshawar, supported a learning exchange with counterparts in all provinces, to strengthen knowledge around climate resilient WASH systems, and develop provincial roadmaps to work towards institutionalization of these approaches.</p> <p>KP already started working with PHED line departments at the district and divisional level.</p>	 Revitalization of Wastewater Pond-Flo  Schematic Working of Floating Wetland.p  Technical Article-Floating Wetla  PHOTO-2023-11-12-11-28-54.pdf  Climate Change.pdf  wash in schools.pdf
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Develop preparedness plan for floods	FOs	WASH leads at FOs	June 2024	Underway	<p>Sindh: Contingency plan for 4 priority flood prone districts is available.</p> <p>Punjab: Contingency Plan has been developed for priority districts.</p> <p>WASH contingency plans have been developed centrally for the WASH programme and, for certain districts (Punjab and Sindh) district level plans developed.</p>	
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Development of contingency PDs with partners	FOs	WASH leads at FOs	May 2024	Underway	<p>WASH programme has 24 cPD signed for services across the country, including AJK. One additional for GB under finalization.</p> <p>Punjab: 5 CPCA have been signed.</p> <p>Sindh have 10 Contingency PDs signed.</p> <p>KP developed five contingency PDs with CSOs.</p>	<a href="#">eTools   PMP (unicef.org)</a>
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**Recommendation 4:** The UNICEF PCO Humanitarian Team should work on completing the emergency preparedness plan, addressing any gaps in collaboration with partners and communities. This should include involving more national and international NGOs with greater scale-up and humanitarian capacities as contingency partners, enhancing partner capacities through training, and incorporating fundraising and other support unit preparedness issues.

**Management Response: (Agree, Partially, Disagree):** Agree

**If recommendation is rejected or partially accepted, report reasons:**

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implement ation stage: Not started Underway Completed	Actions taken	Supporting documents
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				Cancelled		
Update and finalize the Emergency Preparedness Plan (EPP).	PCO DRR and all programmes	Section Chiefs	September 30, 2024	Completed	Sectoral inputs on the EPP are provided. Final approval is due.	
Sectoral training in emergency preparedness and management.	All programmes	Section Chiefs	December 31, 2024	Completed	<p>Wide range of sectoral and cross-sectoral trainings conducted in all provinces.</p> <p><b>Balochistan:</b> Trained 28 people (DHOs/MSs/PPHI DSMs) for Sibi and Naseerabad Divisions on DRR with the support of UNICEF Health at CO and covered Health, Nutrition and WASH sectors. Districts shared their contingency plans based on the learnings during the training.</p> <p>In total UNICEF in the month of July and August have trained 60 participants in Gilgit Baltistan covering all the 14 districts. In Balochistan 28 participants from 10 vulnerable districts, 56 Participants from 18 Vulnerable districts of KP and 37 participants from 10 districts of Pakistan administered Kashmir were trained on Disaster preparedness and response planning for Health professionals.</p> <p>WASH: UNICEF supported emergency preparedness/LL workshops for contingency partners and sector partners in 3 provinces.</p>	
Development of broad spectrum of cDPs	All programmes	Section Chiefs	Dec 31 2024	Underway	A wide range of cDPs have been developed and are under development covering all sectors and areas of the country.	<a href="#">eTools   PMP (unicef.org)</a>
TV programme (URAAAN series).	NDMA /Govt, UNICEF	DRR Specialist	December 2024	Underway	Initiated TV programme on different themes including, Emergency Preparedness and DRR, education in emergencies, WASH in emergencies, etc., aired on PTV.	<a href="https://youtu.be/Tc7swsrFvDI?si=HYGP IYJ64aqvPNQW">https://youtu.be/Tc7swsrFvDI?si=HYGP IYJ64aqvPNQW</a>
PROTECTION - raise awareness and build capacity of staff and partners on protection (CPiE, GBViE).	<u>WASH, education, health, nutrition, social policy, SBC, child protection</u>	Section Chiefs	December 2025	Not started		




Embed CPiE and GBViE considerations and actions in needs assessments and response plans (emergency preparedness plans, contingency PDs, HPDs, HNOs, HRP chapters etc.)	<u>WASH, education, health, nutrition, social policy, SBC, child protection</u>	Section Chiefs	December 2025	Underway		
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**Recommendation 5:** Programme teams in PCO and UNICEF field offices should enhance collaboration and cross-learning not only between UNICEF PCO and the field offices but also among field offices. This will ensure that varying approaches adopted for implementation (e.g., establishment of TLCs) in different field offices are well-considered and not ad hoc, preventing inconsistent choices across different field offices. By strengthening coordination and knowledge sharing, UNICEF can ensure a more effective and consistent implementation of education interventions during emergencies.

