

Evaluation Management Response Document

Region: HQ

Office: Evaluation Office

Evaluation Year: 2019

Evaluation Title: Evaluation of the UNICEF Response to the Humanitarian Crisis in South Sudan – Part 1: (Child Survival - WASH, Health, Nutrition and related issues)

Person In Charge For Follow Up to Management Response: Sanjana Gaddam

Overall response to evaluation

The evaluation commissioned by Evaluation Office, NYHQ was conducted in consultation with key stakeholders at the country level: The Government of South Sudan, UN partners, and UNICEF Field Offices. UNICEF senior management agree with findings and recommendations, and these were taken into account when compiling this response.

Planned Use of the Evaluation

The evaluation findings and recommendations were used to discuss the lessons learnt and continuous improvements in programme delivery with the Government, donors and development partners. These discussions resulted in the development of funding proposals, expanding the scope and quality of the interventions and increasing programme convergence and humanitarian and development nexus.

Evaluation Post

The evaluation findings and recommendations informed the 2019-2021 UNICEF workplans for Health, Nutrition and WASH as well as the 2019-2021 IRRM strategy and the upcoming partnerships management and localization strategy.

Recommendations and Actions

No.	Recommendations/Actions	Responsible Section (Action)	Responsible Person Name (Action)	Expected Completion (Action)	Mgt Response / Implementation Stage	Reason/Action Taken
1	R1.1 Ensure that target setting reflects achievements and is more ambitious, without compromising quality, particularly in IYCF. R1.2 Advocate with WFP and the Nutrition Cluster to increase the number of targeted supplementary feeding programme sites and the number of targeted children to reduce the number of children suffering from SAM. R1.3 Improve the quality of latrines at feeding centres by ensuring that emergency latrines are appropriately and safely constructed, ventilated and placed in facilities that are more permanent structures R1.4 Consolidate the various cadres of community workers in health, WASH and nutrition into a single community-based volunteer programme with a single training curriculum that covers all necessary knowledge and skills, to increase efficiency. R1.5 Include adolescents and school-aged children, particularly girls, as a target group of the nutrition programme, in collaboration with WFP. R1.6 Advocate for and develop approaches to addressing chronic malnutrition in coordination with WFP, FAO and other partners working on food security, livelihoods, social protection and WASH. R1.7 Explore more strategic partnerships that could allow for greater efficiency and coverage, including consortium models and partnerships to address key areas such as training and capacity building. R1.8 Integrate nutrition into health outreach activities (as well as RRM), including the delivery of SAM treatment and targeted supplementary feeding in collaboration with WFP to increase coverage in more isolated areas.				Agree	
1.0	Ensure that target setting reflects achievements and is more ambitious, without compromising quality, particularly in IYCF.	Nutrition	Biram Ndiaye	1/31/2020	Completed	The 2019 IYCF targets were adjusted based on the population data and previous year performance. The revised targets are incorporated in AWP and joint Programme Documents with NGOs partners. The target is being tracked by UNICEF and partners (NGOs).
1.0	Advocate with WFP and the Nutrition Cluster to increase the number of targeted supplementary feeding programme sites and the number of targeted children to reduce the number of children suffering from SAM.	Nutrition, Nutrition cluster	Biram Ndiaye	12/30/2019	Cancelled	UNICEF advocated with WFP/ nutrition cluster during the development of HRP nutrition targets for 2019. • There were consultations with WFP to align supplementary feeding program sites and Outpatient Therapeutic programme (OTP) sites.

