

8. RECOMMENDATIONS

Table 12: Recommendations for UNICEF and Darfur operations

LEVELS AND PRIORITY		RECOMMENDATIONS
GENERAL RECOMMENDATIONS FOR UNICEF		
Recommendations to enhance UNICEF Emergency Response Capacity	Priority 1	<ol style="list-style-type: none"> 1. The relevance of CCC in slow-onset and protracted crisis should be reappraised. EMOPS should review the CCCs and develop a CCCs Implementation Handbook (as per recommendations in Heffnick Study on Rapid Deployment of Suitable Human Resources for Emergencies, July 2004). 2. OPSCEN role/capacity as an early warning mechanism should be assessed by EMOPS and if necessary strengthened. The CO, with RO support, should undertake a participatory EPRP process. If deemed necessary, EMOPS Geneva EPRP Unit should support this activity. 3. Roles and responsibilities in emergency response at CO, RO and HQ level must be clarified. The Office of the Executive Director should continue to stress the responsibility of RO and NY HQ in assessing CO capacity and if necessary take robust measures to ensure response is sufficient. 4. CO should be instructed to designate a separate emergency officer/task force with clear division of responsibility early in the crisis. If CO is reluctant to implement, RO/EMOPS should investigate the CO's capacity and structural organisation.
	Priority 2	<ol style="list-style-type: none"> 5. DHR and EMOPS should review progress in relation to the recommendations provided in the Heffnick study (the Evaluation Team was unable to assess progress in relation to all recommendations). Clear policy for HR in emergencies should be documented and disseminated to RO and COs. 6. NY HQ Division of Communications should ensure that guidelines and lessons learnt in communication during emergencies are packaged and disseminated to CO Communication Units. UNICEF NY HQ should discuss the possibility of using Advocacy in Emergencies Toolkit as a pilot in Sudan with CO. 7. UNICEF NY HQ should examine the possibility of allocating ad-hoc in-house funds for emergency communications to ensure early support to Communications function. CO should integrate a Communications strategy when developing future EPRP and contingency plans 8. UNICEF should continue to advocate (to donors but also international humanitarian community) that education should be treated as a priority in emergency. Since UNICEF recognised the multi-sector nature of the needs of the affected population and that protection issues were a high concern, a Child Protection plan should be drawn up with specific activities focusing on general management and on a sector-by-sector basis. 9. UNICEF still needs to develop appropriate tools and guidelines to enable staff to deal appropriately with protection issues. Protection issues should be further integrated into the different sectors (components) of the programme rather than being treated separately. 10. Evaluation Office NYHQ should compile findings and action points on emergency related reviews undertaken over the past twelve months. EMOPs should compile a list of all emergency tools (and updated status of development). Both documents should be disseminated to HQ and RO emergency focal points and countries experiencing, and prone to, emergencies. 11. EMOPS should undertake dissemination of the recently revised emergency funding mechanisms (CERF and EPF). 12. EMOPS should examine the potential of a RO trigger, as part of a staged approach to supporting country-level response. 13. UNICEF in general should further invest in the prevention of SEA and SGBV. Causes of threats need to be identified and documented urgently. Protection issues related to humanitarian assistance should be identified and addressed at a very early stage in the programme. The link between monitoring, reporting and advocacy should be strengthened.