**Management Response: (Agree, Partially, Disagree):** Agree

**If recommendation is rejected or partially accepted, report reasons:**

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implement action stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Strengthening coordination and knowledge sharing, UNICEF can ensure a more effective and consistent implementation of education interventions during emergencies.	Education	Chief of Education	December 2024	Underway	This recommendation is already being implemented. For example, the Education section conducts quarterly programme reviews with all offices, which include knowledge sharing and thematic discussions (e.g., in 2023 two of these reviews were focused on education in emergencies topics). A discussion on Education in Emergencies also aired on PTV.	
Cross-learning between UNICEF PCO and the field offices as well as among field offices to create opportunities for field offices to exchange experiences, lessons learned, and innovative solutions (like Mass MUAC screening exchange visit of Sindh & Punjab FO etc.). This will enable the FO staff to identify effective methods and tailor them to specific	Field office Baluchistan, Punjab, Sindh and KP	CFOs	December 2025	Underway	Regular updates, challenges and lessons learned are shared in monthly EMTs.  Sharing missions conducted to Balochistan to learn from community and mass MUAC initiatives. Information on good practices shared in sectoral and ECMT meetings.  <b>Punjab:</b> Punjab Nutrition team did the exchange visit to Balochistan for MUAC Screening. WASH team did a learning exchange with other provinces to KP (in partnership with UET Peshawar) to enhance knowledge	

regional needs, resulting in more impactful interventions.					about climate resilient WASH assessments and services.	 Trip Report-WASH team exposure visit tc
Develop standardized guidelines for education interventions during emergencies.	Field office Balochistan, Punjab, Sindh and KP	CFOs	December 2025	Underway	Concept note on Standardization of Education in Emergencies (EiE) response package (Training Manuals and Education Kits) is developed. Education Sector Emergency Preparedness and Response Plan 2024 is developed for Punjab	 Concept note-standardization,  School Flood Emergency Letter with

**Recommendation 6:** UNICEF HQ should improve programme quality by developing contextual quality standards for each sector within the CCC framework. These standards should be integrated into emergency preparedness plans, staff and partner training programmes, as well as the creation of clear checklists for use in staff and third-party monitoring reports. Additionally, UNICEF PCO, in collaboration with its partners, should provide training to communities on quality expectations and incorporate feedback mechanisms into accountability processes. Moreover, UNICEF PCO should closely monitor partner complaint mechanism outputs.

**Management Response: (Agree, Partially, Disagree): Agree**

**If recommendation is rejected or partially accepted, report reasons:**

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Development of AAP road map	SBC	Elnur Aliyev	December 2024	Completed	Needs assessment completed. UNICEF and its partners trained across all provinces  FO KP trained all the cPDs partners representatives and people from PDMA on AAP, PSEA and Gender	<a href="#">AAP Country Roadmap Pakistan final submission.docx</a> <a href="#">AAP Road Map.pptx</a> <a href="#">AAP Road Map.pptx</a>
Development of SBC minimum standards for emergency preparedness and response (in line with CCC)	SBC	Elnur Aliyev	December 2024	Underway	In process of roll out to test tools and approaches  <b>Khyber Pakhtunkhwa</b> SBC is integrated in all the cPDs with its minimum standards	<a href="#">SBCiE Programme guidance note final.docx</a>  <a href="#">CE SBC in Emergencies UNICEF EMT.pptx</a>


**RECOMMENDATIONS and ACTIONS: COORDINATION AND COLLABORATION**

**Recommendation 7:** UNICEF PCO and the field offices should take the following concrete steps to enhance sectoral coordination and provide effective intellectual leadership:

- Assign dedicated staff members with expertise in each respective sector to actively participate in these meetings.
- Develop and share UNICEF’s technical standards and best practices with other agencies during these meetings.
- Actively engage with partner agencies to encourage the adoption of UNICEF’s technical standards and collaborate on aligning approaches.
- Regularly assess progress and provide updates on the adoption of technical standards and best practices during sector meetings.