1.0	Improve the quality of latrines at feeding centres by ensuring that emergency latrines are appropriately and safely constructed, ventilated and placed in facilities that are more permanent structures	WASH	Victor Kinyanjui	12/30/2019	Cancelled	For POC: the structures are semi-permanent due to availability of space. For Schools; the structures are permanent. For Communities: The CLTS approach is being implemented.
1.4	Consolidate the various cadres of community workers in health, WASH and nutrition into a single community-based volunteer programme with a single training curriculum that covers all necessary knowledge and skills, to increase efficiency.	Health, WASH and Nutrition	Victor Kinyanjui, Per Campbell, Bir: Ndiaye	12/30/2019	Completed	<ul style="list-style-type: none"> • Institutional contract (3 months) has commenced (March 2019) to develop a consolidated training curriculum for community workers (covering health, nutrition and hygiene promotion). • Field level consultation has been initiated to harmonize workforce and training programme under C4D leadership.
1.0	Include adolescents and school-aged children, particularly girls, as a target group of the nutrition programme, in collaboration with WFP.	Nutrition and Education	Biram Ndiaye, Nor Shirin MD Mokhtar	12/30/2019	Cancelled	• Adolescents girls are core target group of the nutrition program 2019-2021
1.0	Advocate for and develop approaches to addressing chronic malnutrition in coordination with WFP, FAO and other partners working on food security, livelihoods, social protection and WASH.	Nutrition	Biram Ndiaye	12/30/2019	Cancelled	<ul style="list-style-type: none"> • Bi-annual Integrated National Vitamin A and deworming campaigns. • Reactivation of Scaling Up Nutrition (SUN) movement in South Sudan to address chronic malnutrition.
1.0	Explore more strategic partnerships on nutrition that could allow for greater efficiency and coverage, including consortium models and partnerships to address key areas such as training and capacity building.	Nutrition	Biram Ndiaye	7/31/2023	Completed	Development of multi year PCA/PD with Nutrition partners. Development of three-year LoU between UNICEF and UNHCR to support nutrition beneficiaries within refugees population. UNICEF/WFP collaboration framework to scale nutrition response in South Sudan. Consotium in South Sudan is a challenge.
1.0	Integrate nutrition into health outreach activities (as well as RRM), including the delivery of SAM treatment and targeted supplementary feeding in collaboration with WFP to increase coverage in more isolated areas.	Nutrition	Biram Ndiaye	12/30/2019	Cancelled	<ul style="list-style-type: none"> • Nutrition services are provided in hard to reach locations by WFP/UNICEF/ partners through Rapid Response mechanism (RRM). • Nutrition and health partners are conducting outreach services to population in their catchment area.
2	Extend and enhance the coverage of UNICEF's health programme: R2.1 Increase immunization coverage in 2019 (in comparison to 2018) through fixed site and mobile outreach strategies R2.2 Increase the distribution of long-lasting insecticide-treated bed nets to vulnerable households, through other distribution Integrate SAM and MAM treatment into health outreach activities to increase nutrition coverage (cross-reference R1.8).				Agree	

2.1	Increase immunization coverage in 2019 (in comparison to 2018) through fixed site and mobile outreach strategies	Health	Penelope Campbell	12/30/2019	Completed	Country application to GAVI submitted in March for increased funding to accelerate immunisation service delivery, including via mobile outreach. These resources (over \$16m) were received in September (for implementation over an 18-month period). Implementation of strategies, including mobile outreach, is underway by HPF3, UNICEF and IOM
2.2	Increase the distribution of long-lasting insecticide-treated bed nets to vulnerable households, through other distribution mechanisms (e.g., WFP food distributions) and existing centres such as OTPs, targeted supplementary feeding programmes and primary health centres and units.	Health	Penelope Campbell	12/30/2019	Completed	LLINs are routinely distributed to vulnerable households with pregnant women and U5 children through: • WFP food distribution (IRRM with the support of UNICEF and food drops with the support of WHO). • OTPs • PHCUs and PHCCs Resource mobilisation for LLINs continue as there is a gap in 2019. Meanwhile, UNICEF continues to support partners to access supplies directly from the Global Fund Principal Recipient (PR) - PSI
2.3	Consolidate the various cadres of community volunteers from health, WASH and nutrition into a single community-based volunteer force, with a single training curriculum covering all necessary knowledge and skills, to increase the efficiency and coverage of health promotion.	Health, WASH, Nutrition	Penelope Campbell, Bir: Ndiaye, Victor Kinyanjui	7/30/2019	Completed	Institutional contract (3 months) is being set up to develop a consolidated training curriculum for community workers (covering health, nutrition and hygiene promotion).
2.0	Increase the targeting of adolescent girls by making them a target group in the health programme, and ensuring that addressing their specific vulnerabilities (e.g., vulnerabilities associated with early marriage and pregnancy) is a strategy in the health programme.	Health	Penelope Campbell	8/31/2019	Completed	Adolescent girls are a target group of the Health Programme. This is evident in the UNICEF Results Assessment Module (RAM) results statement of Output 2, Health Programme Strategy Note, Gender Action Plan and Adolescent Investment Case.
2.0	Integrate SAM and MAM treatment into health outreach activities to increase nutrition coverage (cross-reference R1.8).	Health and Nutrition	Penelope Campbell, Bir: Ndiaye	12/30/2019	Completed	Nutrition screening is being done for case identification and referral of children with SAM and MAM during health outreach activities.