Operational recommendations for the management of Emergency Programme	Priority 1	<p>14. EMOPS should establish standard mechanisms for surge support whereby the first support sent is a team to back up senior management functions (cf. Liberia RTE recommendation).</p> <p>15. CO should ensure that baseline assessments are carried out urgently (for example in water and sanitation) to feed into future planning. CO planning process should then be undertaken for each sector and operational unit. This should integrate lessons learnt and findings from Zonal Offices.</p> <p>16. Strong investment in roster development and maintenance, together with diversification of stand-by arrangements should be implemented.</p> <p>17. CO should ensure that operation support staff are deployed prior to, or simultaneously with, programming staff in order to ensure minimum working conditions (computers, printers, etc.) and living conditions, in compliance with MOSS requirements (proper communication means, evacuation plan in place). HQ DRH and CO should ensure that the mechanisms and means for proper staff care are in place.</p> <p>18. UNICEF HQ should examine its role and capacity to fulfil its obligations under the CCCs in emergencies where implementing partners are limited.</p> <p>19. UNICEF HQ, RO and CO should analyse their own capacity and subsequently ensure that it can call on the appropriate technical capacity if required. The emergency HR structures at all levels (NY HQ, RO and CO) should be reinforced at an early stage in case of large-scale emergencies. If necessary, this should be undertaken prior to declaring an organisation-wide emergency.</p>
	Priority 2	<p>20. A strategy should be designed for CO Communications Unit with specific targets for advocacy and fund raising. This should be harmonised with the strategies of RO and HQ to ensure coherence in the messages. This strategy should also include processes and mechanisms for monitoring its effectiveness.</p> <p>21. CO should update their assessment of the capacity of current partners on the ground. If necessary, CO, together with RO and EMOPS, should examine alternative implementation modalities if capacity remains lacking.</p> <p>22. CO should ensure that a clear monitoring and reporting mechanism is defined at a very early stage in the project cycle in order for these activities to be integrated into the programme planning process. The quantity and nature of information gathered should be adapted to the management and coordination requirements of the different sectors.</p> <p>23. Outputs should not be exclusively defined in terms of quantitative performance but should include qualitative impact indicators. Monitoring should be conducted with short-term, mid-term and long-term goals in mind.</p> <p>24. Training and staff development are strategic activities, which contribute to an agency's capacity to run protracted relief and rehabilitation operations.</p> <p>25. SD should ensure that a dedicated person in Copenhagen is assigned to support the Sudan operation (with appropriate funding from the emergency operation's budget).</p> <p>26. CO should share detailed supply plans for all programme sectors with SD as early as possible to allow time for sourcing and procurement of supplies, thus ensuring effective, efficient and timely response.</p> <p>27. If the decision is taken that UNICEF will manage warehouses in an emergency, it is important to produce an in-house Logistics and Supply guide (or to adopt one produced by a sister agency) and to provide training on warehouse management.</p> <p>28. CO should ensure that all opportunities are explored to reinforce the position of UNICEF in coordination. A clear strategy should be developed that is supported with manpower and information management software and hardware and that is coherent with other types of coordination system (including OCHA and HIC). DRH should develop a roster of people with both technical knowledge, and facilitation and negotiation skills.</p> <p>29. In future cross-border crises, relevant COs and ROs should ensure inter-country communication, technical coordination and information sharing from the inception of the operation through regular contact between both top management and technical focal points.</p>

30. RECOMMENDATIONS FOR THE CURRENT DARFUR OPERATION		
General recommendations	Priority 1	<p>31. Proper funding, lines of responsibility and coordination mechanisms should be put in place to ensure that the creation of the office of the Special Representative for Darfur is an efficient and effective set-up.</p> <p>32. The CO should continue to regularly up-date contingency planning on a cross-border basis, paying particular attention to the need for a coherent cross-border approach.</p> <p>33. Monitoring efforts should not exclusively focus on the situation in the IDP camps but also consider the impact on host and resident communities.</p> <p>34. CO should invest further resources in exploring means of gathering information on inaccessible areas.</p> <p>35. The number of external missions that are sent to ZO through CO should be kept to the minimum required. Additional staff should be deployed and assigned for this specific purpose</p> <p>36. CO should continue to ensure that all major planning exercises include Zonal Offices as well as partners.</p> <p>37. CO should ensure that joint planning meetings between technical sectors (Health and Water and Sanitation, Education and Child Protection, etc) are held regularly for information exchange and identification of cross-sector synergies</p> <p>38. Sudan and Chad CO should promote cross-border initiatives in all fields, especially in Health, Education, WES and Protection.</p> <p>39. CO should recruit a separate HR officer to support the ongoing operation. Development of a twelve-month staffing strategy, which is currently being undertaken, is essential and should be regularly updated. Deployment of replacement staff should be organised in order to ensure a proper handover process.</p> <p>40. CO should ensure that monitoring takes place in the most appropriate and cost-efficient way. Additional specialised staff should be hired and assigned to the M&E unit as Darfur focal points in order to provide technical support to the different programme sections.</p>
	Priority 2	<p>41. Greater emphasis should be placed on data analysis, as opposed to data collection. A data specialist should be recruited and assigned to the PME unit to verify and analyse all quantitative data prior to final edition of UNICEF documentation.</p> <p>42. All newly recruited staff should receive a three-day training on UNICEF's Programme Policies and Procedures, with special emphasis on Emergency, Rights Based programming, administrative management and in-country orientation</p> <p>43. CO should envisage and plan for different scenarios to overcome any break in supply chain links. Recruiting experienced logistics staff to manage emergency supplies in and out of the warehouses, distribution and monitoring with beneficiaries, should resolve many of the difficulties encountered.</p> <p>44. CO/SD should continue to update its information on produce availability through regular market survey in Sudan as part of contingency and preparedness planning for the Emergency Preparedness.</p> <p>45. CO should produce a list of the essential documents that should be made available as standard briefing kit to any new staff, visitors or consultants. Consultants' time should be maximised for the key tasks of the exercise for which they are contracted, and not the compilation of basic background information. In order to achieve this, there is an urgent need to upgrade the filing system.</p> <p>46. CO should ensure that Zonal Offices are integrated into the decision-making process with the CO in Khartoum.</p> <p>47. CO should ensure that women, who represent roughly 65% of the total population in camps, see their needs clearly integrated in all activities. Monitoring should be gender oriented.</p> <p>48. A multidisciplinary evaluation might be worth considering for mid-2005.</p>