**Management Response: (Agree, Partially, Disagree): Agree**

**If recommendation is rejected or partially accepted, report reasons:**

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Assign dedicated staff members with expertise for sectoral coordination in each respective sector to actively participate in meetings and share UNICEF’s technical standards and best practices with other agencies during these meetings.	All programmes and FOs	Section chiefs and CFOs	December 30, 2024	Underway	Provincial and National Emergency working groups are in place and meeting led by PDMA. UNICEF co Sector leads representing WASH, Nutrition, Child Protection and Education Sector. A dedicated and experienced Nutrition Sector Coordinator recruited on TA contract	 Meeting with PDMA-Punjab.pdf
Regularly assess progress and provide updates on the adoption of technical standards and best practices. This continuous monitoring will help ensure we are on track to achieve our goals and make any necessary adjustments.	Programmes and Field Offices	Section Chiefs and CFOs	December 30, 2025	Underway	Programmatic visits are in progress. For Health Working Group UNICEF is an Active member  UNICEF and NDMA draft SOP for WASH in Emergencies under finalization.	

**Recommendation 8:** To enhance programme quality, integration, cost-efficiency and time efficiency, UNICEF PCO programme teams and field offices should establish and maintain improved coordination with partner organizations. This can be achieved through the following actionable steps:

- Schedule regular coordination meetings with partner organizations.
- Designate convenors from among partner organizations for different districts and sectors to facilitate communication and collaboration.
- Implement joint planning and programming initiatives to ensure effective cooperation and resource optimization.
- Advocate for political support and the development of comprehensive response plans.

**Management Response: (Agree, Partially, Disagree): Agree**

If recommendation is rejected or partially accepted, report reasons:						
Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Schedule regular coordination meetings with partner organizations to ensure open communication channels and alignment of objectives for sharing updates, discussing challenges, and strategizing for effective collaboration.	All relevant programmes and FOs	Chiefs/CFOs	December 30, 2024	Underway	Inter-Sectoral Coordination Group in place.	
Designate convenors from partner organizations for different districts and sectors to facilitate communication and collaboration at the grassroots level, ensuring that initiatives are tailored to local needs and realities.	All relevant programmes and FOs	Chiefs/CFOs	December 30, 2024	Underway	WASH partner mapping and district focal points have been identified –to be used in event of emergency.	
Implement joint planning and programming initiatives to ensure effective cooperation and resource optimization.	All Sections and FOs	Section Chiefs and CFOs	December 30, 2024	Completed	All offices have prepared contingency plans for the Monsoon season	
<b>Recommendation 9:</b> UNICEF PCO should proactively advocate for enhanced UN coordination during joint UN meetings. This advocacy should aim to foster increased collaboration and joint assessments, which can lead to more effective programming. To achieve this, UNICEF should work on formalizing written agreements with key UN agencies, such as WFP and UNHCR, that play a crucial role in addressing critical community needs like shelter and food. These agreements should outline specific responsibilities, timelines and mechanisms for coordination.						
<b>Management Response: (Agree, Partially, Disagree): Agree</b>						
If recommendation is rejected or partially accepted, report reasons:						
Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed	Actions taken	Supporting documents

				<b>Cancelled</b>	
Joint coordination forum of UN agencies to foster increased collaboration and joint assessments, which can lead to more effective programming with written roles and responsibilities of each agency.	PCO	Chiefs/CFOs	June 30, 2025	Underway	Inter-Sectoral Coordination Group at national and provincial levels.--UNICEF is an active part of these.

**RECOMMENDATIONS and ACTIONS: GENDER EQUALITY AND INCLUSION**

**Recommendation 10:** UNICEF PCO should develop comprehensive sector-specific and integrated policies and frameworks addressing gender equality, capacity building, sustainability and vulnerability analyses of children. These policies and frameworks should be used as essential tools in the development of emergency preparedness and subsequent response planning, which should be incorporated into the Annual Work Plans and Emergency Preparedness Plans. Additionally, UNICEF PCO should explore opportunities to mitigate the damage caused by floods within its ongoing development projects by seeking funding through climate damage funds.