3	<p>Ensure the quality and sustainability of UNICEF's WASH programme: R3.1 Integrate humanitarian and development approaches to WASH programme infrastructure, ensuring minimum standards of implementation. R3.2 Where possible, ensure the sustainability of WASH facilities, in terms of the quality of construction, operation and maintenance. Where conflict dictates rapid building or rehabilitation, such locations should be marked for more sustained follow-up when the situation permits. R3.3 Transition from campaigns to targeted hygiene behaviour change promotion where possible and appropriate. Identify which parts of the programme could apply more invested means of delivery (e.g., the use of social mobilizers and hygiene promoters embedded at the community level). R3.4 Where possible, support joint community worker approaches with other sections for cross-sector behaviour-change communication. R3.5 Fully implement the external engineering supervision already planned and hold partners accountable for sub-standard implementation. R3.6 Through PCAs, require partners to systematically document all relevant water source data, including visible and durable data boards at sources, and make data available at all levels. Advocate through the WASH Cluster for others to do the same, and for a central database to be established for this purpose. R3.7 Through PCAs, require partners to strengthen operation and maintenance by systematically teaching water committees: a) the value and use of water source data; and b) how to design basic management plans and train committees in their use.</p>				Agree	
3.0	<p>Integrate humanitarian and development approaches to WASH programme infrastructure, ensuring minimum standards of implementation.</p>	<p>WASH and C4D Sections and field offices</p>	<p>Victor Kinyanjui</p>	<p>12/30/2019</p>	<p>Cancelled</p>	<p>This has commenced for the urban WASH Programme activities. C4D has integrated WASH lifesaving information in the community engagement priorities. For example, C4D through ICMN supports mobilizing communities on sustained basis towards water, sanitation and hygiene behaviours both in humanitarian and development programming thus ensuring humanitarian development nexus. Currently ICMN (Integrated Community Mobilizer Network) mobilizers have collected baseline data on WASH in 450,000 households. This information is used to program sustained behaviour change communication programming.</p>
3.0	<p>Where possible, ensure the sustainability of WASH facilities, in terms of the quality of construction, operation and maintenance. Where conflict dictates rapid building or rehabilitation, such locations should be marked for more sustained follow-up when the situation permits.</p>	<p>WASH and C4D section and field offices</p>	<p>Victor Kinyanjui</p>	<p>12/30/2019</p>	<p>Cancelled</p>	<ul style="list-style-type: none"> • The community engagement mechanism's core principle is to ensure community ownership through informed decision making. WASH and C4D sections are coordinating to establish Accountability to Affected Population mechanisms that ensures community participation is at the core of UNICEF's humanitarian principles, and ensures sustainability of programme interventions. • For POC: the structures are semi-permanent due to availability of space: • For Schools; the structures are permanent. For Communities: • The CLTS approach is being implemented. • For Urban WASH, a construction supervision firm has been hired for quality assurance.

