**Inter-Agency Humanitarian Evaluation of the Response to the crisis in South Sudan**

**Management Response Plan (MRP)**

Date: 25/04/2016

Prepared by: OCHA Position/Organization: Click here to enter text.

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| **Overall Comments:** |

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| **Evaluation Recommendation 1: Human Resources (part A)**  The Humanitarian Coordinator and the HCT should hold cluster lead agencies accountable for ensuring that the clusters are adequately staffed for a response of this magnitude. | | | |
| **Provided to: HC/ HCT** | | | |
| **Priority: Critical** | | | |
| **Timeframe: Immediately** | | | |
| **Status: Not Initiated** | | | |
| **Management Response:**  *[State if the recommendation has been accepted, partially accepted or rejected. The choices partially accepted and rejected need written explanation in form of a short narrative stating the main reasons for partial acceptance or rejection]* | | | |
| **Key planned follow Action(s)** | **Time Frame** | **Lead organization** | **Participating organization(s)** |
| **2.1.** *[Please state here the action/s which is/are planned to implement the recommendation. Please note: all key actions planned to implement the recommendations need to be SMART (Specific, Measurable, Achievable, Result-oriented and Time-bound. Reporting on the implementation of the planned action/s should be conducted periodically]*  a. | *[In which time frame will the key planned follow up action take place?]* | *[Which is the responsible organization that will take the lead in implementing the planned actions and report back on such implementation? Is there a focal point responsible for the work? Please include contact details – Name & Email]* | *[Which are the responsible organizations that will carry out the planned actions? Is there one designated focal point in each one of them responsible for the work? Please include contact details – Names & Emails]* |

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| **Evaluation Recommendation 1: Human resources (part B)**  Support humanitarian leadership outside of Juba through the creation of three to five senior roving OCHA posts filled by experienced managers who can boost capacity during crises, add weight to overall analysis and support key elements of new strategic response plans for the HCT. | | | |
| **Provided to: IASC (global-level recommendation)** | | | |
| **Priority: Important** | | | |
| **Timeframe: Immediately** | | | |
| **Status: Not Initiated** | | | |
| **Management Response:**  **[State if the recommendation has been accepted, partially accepted or rejected. The choices partially accepted and rejected need written explanation in form of a short narrative stating the main reasons for partial acceptance or rejection]** | | | |
| **Key planned follow Action(s)** | **Time Frame** | **Lead organization** | **Participating organization(s)** |
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| **Evaluation Recommendation 1: Human Resources (part C)**  Starting with a problem analysis and review of current initiatives, the IASC should lead concerted action to address the global crisis in human resource capacity for emergency response. | | | |
| **Provided to: IASC (global-level recommendation)** | | | |
| **Priority: Critical** | | | |
| **Timeframe: Immediately** | | | |
| **Status: Not Initiated** | | | |
| **Management Response:** | | | |
| **Key planned follow Action(s)** | **Time Frame** | **Lead organization** | **Participating organization(s)** |
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| **Evaluation Recommendation 2: Leadership**  The ICWG should leave strategic leadership to the HCT and focus on boosting the performance of the clusters (see below on coordination structures). | | | |
| **Provided to: HC/HCT** | | | |
| **Priority: Important** | | | |
| **Timeframe: Immediately** | | | |
| **Status: Not Initiated** | | | |
| **Management Response:** | | | |
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| **Evaluation Recommendation 3: Efficiency**  The response machinery should embrace an integrated approach to using available resources to the best effect. Led by the HCT, this must start with realistic strategic planning and close engagement with the donor community on short and long-term priorities. Cost-efficiencies can be achieved inter alia by renewing investment in coordination, improving assessment, conducting rigorous prioritization and targeting, rationalizing the number of actors in some response areas, strengthening quality, smarter resourcing of logistics, increasing support for innovative livelihoods programming, supporting national NGOs, and acknowledging the primacy of the seasons in annual planning. | | | |