**Management Response: (Agree, Partially, Disagree): Agree**

**If recommendation is rejected or partially accepted, report reasons:**

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implement ation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Development of Gender Strategy	PCO	Fahmida Iqbal	April 2024	Completed	Gender strategy is developed and widely disseminated to stakeholders.	<a href="#">UNICEF Pakistan Gender Strategy - Revised v4.1.pdf.pdf</a>
Gender integration in EPP, PDs and proposals	PCO	Fahmida Iqbal	December 2025	Underway	Meeting has been held with ROSA on gender audit of EPP to ensure gender integration in EPP document. All PDs and proposals are reviewed for pushing for gender-responsive programming.	<a href="https://www.unicef.org/rosa/reports/advancing-rights-every-girl-and-woman-south-asia">https://www.unicef.org/rosa/reports/advancing-rights-every-girl-and-woman-south-asia</a>

**Recommendation 11:** To further advance gender equity and ensure the effective integration of gender considerations in UNICEF’s work, UNICEF PCO should take the following actions:

- Develop a comprehensive plan to mainstream gender considerations across all projects and programmes.
- Establish specific, measurable and time-bound targets for achieving gender equity within UNICEF initiatives.
- Strengthen the monitoring and evaluation framework by emphasizing the collection and analysis of qualitative data to assess progress toward gender equity goals

**Management Response: (Agree, Partially, Disagree): Agree**

**If recommendation is rejected or partially accepted, report reasons:**

<b>Actions planned</b>	<b>Responsible Office</b>	<b>Responsible Person</b>	<b>Expected completion date</b>	<b>Implementation stage: Not started Underway Completed Cancelled</b>	<b>Actions taken</b>	<b>Supporting documents</b>
Develop a comprehensive plan to mainstream gender considerations across all projects and programmes.	PCO	Fahmida Iqbal	December 2024	Underway	Development of Costed Gender Action Plan is in progress. Provincial consultations held and preparation of the costed plan is in progress.	
Establish specific, measurable and time-bound targets for achieving gender equity within UNICEF initiatives.	PCO	Fahmida Iqbal	December 2024	Underway	Relevant indicators have been marked in CSI and RAM.	
Strengthen the monitoring and evaluation framework by emphasizing the collection and analysis of qualitative data to assess progress toward gender equity goals	PCO	Fahmida Iqbal	December 2025	Underway	Gender-disaggregated data is collected for relevant indicators. A study on Intersectional Gender Barrier Analysis affecting the uptake of Oral Polio Vaccine in ToR development stage	

**RECOMMENDATIONS and ACTIONS: MONITORING, INFORMATION MANAGEMENT AND PARTNERSHIP**

**Recommendation 12:** UNICEF PCO and its field offices should closely monitor the upcoming monsoon season and the associated risk of flooding. They should utilize their extensive network of staff and partners located in flood-prone areas within the country. This proactive approach will empower them to assist organizations and communities in preparing for a response in case of a major crisis.

**Management Response: (Agree, Partially, Disagree):** Agree

**If recommendation is rejected or partially accepted, report reasons:**

<b>Actions planned</b>	<b>Responsible Office</b>	<b>Responsible Person</b>	<b>Expected completion date</b>	<b>Implementation stage: Not started Underway Completed Cancelled</b>	<b>Actions taken</b>	<b>Supporting documents</b>
Closely monitor the upcoming monsoon season and the associated risk of flooding. They should utilize their extensive network of staff and partners located in flood-prone areas within the	All Programmes and field offices	Humanitarian Coordinator	December 30, 2024	Underway	Monthly EMTs are held, monsoon updates and preparation and implementation of emergency response are discussed in coordination with Field Offices.  WASH: UNICEF is actively engaged with IPs and sector partners and encouraging sharing of field level information. WASH	

country. This proactive approach will empower them to assist organizations and communities in preparing for a response in case of a major crisis.					online monitoring tool developed to get real-time inputs from partners—where available.	
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**Recommendation 13:** UNICEF PCO and the field offices should enhance their strategic use of internal information management for informed decision-making by implementing the following measures:

- Improve the collation of documents and extraction of information related to programme quality, timeliness, sectoral balance and geographic distribution. Consider implementing advanced data management systems.
- Establish standardized data protocols to ensure consistency and reliability.
- Enhance data analysis and visualization capabilities.
- Encourage staff and partners to provide monthly online mission reports, progress reports, outputs and budget utilization data for real-time updates.