3.0	Transition from campaigns to targeted hygiene behaviour change promotion where possible and appropriate. Identify which parts of the programme could apply more invested means of delivery (e.g., the use of social mobilizers and hygiene promoters embedded at the community level).	WASH and C4D sections and field offices	Victor Kinyanjui, Goç Durairajan	12/30/2019	Cancelled	This advice is already adhered too, however needs to be strengthened. Hygiene promotion-HP, through campaigns has been phased out since 2017. Currently it is one of the key behaviour change indicator for WASH sector supported by C4D which is tracked regularly through house to house visits by ICMN mobilizers. Key messages and communication materials are standardized for use by ICMN and hygiene promoters. Gender, C4D and WASH are working on menstrual hygiene management programming This has commenced for the urban WASH Programme activities where communities are less mobile.
3.0	Where possible, support joint community worker approaches with other sections for cross-sector behaviour-change communication.	WASH and C4D sections and field offices	Victor Kinyanjui, Goç Durairajan	12/30/2019	Cancelled	- WASH section plans to implement community led total sanitation projects in targeted locations; Torit, Magwi and Aweil. - Community workers in the locations have been engaged in a TOT session on rolling out CLTS. This programme is continuing till the end 2020. - C4D section has been implementing sustained and integrated (cross-sectoral) community engagement efforts by ICMN. - WASH section is planning to revise a framework for integration of social mobilization interventions across thematic areas/sections. A draft has been developed and feedback received on the suggested modality that will be agreed upon in a consultative process with section chiefs and FO Chiefs.
3.0	Fully implement the external engineering supervision already planned and hold partners accountable for sub-standard implementation.	WASH and C4D sections and field offices	Victor Kinyanjui, Goç Durairajan	12/30/2019	Cancelled	Plans are underway to have community engagement activities imbedded into the programmes (WASH/Health/Nutrition). Programme Documents (PDs), with technical support of C4D, include component of training, developing resource materials and monitoring. This has commenced for the urban WASH Programme activities.