| **Provided to: HC, HCT, ICWG, clusters, donors and agencies** | | | |
| **Priority: Critical** | | | |
| **Timeframe: Immediately** | | | |
| **Status: Not Initiated** | | | |
| **Management Response:** | | | |
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| **Evaluation Recommendation: 4. Results**  Take time to design meaningful and useful plans. Use high-quality indicators (such as in the Sphere Project Handbook). | | | |
| **Provided to: Clusters** | | | |
| **Priority: Critical** | | | |
| **Timeframe: Immediate** | | | |
| **Status: Not Initiated** | | | |
| **Management Response:** | | | |
| **Key planned follow Action(s)** | **Time Frame** | **Lead organization** | **Participating organization(s)** |
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| **Evaluation Recommendation: 5. Programme Cycle management and quality assurance (part A)**   * Response plans should be prepared using a rational strategic planning process, to make them useful as tools for programme cycle management and fundraising. Allocate adequate time to response planning and seek a genuinely inclusive process in which the views of affected people are given prominence. * Within response plans, focus not only on outputs, but also on outcomes and early impact, including as a basis for monitoring and quality control. Indicators should be apt and measurable, and not overly reliant on numbers of people reached. * Cluster-level plans should follow standard approaches with cross-cluster priorities agreed to at the outset. The use of common (cluster based) indicators in donor contracts could help align agency donor reporting with cluster reporting. | | | |
| **Provided to: HCT, ICWG, clusters** | | | |
| **Priority: Critical** | | | |
| **Timeframe: Immediately** | | | |
| **Status: Not Initiated** | | | |
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| **Evaluation Recommendation: 5. Programme Cycle management and quality assurance (part B)**  Reduce the number of CHF funding events that tie up cluster resources (there were seven in 2014). Align cluster and donor reporting indicators/ targets. | | | |
| **Provided to:** OCHA/FCS, donors, clusters | | | |
| **Priority: Important** | | | |
| **Timeframe: Immediately** | | | |
| **Status: Not Initiated** | | | |
| **Management Response:** | | | |
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| **Evaluation Recommendation: 6. Coordination structures (part A)**  As the main engine of coordination, the clusters must be fully resourced with the appropriate, single-hatted staff and be held accountable by the HC/HCT. | | | |
| **Provided to: HC/ HCT** | | | |
| **Priority: Critical** | | | |
| **Timeframe: Immediately** | | | |
| **Status: Not Initiated** | | | |
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| **Evaluation Recommendation: 6. Coordination structures (part B)**  The ICWG should take on proactive inter-cluster management, in line with the revised terms of reference of October 2014. Its focus should be on making sure all cluster business is aligned with the strategic response plans, that the work of national and sub-national clusters is in sync and that clusters adopt consistent approaches to managing and monitoring quality and coverage. | | | |
| **Provided to: ICWG** | | | |
| **Priority: Critical** | | | |
| **Timeframe: Immediately** | | | |
| **Status: Not Initiated** | | | |
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| **Evaluation Recommendation: 6. Coordination structures (part C)**  Reinforce OCHA at the state level with sufficiently experienced staff. | | | |
| **Provided to: OCHA** | | | |
| **Priority: Critical** | | | |
| **Timeframe: Immediately** | | | |
| **Status: Not Initiated** | | | |
| **Management Response:** | | | |
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| **Evaluation Recommendation: 7. The coordination footprint (part A)**  More coordination needs to be decentralized away from Juba. Greater investment should be made in coordination centres in state capitals and in deep-field locations. NGOs acting as focal points for coordination should receive more material and professional support and the number of competent OCHA staff (e.g. humanitarian affairs officers) able to travel frequently to field sites must increase (especially in IO areas where OCHA has no permanent presence). | | | |
| **Provided to: OCHA** | | | |
| **Priority: Important** | | | |
| **Timeframe: Immediately** | | | |
| **Status: Not Initiated** | | | |
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| **Evaluation Recommendation: 7. The coordination footprint (part B)**  Sub-national level clusters should be encouraged and supported at state and county levels. In priority states, and whenever possible, they should be led by single-hatted coordinators. | | | |