**Management Response: (Agree, Partially, Disagree): Agree**

**If recommendation is rejected or partially accepted, report reasons:**

<b>Actions planned</b>	<b>Responsible Office</b>	<b>Responsible Person</b>	<b>Expected completion date</b>	<b>Implement action stage: Not started Underway Completed Cancelled</b>	<b>Actions taken</b>	<b>Supporting documents</b>
Improve the collation of documents and extraction of information related to programme quality, timeliness, sectoral balance and geographic distribution. Consider implementing advanced data management systems.	PCO	Data Manager	December 2025	Underway	ERPTS dashboard is developed, and data is regularly dated.	<a href="#">ERPTS Dashboard</a>
Establish standardized data protocols to ensure consistency and reliability.	PCO	Data Manager	December 2025	Underway	Standard protocols are in place at the field and PCO level to ensure integrity and enhance usability.	
Enhance data analysis and visualization capabilities.	PCO	Data Manager	December 2025	Underway	Monthly data updates in ERPTS Periodic analysis of data (disaggregated by gender, geographic programmatic) is done and shared with management and in EMTs. Senior management, programme teams and FOs are supported in providing the required data. The pool of data team is increased.	<a href="#">ERPTS Dashboard</a>

					WASH Humanitarian online monitoring tool developed and rolled out.	
Encourage staff and partners to provide monthly online mission reports, progress reports, outputs and budget utilization data for real-time updates.	PCO	All programmes Chiefs and CFOs	December 2025	Underway	Capacity building sessions held for all staff use the eTools for the programmatic visits and upload the reports online including actions to be taken.	

**RECOMMENDATIONS and ACTIONS: SUPPORT FUNCTIONS**

**Recommendation 14:** To optimize resources, enhance response capabilities and ensure a more efficient and coordinated emergency response, UNICEF PCO's HR Department can implement the following key actions:

- Anticipate and plan for HR requirements through capacity mapping.
- Enhance communication and coordination between offices.
- Provide surge staff with clear terms of reference and comprehensive orientation.
- Foster collaboration with other UN agencies.
- Streamline the visa processing for surge staff.
- Improve data entry and tracking systems.
- Develop a retention policy to encourage commitment

**Management Response: (Agree, Partially, Disagree): Agree**

**If recommendation is rejected or partially accepted, report reasons:** Repetitive. Develop a retention policy to encourage commitment and streamline the visa processing for surge staff is covered under 17 and 18 below.

<b>Actions planned</b>	<b>Responsible Office</b>	<b>Responsible Person</b>	<b>Expected completion date</b>	<b>Implementation stage: Not started Underway Completed Cancelled</b>	<b>Actions taken</b>	<b>Supporting documents</b>
Anticipate and plan for HR requirements through capacity mapping.	HR & Sections	Chief HR/ Leena	31-Dec-2025	underway	Capacity mapping exercise for key emergency positions based on key functional areas done and section needs/ requirements are received for surge/ emergency. List of potential NO/ IPs from 2023 plus IPs Pakistani 2024 is uploaded in EPP	
Provide surge staff with clear terms of reference and comprehensive orientation.	HR & Sections	Chief HR/ Leena	31-Dec-2025	underway	Generic Job profiles and emergency ToRs available for certain roles. Received from WASH, Child Protection, Nutrition and Field Operations & DRR.	
Foster collaboration with other UN agencies.	UNICEF & One UN agencies	Chief HR	31-Dec-2024	underway	Joint One UN rosters for all key programmatic/functional areas One-UN Joint outreach initiative.	

					Coordination with UNOPS is in progress via Partnerships and Resource Mobilization Section. This will facilitate the initial screening of external emergency rosters to ensure a readily available list of cleared and vetted candidates who are immediately available for deployment in emergency. One UN agencies participated in Career Fairs jointly and aims to strengthen further.	
Allocate additional resources and provide training to the Human Resource Department to enhance their capacity for data entry. Ensure that the surge and recruitment tracking system is consistently updated with accurate and up-to-date information. Improve data entry and tracking systems	HR	HR/ Leena	31-Dec-2024	Underway	Internal Emergency Roster is updated.  An in-house resource available in HR section for data analytics and tracking.	

**Recommendation 15:**

To improve the effectiveness of temporary employment, UNICEF PCO’s senior management should take the following actions:

- Develop a retention policy that strikes a balance between discouraging job-hopping and leveraging the best available skills for UNICEF. This policy should emphasize the expectation of commitment to the assigned role for a specified duration, highlighting the investment made in the recruitment process and the importance of continuity. Consider implementing a requirement for staff members to obtain a No Objection Certificate before applying for other positions or consultancies within UNICEF.
- Foster collaboration among UN agencies by strengthening communication channels, facilitating information sharing, developing joint staffing strategies and identifying areas where collaborative efforts can effectively reduce inefficiencies.
- Allocate additional resources and provide training to the Human Resource Department to enhance their capacity for data entry. Ensure that the surge and recruitment tracking system is consistently updated with accurate and up-to-date information.