3.0	Through PCAs, require partners to systematically document all relevant water source data, including visible and durable data boards at sources, and make data available at all levels. Advocate through the WASH Cluster for others to do the same, and for a central database to be established for this purpose.	WASH and C4D sections and field offices	Victor Kinyanjui	12/30/2019	Cancelled	The WASH section is implementing the 4Ws matrix developed by SPPME section for harmonised reporting in the WASH section. The field offices through the PD/PCAs are reporting using this template. The same reporting template is being used in the WASH cluster under the guidance of SPPME.
3.0	Through PCAs, require partners to strengthen operation and maintenance by systematically teaching water committees: a) the value and use of water source data; and b) how to design basic management plans and train committees in their use.	WASH and C4D sections and field offices	Victor Kinyanjui	12/30/2019	Cancelled	Operations and maintenance of WASH is being strengthened through training of water committees in line with the existing WASH committee manual.
4	Review and supplement UNICEF's human resources capacity in supply and logistics as necessary				Agree	
4.0	Review staffing to ensure sufficient human resource is available to fulfil the objectives of the office	Logistics Section and field offices	Andrea Suley	12/30/2019	Cancelled	The section is planning to recruit all posts as identified in the recent 2019-2021 CPMP.
5	Review and progressively address the balance between camp, static and outreach programmes				Agree	
5.1	Review the IRRM strategy to align to the emerging needs and balance of programming in hard to reach locations through integration with static programming where possible depending on security and access.	Senior Managers and section chiefs	Obia Achieng	6/29/2019	Completed	The IRRM Strategy for 2019 to 2021 was revised and shared with RO for finalization, as of April 2019.
6	Review IRRM targeting, effectiveness, follow-up and reporting: R6.1 Review the targeting, effectiveness and efficiency of current IRRM practices biannually based on available data. Follow-up missions or partner visits should be planned wherever possible, in part to check the effectiveness of earlier interventions and re-assess needs. R6.2 Systematically collate and share situational and needs assessment data from IRRMs with other relevant partners. R6.3 Review how the results of IRRM missions are reported. Claims made about coverage should be appropriately qualified. R6.4 Take stock of lessons from the South Sudan experience with the IRRM, acknowledging that this is a unique application of the model (and the only one that involves UNICEF in a direct delivery mode).				Agree	
6.0	Review the targeting, effectiveness and efficiency of current IRRM practices biannually based on available data. Follow-up missions or partner visits should be planned wherever possible, in part to check the effectiveness of earlier interventions and re-assess needs.	Operations/ staff, section chiefs, the C4D sec	Obia Achieng	12/30/2019	Cancelled	Engagement with WFP, and FAO ongoing to improve on the effectiveness and efficiency of targeting to optimise IRRM response. Targeting discussion is done on a weekly basis with WFP and FAO. Biometrics use have started in the field.
6.0	Systematically collate and share situational and needs assessment data from IRRMs with other relevant partners.	Operations/ staff, section chiefs, the C4D sec	Obia Achieng	12/30/2019	Cancelled	Continuing to share all the relevant data with partners, clusters and UN agencies on monthly basis. This is also discussed in Cluster Meetings.
6.0	Review how the results of IRRM missions are reported. Claims made about coverage should be appropriately qualified.	Operations/ staff, section chiefs, the C4D sec	Obia Achieng	5/31/2019	Completed	Results are now integrated into the Field Office and Section results achieved and not treated differently.

6.0	Take stock of lessons from the South Sudan experience with the IRRM, acknowledging that this is a unique application of the model (and the only one that involves UNICEF in a direct delivery mode).	Operations/ staff, section chiefs, the C4D sec	Obia Achieng	12/30/2019	Cancelled	Internal IRRM review undertaken in February 2019, and the updated IRRM Strategy to be shared globally once finalized.
7	Strengthen the sector evidence base, specifically in WASH and nutrition: R7.1 Invest in the WASH baseline, as follows: • Make baseline data collection a key task of WASH field visits, especially as a key WASH function in IRRM missions; • Train all WASH staff in REACH data collection methodologies and provide the necessary tools; • Integrate WASH indicators into other data collection exercises, such as the national food and nutrition monitoring surveillance system As part of the cluster lead agency role, facilitate collective data pooling and data availability for all partners to gradually rebuild a national water source database. R7.2 Strengthen nutrition information and analysis, as follows: • Given high GAM prevalence, lead cluster efforts to gain a greater understanding of the geographically differentiated underlying causes of malnutrition, building on the experience of the Integrated Food and Nutrition Security Causal Analysis 2016 to focus prevention efforts. Given reported issues with data quality and bias, work with FAO and WFP to explore the establishment of an independent (of operations) assessment and analysis unit for food security and nutrition. This is pertinent given the wider humanitarian community's reliance on food security and nutrition assessment and analysis for prioritization. At a minimum, UNICEF should engage with the Nutrition and Food Security Clusters to explore ways of strengthening current assessment and analytical practice, perhaps using several organizations to undertake food security and nutrition assessment outside of their own operational areas.				Agree	
7.0	Invest in the WASH baseline, as follows: • Make baseline data collection a key task of WASH field visits, especially as a key WASH function in IRRM missions; • Train all WASH staff in REACH data collection methodologies and provide the necessary tools; • Integrate WASH indicators into other data collection exercises, such as the national food and nutrition monitoring surveillance system • As part of the cluster lead agency role, facilitate collective data pooling and data availability for all partners to gradually rebuild a national water source database.	Senior managers, section chiefs, social policy, mo	Victor Kinyanjui	12/30/2019	Cancelled	Commenced with REACH specifically for urban WASH baseline data collection tools and training. The WASH indicators are part of the Food Security and Nutrition Monitoring System (FSNMS) surveys.