| **Provided to: ICWG, clusters, lead agencies** | | | |
| **Priority: Important** | | | |
| **Timeframe: Immediately** | | | |
| **Status: Not Initiated** | | | |
| **Management Response:** | | | |
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| **Evaluation Recommendation: 8. Flexibility across relief and resilience (part A)**  Adopt a flexible approach to programming. All plans should support resilience, whenever possible. Expand initiatives with longer term impact, especially in education, health and livelihoods, but be ready to respond to new crises as they arise. | | | |
| **Provided to: ICWG, clusters, donors** | | | |
| **Priority: Critical** | | | |
| **Timeframe: Immediately** | | | |
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| **Evaluation Recommendation: 8. Flexibility across relief and resilience (part B)**  Traditional livelihood strategies should be boosted through more widespread and timely inputs (seeds, tools, etc.) and other innovative transfers (such as cash vouchers and agricultural extension, where appropriate), thus reducing the proportion of calorie needs that must be met through food aid. | | | |
| **Provided to: Food Security Cluster, donors** | | | |
| **Priority: Critical** | | | |
| **Timeframe: Immediately** | | | |
| **Status: Not Initiated** | | | |
| **Management Response:** | | | |
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| **Evaluation Recommendation: 8. Flexibility across relief and resilience (part C)**  Timely and reliable transfers of targeted food aid must continue, but tested research methods such as the Food Economy Analysis and the Market Information and Food Insecurity Response Analysis should be used on a sampling basis at local (sub-county) levels to help rationalize food aid vis-á-vis other types of livelihood support. | | | |
| **Provided to: Food Security Cluster** | | | |
| **Priority: Important** | | | |
| **Timeframe: Immediately** | | | |
| **Status: Not Initiated** | | | |
| **Management Response:** | | | |
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| **Evaluation Recommendation: 8. Flexibility across relief and resilience (part D)**  Give greater weight to affected people’s own priorities for assistance, such as education (primary, secondary and accelerated learning) and vocational training opportunities for young men and women as a means of protection. | | | |
| **Provided to: HCT, ICWG, clusters, donors** | | | |
| **Priority: Important** | | | |
| **Timeframe: Immediately** | | | |
| **Status: Not Initiated** | | | |
| **Management Response:** | | | |
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| **Evaluation Recommendation: 9. Rapid intervention (part A)**  Streamline rapid response. Separate the coordination of rapid response from (routine) mobile response interventions and limit involvement in this approach to a small set of competent agencies. Seek means of shortening the waiting time for security risk assessments and UNDSS approval (where needed). Use very small teams of (mainly generalist) assessors who can cover all sectors using a common methodology and place all assessment findings on a common response website. | | | |
| **Provided to: ICWG, OWG, UNDSS** | | | |
| **Priority: Important** | | | |
| **Timeframe: Immediately** | | | |
| **Status: Not Initiated** | | | |
| **Management Response:** | | | |
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| **Evaluation Recommendation: 9. Rapid intervention (part B)**  Strengthen contingency planning and crisis management at subnational levels (e.g. key state capitals) starting with OCHA staff, local cluster leads and key local authority officials. | | | |
| **Provided to: OCHA** | | | |
| **Priority: Important** | | | |
| **Timeframe: Immediately** | | | |
| **Status: Not Initiated** | | | |
| **Management Response:** | | | |
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| **Evaluation Recommendation: 10. Coverage (part A)**  Through enhanced cluster performance (see above), strive to avoid duplication and over provision (especially around big centres) and to cover significant gaps, especially in more remote locations. | | | |
| **Provided to: ICWG, clusters** | | | |
| **Priority: Critical** | | | |
| **Timeframe: Immediately** | | | |
| **Status: Not Initiated** | | | |
| **Management Response:** | | | |
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| **Evaluation Recommendation: 10. Coverage (part B)**  Ease the focus on the three most-affected states and move closer to a focus purely on needs where they arise. | | | |
| **Provided to: HCT, ICWG, clusters, donors** | | | |
| **Priority: Important** | | | |
| **Timeframe: Immediately** | | | |
| **Status: Not Initiated** | | | |