**Management Response: (Agree, Partially, Disagree): Partially agree**

**If recommendation is rejected or partially accepted, report reasons:** The last two actions proposed are already covered in the above recommendation.

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Develop a retention policy that strikes a balance between discouraging job-hopping and leveraging the best available skills for	HR	Chief	31-Dec-2024	Not started		

<p>UNICEF. This policy should emphasize the expectation of commitment to the assigned role for a specified duration, highlighting the investment made in the recruitment process and the importance of continuity. Consider implementing a requirement for staff members to obtain a No Objection Certificate before applying for other positions or consultancies within UNICEF.</p>						
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**Recommendation 16:** UNICEF PCO Supplies Department should take following actions to further improve supplies:

- Review the stocks needed at the district and health facility level, increase partners’ storage and warehouse management capacity accordingly and provide adequate equipment to meet health commodity management standards in relation to SOPs.
- Pre-position two months stocks in health facilities to avoid stocks-out in line with the implementation of the new monthly commodities tracking system.
- Obtain more information on the availability and location of storage units at the district and health facility level to review whether more supplies could be positioned at these levels to decongest the warehouses in Karachi.
- Strengthen capacities in storage management, inventory and management tools and increase storage capacity at the district level with adequate equipment (pallets, ventilators, SOPs, etc.) and strengthen the end users monitoring.
- Conduct a system design analysis, particularly of the warehousing mapping/ distribution system, to optimize storage and distribution, especially in Karachi.
- Ensure that the data collection tools that have been developed are being utilized and verify that they can be used as is or if they require verification depending on the information needs of the programme.
- Clarify the definition of roles and responsibilities across sectors and supplies unit to ensure that the supplies data is managed in a manner that provides information for decision-making.

**Management Response: (Agree, Partially, Disagree): Agree**

**If recommendation is rejected or partially accepted, report reasons:**

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
LTA review: Identify the necessary items under stock matrix and review existing LTAs to confirm that all critical items are	Supply	Chief	31-Dec-2024	underway	Long Term Agreements: 42 25 for Goods and 17 Services	<a href="#">All Pakistan Collaboration - Supply LTA Library - All Documents (sharepoint.com)</a>

adequately covered and up-to-date. Also calculate gap in the minimum supply need across sectors, in light of LTAs that have short lead time.						
Review of warehouse needs	Supply	Chief	31-July-2024	Completed	Quetta, Peshawar, and Karachi warehouse are sufficient for this monsoon season.	
Updating and maintain contingency stock matrix for 200,000 people.	Supply	Chief	July 30, 2024	Completed	Completed and being further refined	<a href="#">Supply Matrix Link</a>

**Recommendation 17:** UNICEF PCO should enhance the effectiveness of its communication and advocacy efforts by implementing the following actions:

- Target policymakers to prioritize the needs of affected communities.
- Improve field access to gather first-hand information from affected communities.
- Advocate for streamlined visa and approval processes to expedite resource deployment.
- Strengthen the capacity and allocate additional resources to the communication team.

**Management Response: (Agree, Partially, Disagree): Agree**

**If recommendation is rejected or partially accepted, report reasons:**

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implement action stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Target policymakers to prioritize the needs of affected communities.	All sections	All section Chiefs and CFOs	December 30, 2025	Underway	This is part of upstream advocacy at every administrative level with stakeholders including basic service delivery Depts., NDMA and PDMA.	
Improve field access to gather first-hand information from affected communities.	COMMs	Chief	December 30, 2025	Underway	Stories from the field are collected on regular basis. Pakistan Humanitarian Situation Reports are prepared and disseminated	
Advocate for streamlined visa and approval processes to expedite resource deployment.	Operations	Dep Rep	October 30, 2024	Underway	Operation team maintains a close follow up with relevant authorities.	
Strengthen the capacity and allocate additional resources to the communication team.	PCO	Management	December 30, 2024	Underway	A national ambassador is proposed to work closely with PCO and support the communication and advocacy work on critical issues for vulnerable population in humanitarian and development context.	