

UNHCR Evaluation Management Response

Evaluation title:	Evaluation of UNHCR prevention and response to SGBV in the refugee population in Lebanon (2016–2018)
UNHCR evaluation reference:	ES/2018/05
Entity/ Office that commissioned the evaluation:	UNHCR Lebanon Office
Date of Management Response:	<i>March 2019</i>

General comments on the evaluation:	<i>The entire evaluation process has been a very constructive exercise which will contribute to consolidating the UNHCR SGBV prevention, mitigation and response programmes and system in Lebanon. The recommendations proposed below are in this regard very relevant and the operation in Lebanon will aim at implementing them, to the best of its capacity as some would require to take into consideration the local context or to receive further guidance from the central level.</i>
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<p><i>1. Area to develop: Ensuring refugee access to SGBV response services</i></p> <p>RECOMMENDATION 1: Work with the sector to develop a strategy to ensure continuity of the current response capacity and level as long as refugees needs remain</p> <p>Addressed to: UNHCR Lebanon Operation - SMT with SGBV focal points and SGBV TF coordinator</p>	<p>Sub-recommendation 1.1 First steps include mapping sector plans, commitments for next 3 years.</p> <p>1.2 Consider a range of scenarios for UNHCR planning with variables including a) level of refugee presence b) funding levels c) other agency presence and focus d) shifts in SGBV trends.</p> <p>1.3 Identify UNHCR's core responsibilities as SGBV service provider of last resort and plan for their continuation as long as needed.</p> <p>1.4 Plan for how to continue to build response to include groups often with less access e.g. men and boys, LGBTI, PWD, persons in detention, stateless person, sex trafficked, older persons, female head of households.</p> <p>1.5 Link plans for refugee access to services to the national system capacity (civil society as well as government).</p>
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Management response:	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree
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Reasons (if partially agree or disagree):	In order to facilitate the implementation of some recommendations, it would be useful to receive global guidance and standards, for instance, on how to ensure equitable services for specific groups. This relates to existing 'Need to know guidance' with regards to older persons, minorities or LGBTI persons of concern, as well as with further guidance to be updated in 2019 on working with persons with disabilities, male survivors of SGBV and Accountability to Affected People.
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Unit or function responsible:	UNHCR BO
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Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1.1	The sector strategy will be laid out in the Lebanon Crisis Response Plan. This strategy will cascade down into a work plan for the SGBV Task-force, as well as a joint work plan for Child Protection, SGBV and Protection within the framework of the Protection Working Group (sub-recommendations 1.1 and 1.4)	PWG Coordinator and SGBV TF coordinator	The SGBV Strategy included in the LCRP will be translated into annual work plans for the sector. The focus of the plan in 2019 will be working on social norms, finding exit	First quarter 2019	LCRP formulated, work plans under development	

			<p>strategies and promoting sustainability (training mobilized community structures such as OVs and community groups,, promoting life-skills from a peer to peer approach, and train community groups on SGBV; and capacity-building of local organisations).</p> <p>In addition, CP, SGBV and Protection sectors will focus on four areas of concern which are interlinked: child labour, early marriage, civil documentation and outreach and access to services of persons with disabilities which will be translated in a work plan).</p>			
1.2	<p>Annual review the UNHCR SGBV Strategy, and align it with the priorities set up in the LCRP, inter alia (sub-recommendations 1.2 and 1.3).</p>	<p>UNHCR SGBV Focal Points in BO and FOs, in coordination with their supervisors, or Heads of Office</p>	<p>A yearly review will take place to enhance SGBV related planning as per trends identified. The reviewed strategy will be in alignment with the LCRP, yet matching needs and funding while adapting to specific topics of concern for UNHCR, building on findings from Participatory Assessment (conducted in two points in time as of 2019), VASyR and others. In addition, during this exercise, UNHCR will further define its core responsibility as provider of last resort,</p>	Late 2019	N/A	Planned for late 2019

			considering a range of different scenarios.			
1.3	Enhance capacity building of State institutions, such as MoSA caseworkers in the field of case management (sub-recommendation 1.5)	UNHCR BO	Promote inclusion of MoSA caseworkers in the SGBV component of the Peer-to-peer coaching programme with IRC (UNHCR partner)	First half 2019	Planned	To be discussed with IRC for inclusion in upcoming PPA