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| **Evaluation Recommendation: 11. Logistics (part B)**   * Forge a response-wide strategic approach to logistics with a focus on cost-effectiveness and efficiency. * Consider making the Logistics Cluster the cargo transporter of first resort (as UNHAS is for passengers), thus avoiding duplication, and fund it accordingly to achieve economies of scale. * Expand the use of cross-border land and river corridors from Ethiopia and the Sudan for all commodities, including food.   . | | | |
| **Provided to: HCT, ICWG, Clusters, donors** | | | |
| **Priority: Important** | | | |
| **Timeframe: Immediately** | | | |
| **Status: Not Initiated** | | | |
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| **Evaluation Recommendation: 12. Accountability to affected people (part A)**   * AAP needs to be embraced and promoted by the HC and the HCT as something that can add great value to the response, in line with IASC guidance. * Agencies and aid workers at all levels need to move beyond information collection and sporadic consultation with affected people and embrace the full range of AAP commitments, focusing in particular on the participation of affected people in the programme cycle. * Go beyond community leaders and committees and engage in dialogue with ordinary affected people. | | | |
| **Provided to: HC/HCT, all agencies** | | | |
| **Priority: Critical** | | | |
| **Timeframe: Immediately** | | | |
| **Status: Not Initiated** | | | |
| **Management Response:** | | | |
| **Key planned follow Action(s)** | **Time Frame** | **Lead organization** | **Participating organization(s)** |
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| **Evaluation Recommendation: 12. Accountability to affected people (part B)**   * Promote good practices in AAP and CwC though a formal network of AAP focal points or champions sitting within agencies, in clusters and in key hubs, and able to document, share and promote good practice. Scale up and expand upon existing models of good practice in CwC, such as the work of Internews. * Dedicate mobile support to states to build capacity and integrate AAP into all clusters through training and mentoring. Use secondments from established agencies, such as Internews, into clusters. | | | |
| **Provided to: OCHA** | | | |
| **Priority: Critical** | | | |
| **Timeframe: Immediately** | | | |
| **Status: Not Initiated** | | | |
| **Management Response:** | | | |
| **Key planned follow Action(s)** | **Time Frame** | **Lead organization** | **Participating organization(s)** |
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| **Evaluation Recommendation: 12. Accountability to affected people (part C)**  Dedicate staff and budget lines for AAP. Promote good practice in AAP and CwC though a formal network of AAP focal points or champions sitting within agencies, in clusters and in key hubs, that are able to document, share and promote good practice. Scale up and expand upon existing models of good practice in CwC, such as the work of Internews. | | | |
| **Provided to: OCHA, all agencies, donors** | | | |
| **Priority: Important** | | | |
| **Timeframe: Immediately** | | | |
| **Status: Not Initiated** | | | |
| **Management Response:** | | | |
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| **Evaluation Recommendation: 13. Gender (part A)**  Give more attention to IASC guidelines on gender, especially as part of cluster coordination, and follow-up on previous advice, including Gender Alerts for South Sudan, remedial advice provided through the Gender Standby Capacity Project facility, as well as the OPR’s recommendations to provide expert capacity on gender-based violence and protection and prioritize staff deployments and programmes targeting women and gender based violence in field locations. Accelerate the disaggregation of age and gender within the programme management cycle and ensure that it includes relevant categories such as young men. | | | |
| **Provided to: ICWG, Protection Cluster, clusters** | | | |
| **Priority: Important** | | | |
| **Timeframe: Immediately** | | | |
| **Status: Not Initiated** | | | |
| **Management Response:** | | | |
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| **Evaluation Recommendation: 13. Gender (part B)**  Establish a state-level network of response practitioners with responsibility for gender issues and disseminate learning and good practice through simple means, such as presentations and feedback in cluster meetings. | | | |
| **Provided to: OCHA, clusters** | | | |
| **Priority: Important** | | | |
| **Timeframe: Immediately** | | | |
| **Status: Not Initiated** | | | |
| **Management Response:** | | | |
| **Key planned follow Action(s)** | **Time Frame** | **Lead organization** | **Participating organization(s)** |