7.0	<p>Strengthen nutrition information and analysis, as follows: • Given high GAM prevalence, lead cluster efforts to gain a greater understanding of the geographically differentiated underlying causes of malnutrition, building on the experience of the Integrated Food and Nutrition Security Causal Analysis 2016 to focus prevention efforts. • Given reported issues with data quality and bias, work with FAO and WFP to explore the establishment of an independent (of operations) assessment and analysis unit for food security and nutrition. This is pertinent given the wider humanitarian community's reliance on food security and nutrition assessment and analysis for prioritization. At a minimum, UNICEF should engage with the Nutrition and Food Security Clusters to explore ways of strengthening current assessment and analytical practice, perhaps using several organizations to undertake food security and nutrition assessment outside of their own operational areas.</p>	Senior managers, section chiefs, social policy, mo	Biram Ndiaye	12/30/2019	Cancelled	<ul style="list-style-type: none"> • Areas with burden of acute malnutrition has been identified. Causal analysis will be done in some areas subject to availability. • County based assessment has been limited to 3 implementing partners based on UNICEF funding in order to avoid potential of bias. • FSNMS data quality has been prioritized in the last two rounds. Training of trainers for nutrition group was conducted separately in order to harmonize training at the state level. The nutrition partners were mobilized through the cluster and UNICEF to support in identification of enumerators, supervision of data collection, and facilitation of field teams in their area of operation. With the use of mobile phone for data collection, real time data transmission was done for quality checks besides the quality controls incorporated in the phone. Indicators for assessments infant and young child feeding practices are also included in the last two rounds of FSNMS.
8	<p>Strengthen the programmatic evidence base, including through stronger monitoring and oversight processes: R8.1 Set more ambitious targets for regular field monitoring visits by UNICEF staff. These can double as programme and partner support visits. UNICEF staff need to be prepared to monitor across sectors beyond their own specialty to the extent possible. R8.2 Consider alternative options to supplement and verify partner reporting, including peer-to-peer monitoring and technical review by third-party specialists. This has benefits for cross-sector learning as well as accountability and quality assurance.</p>				Agree	
8.0	<p>Set more ambitious targets for regular field monitoring visits by UNICEF staff. These can double as programme and partner support visits. UNICEF staff need to be prepared to monitor across sectors beyond their own specialty to the extent possible.</p>	Senior managers, section chiefs, social policy, mo	Hyun Hee Ban	12/30/2019	Completed	<ul style="list-style-type: none"> • SPPME Implementing Partnerships Management (IPM) unit is undertaking all programmatic visits in the annual HACT Assurance Plan. • In early 2019, SPPME and ICT completed the transition of the office-wide digital field monitoring tool from Kobo to ONA, which has an integrated set of questionnaires covering 5 sectors (Health, Nutrition, Education, WASH, Child Protection and Supply and Logistics), with enhanced data analysis capabilities. • The planned targets for field monitoring will be tracked through the eTools Trips Module, which will be rolled out by May 2019.