SECTOR RELATED RECOMMENDATIONS	
Child protection	<p>49. CO and Protection Section should ensure that protection concerns are integrated in preparedness planning. CO and Protection Section should facilitate the assessment of the specific protection needs of men, women, boys and girls at the early stage of the emergency.</p> <p>50. Emergency coordinator and Protection Section should ensure that protection is integrated into existing sector intervention plans.</p> <p>51. CO and Protection should engage in dialogue with the AU troops on child protection, SGBV and HIV/AIDS in order to reduce the risk of improper behaviour (as per evaluations in Guinea, Sierra Leone, Cambodia, etc.).</p> <p>52. UNICEF should systematically incorporate HIV/AIDS prevention in SGBV activities and provide relevant information, as stated in the CCCs.</p>
Education	<p>53. SD should ensure that Quality control of recreational kits supplied by Copenhagen be carried out prior to arrival in country. Greater care should be taken in classroom design so that they can withstand the specific climatic conditions in the region.</p> <p>54. ZO and Education Section should define a set of criteria for the selection of the location of temporary classrooms, in order to relieve or avoid raising tensions between IDP and host communities.</p> <p>55. CO and Education Section should be more involved in seeking a practical solution to the teachers' salary issue.</p> <p>56. The Emergency Coordinator and the Education Section should ensure that other sectors are providing adequate support for schools (construction and maintenance of latrines and water points).</p>
Water and sanitation	<p>57. WES NYHQ emergency staffing capacity should urgently be strengthened.</p> <p>58. The CO should ensure that the recommendation of NYHQ WES Senior Officer to set up a WES database (including types of equipment, spare parts, maintenance requirements, etc.) be implemented.</p> <p>59. The CO should identify alternatives to the heavy drilling rigs of the NWC/WES and diversify its range of technical options.</p> <p>60. The CO WES and Supply Sectors should monitor the quality of hand pump supplies.</p> <p>61. CO WES should examine requirements for maintenance and repair of existing water and sanitation systems, including (where relevant) the social organisation required to undertake these activities.</p> <p>62. Enhanced sanitation monitoring should be carried out to verify whether the response continues to meet needs. CO must urgently engage with partners in planning for alternative options to the existing latrine system in IDP camps in the process of urbanisation.</p>
Health	<p>63. Coordination with WHO on establishing coherency between MCH, primary health care, prevention, etc. should be further nurtured and developed.</p> <p>64. Information on the options for the design of a regularly updated primary health kit should be disseminated to NGOs and other partners.</p> <p>65. Health Sector should a) develop a strategy for monitoring health economics in order to reduce the risk of system abuse, for example, IDPs having to pay for drugs and medical care, and b) strengthen its capacity to advise the government and the affected population when the situation has become sufficiently stable to return to a cost-recovery system in healthcare.</p> <p>66. UNICEF should continue to use EPI, polio and measles vaccination campaigns as well as nutrition surveillance, as a means of gaining access to, and eventually developing its activities in SLA/SLM and JEM areas. This strategy should be coherent with activities implemented in Government-controlled areas.</p> <p>67. In view of the difficult security situation, agencies should take advantage of opportunities to access areas and populations (multi-sector activities).</p> <p>68. As part of an integrated approach to SGBV and reproductive health, culturally acceptable HIV/AIDS prevention messages should be more widely disseminated, including to OAU troops.</p>

RECOMMENDATIONS FOR THE DFID-UNICEF RELATIONSHIP	
Nutrition	69. UNICEF's position in the nutrition sector has to be strengthened at all levels, including HQ and RO. (This appears to be currently underway at New York level as a second nutritionist has been recruited recently.)
	70. HQ should press for systematic UNICEF involvement in inter-agency missions related to nutrition. A senior in-house nutritionist should be assigned to these missions in order to retain a leading role.
	71. UNICEF should continue to promote good practice information, especially in relation to the new area of community-based therapeutic feeding.
	72. Mid-level EMOPS – DFID London contacts must be further nurtured during the crisis response and utilised to discuss operational concerns. Diversified and coordinated mechanisms to ensure a good dialogue with DFID should be established, with the PFO retaining its prominent role.
	73. DFID should ensure there is clear added value in DFID procurement of in-kind support, especially with regard to the time factor. If UNICEF requests cash support, DFID should not insist on providing in-kind support.
	74. The DFID-UNICEF surge capacity arrangement should be continued. If a revision of the MOU is required, this should be undertaken immediately to avoid any delays in rapid deployment.
	75. UNICEF Evaluation Office should ensure that this review is shared with the external team conducting the review of the DFID-funded UNICEF capacity building programme for emergency response.