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| **Evaluation Recommendation: 13. Gender (part C)**   * As elements of AAP and CwC (above), find ways to encourage the meaningful and representative participation of women, particularly in monitoring and decision making. * Promote stronger analysis of the situation for different groups within communities, their needs and the impact of programmes, gaps and opportunities. | | | |
| **Provided to: All agencies** | | | |
| **Priority: Important** | | | |
| **Timeframe: Immediately** | | | |
| **Status: Not Initiated** | | | |
| **Management Response:** | | | |
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| **Evaluation Recommendation: 14. Working with national capacity (part A)**  OCHA and the response agencies should work with effective and well-intentioned national and local authorities, preserving and building their capacity in keeping with their role as duty-bearers. | | | |
| **Provided to: OCHA, agencies** | | | |
| **Priority: Critical** | | | |
| **Timeframe: Immediately** | | | |
| **Status: Not Initiated** | | | |
| **Management Response:** | | | |
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| **Evaluation Recommendation: 14. Working with national capacity (part B)**  OCHA’s current capacity building support to national NGOs should be extended and resourced with its own small budget to support critical training and orientation needs. | | | |
| **Provided to: OCHA** | | | |
| **Priority: Important** | | | |
| **Timeframe: Immediately** | | | |
| **Status: Not Initiated** | | | |
| **Management Response:** | | | |
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| **Evaluation Recommendation: 15. Humanitarian principles and conflict reduction (part A)**  Adhere to humanitarian principles as a guiding light in an increasingly complex crisis. Advocate strenuously for all armed actors to respect humanitarian principles and allow access. Adequately resource OCHA’s access team and strengthen its interaction with the HC/HCT to advise on trends and contingency plans. | | | |
| **Provided to: OCHA** | | | |
| **Priority: Critical** | | | |
| **Timeframe: Immediately** | | | |
| **Status: Not Initiated** | | | |
| **Management Response:** | | | |
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| **Evaluation Recommendation: 15. Humanitarian principles and conflict reduction (part B)**  All humanitarian actors should seek to contribute to peace processes in their own way. Working with donors, the HC/ HCT should seek to apply pressure on Western capitals to consider South Sudan in relation to the responsibility to protect and remain actively engaged. International NGOs should support this through their public policy work. | | | |
| **Provided to: HCT, agencies, donors** | | | |
| **Priority: Important** | | | |
| **Timeframe: Immediately** | | | |
| **Status: Not Initiated** | | | |
| **Management Response:** | | | |
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| **Evaluation Recommendation: 15. Humanitarian principles and conflict reduction (part C)**  Apply do no harm principles and conflict sensitivity tests in all programming and embrace AAP and CwC concepts aimed at gaining acceptance from local people rather than simply delivering services. | | | |
| **Provided to: All agencies** | | | |
| **Priority: Important** | | | |
| **Timeframe: Immediately** | | | |
| **Status: Not Initiated** | | | |
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| **Evaluation Recommendation: 16. Working with UNMISS**  Intensify efforts to bring UNMISS and the humanitarian agencies together through formal meetings and memoranda of understanding and informal contacts. Joint workshops during quiet times would be a way of bringing the parties together to discuss areas of difference and complementarily and to find ways of working together. All decisions regarding PoC sites should be based purely on the best interests of the IDPs. | | | |
| **Provided to: UNMISS, OCHA, Agencies** | | | |
| **Priority: Opportunity for Improvement** | | | |
| **Timeframe: Immediately** | | | |
| **Status: Not Initiated** | | | |
| **Management Response:** | | | |
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| **Evaluation Recommendation: 16. L3 status**  Review the purpose and value of L3 status in South Sudan and consider de-designating it in favour of a new long-term deal that unites agencies and donors behind a flexible response that blends relief and resilience. | | | |
| **Provided to: HCT, IASC, donors (global-level recommendation)** | | | |
| **Priority: Opportunity for Improvement** | | | |
| **Timeframe: Immediately** | | | |
| **Status: Not Initiated** | | | |
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