8.0	Consider alternative options to supplement and verify partner reporting, including peer-to-peer monitoring and technical review by third-party specialists.	Senior managers, section chiefs, social policy, mo	Hyun Hee Ban	12/30/2019	Completed	<ul style="list-style-type: none"> • In 2018, the CO piloted a Sentinel Monitoring system in 2 field locations (Aweil, Bor) to collect and analyse data on more frequent basis. • Through the World Bank funded project on Essential Health Services in Jonglei and Upper Nile which was launched in March 2019 and covers a duration of 2 years, will be supporting third-party monitoring in partnership with WHO. • The ONA based field monitoring questionnaires are designed to support UNICEF staff undertaking field monitoring visits to verify partner data in specific sites. Data can be extracted by partner name, GPS coordinates of sites/location.
9	Take additional steps to increase efficiency through combined processes, both internal and shared, including through joint PCAs and a common cadre of community volunteers.				Disagree	
10	Take additional steps to strengthen accountability to beneficiaries and support claims of programme effectiveness				Agree	
10.0	Establish an equitable, two-way communication mechanisms between communities and aid providers building on the existing risk communication, social mobilization and community engagement efforts	Senior managers, section chiefs and field offices	Andrea Suley, Gopina Durairajan	12/30/2019	Cancelled	C4D section is working to streamline Accountability to Affected Populations (AAP) into risk communication and community engagement strategies, service delivery mechanisms including programmatic responses in the Ebola Viral Disease (EVD) preparedness, RRM and POCs. Additionally, resource materials on AAP has been created to raise capability of UNICEF staff and IPs on AAP. Feedback loop implementation is currently ongoing.
11	Review the current partnership model and strengthen related business process				Agree	
11.1	Plan and implement micro-assessments to regularly assess local partner capacities.	Senior managers, section chiefs and field offices	Andrea Suley, Hyun Hee Ban	12/30/2019	Completed	Micro-assessments of partners including local NGOs have been conducted to assess partner capacities as part of the annual HACT assurance plan. As of April 2019, 100% (36 of the 36 planned) micro-assessments as per minimum requirements have been completed.

11.0	Develop a localization strategy, which includes capacity building of high potential local NGOs.	Senior managers, section chiefs and field offices	Andrea Suley,Hyun Hee Ban	7/30/2019	Cancelled	A localization strategy and capacity building strategy for local NGOs will be developed. As of April 2019, UNICEF delivered workshops on principles of partnership for Implementing Partners and UNICEF staff, including 4 in field locations (Wau, Bentiu, Malakal and Yambio). 192 staff from CSO partners and UNICEF (61 national, 141 international, 40 UNICEF staff) were trained.
11.0	Implement a tracking system for programme documents (PD) processing time, from preparation at field office level to PRC approval	Senior managers, section chiefs and field offices	Andrea Suley,Hyun Hee Ban	6/30/2019	Completed	A tracking tool was developed and monthly updates on PD processing and FACE form processing timelines are shared with the NGO Forum since February 2019.
11.0	Review and update the SOP for PD procedures for efficiency and effectiveness	Senior managers, section chiefs and field offices	Andrea Suley,Hyun Hee Ban	12/31/2019	Completed	The revised SOP for PD procedures and ToR were issued by Deputy Representative in October 2018.
11.0	Implement Multi-Year Standard PDs (Nutrition, Health and Education)	Senior managers, section chiefs and field offices	Andrea Suley,Hyun Hee Ban	6/30/2019	Cancelled	Nutrition Multi-Year PD template was used to develop 40 PDs as of February 2019, and all 40 PDs have been signed as of March 2019. Health and WASH standard PD templates were produced by March 2019, and will be used for PD development starting April 2019.
11.0	Establish a working group with NGO forum to address the main concerns related to partnerships matters	Senior managers, section chiefs and field offices	Andrea Suley,Hyun Hee Ban	4/29/2019	Completed	A Working Group was established to enhance the coordination and communication with NGO Forum. A One UN Partnerships Group was established in March 2019 (UNICEF, WFP, UNHCR, UNDP and UNFPA), with links to the NGO Forum Technical Working Group.
12	Take steps to make the resilience agenda actionable and measurable within and across sectors				Agree	
12.0	Work towards building community resilience among South Sudan population especially the most vulnerable population	Section chiefs, social policy, monitoring and eval	Andrea Suley,Gopina Durairajan	12/30/2019	Cancelled	C4D through ICMN is working towards creating access to life saving messages among the vulnerable population, built capacity and support informed decision making thus ensuring social accountability and building communities ability to cope to conflicts and emergency environments.