<p><i>2. Area to develop: Shared plan for strengthening the government's leadership in refugee SGBV response and national capacity to meet refugee needs</i></p> <p>RECOMMENDATION 2: Be explicit about the support to the government in its role of leading refugee SGBV response and prevention (next 2–5 years) and jointly develop a plan with MoSA to support national leadership and develop national capacity to meet refugee needs at different levels involving government, local NGOs and local civil society organisations.</p> <p>Addressed to: UNHCR Lebanon Operation - UNHCR SMT with SGBV team</p>		<p>Sub-recommendation 2.1 Use the SDC assessment process to map local level services available including mobile safe spaces and also very local CSOs and current connection to the SDCs and other permanent services.</p> <p>2.2 Develop a plan to link mobile, temporary SGBV response services to national systems structures.</p> <p>2.3 Strengthen local capacity for SGBV and contract national NGO to coach local CSOs in SGBV.</p> <p>2.4 Ensure full ownership of the plan across UNHCR and any concerns regarding capacity and pace of transfer are addressed.</p>				
Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		UNHCR Lebanon will pursue the implementation of the recommendations listed below. Yet, leeway for effective implementation may be determined as well by factors outside UNHCR's control, which may cause delay or represent obstacles throughout the process. UNHCR is hence not in a position to set a specific completion date.				
Unit or function responsible:		[to be inserted by evaluation commissioning office]				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
2.1	A mapping on the SGBV related activities will be conducted by the SGBV TF (sub-recommendation 2.1)	SGBV TF	The Social Protection Group within the United Nations Strategic Framework (UNSF) has planned to conduct a SDC assessment. The assessment will explore the relocation of SDCs, an analysis of the capacities in delivering protection, and the establishment of criteria for a "model" SDC. A complementary mapping will be conducted by the SGBV TF. The mapping will aim at avoiding overlaps in services, and provide criteria for selection of SDCs for the	To be determined by the SGBV TF	Planned	N/A

			implementation of activities and guidance on what to be prioritized. A component on transfer of knowledge and capacities to local organisations will be included.			
2.2.	Build the capacities of local CSOs on SGBV related issues (sub-recommendation 2.3)	UNHCR BO	This component will be enhanced through the peer to peer coaching programme, in partnership with IRC, together with additional trainings by other organisations in specific regions in Lebanon (such as SGBV core concepts or Sexual Orientation and Gender Identity issues). Support on prevention activities will be explored, for instance, by including relevant sections in trainings, and exit strategies and long-term solutions.	Continued learning programme, partnership expected until 2021-2022	On-going	Partnership starting 2019
2.3	Provide support to national processes and tools led by MoSA and enhance coordination on SGBV related issues (sub-recommendations 2.2 and 2.4)	UNHCR BO	Support will be provided to MoSA in line with MoSA-led strategies and priorities throughout UNHCR's PPA with MoSA and other agreements.	N/A	Not started	The modalities of the support and coordination to be provided will be determined through a joint discussion with MOSA. Hence, a precise timeframe cannot be specified at this stage.

<p><i>3. Area to develop: Maximising the impact of UNHCR's unique role and mandate</i></p> <p>RECOMMENDATION 3: Consider explicitly, assess and build on UNHCR's unique role in SGBV in Lebanon to maximise its impact for the benefit of refugee SGBV response and prevention including through its multiple communication channels and influencing capacity.</p> <p>Addressed to: UNHCR Lebanon Operation</p>		<p>Sub-recommendation 3.1 Develop monitoring to assess the effectiveness of the collective range of communication strategies for awareness and understanding of SGBV and available services. Strategies include contact in registration, centres, social media, OV's.</p> <p>3.2 Develop an advocacy strategy for UNHCR on SGBV issues clarifying roles and responsibilities of senior management and sectors, intended change and means to track activities and progress towards change.</p> <p>3.3 Spontaneous return – reflect on current practice and build on work underway to develop UNHCR SGBV response guidance for staff to include consideration on SGBV risks.</p>				
Management response:		<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		Sub-recommendations 3.2. and 3.3. will be implemented taking into consideration the context in Lebanon.				
Unit or function responsible:		UNHCR CO				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
3.1.	<i>Ensure referrals and follow-up of SGBV queries from mass communication channels (sub-recommendation 3.1)</i>	Communication with Communities (CwC)	Continue to refer SGBV queries from call center/hotlines and from Facebook managed by refugees with the support of UNHCR on daily basis with dedicated focal points for immediate follow up.	On-going	In place	
3.2	<i>Dissemination on SGBV awareness materials and hotline contacts through multiple channels (sub-recommendation 3.1)</i>	Communication with Communities (CwC)	Disseminate widely posters/leaflets on SGBV awareness with key messages and contact hotlines, specifically in health clinics and hospitals across Lebanon, in addition to UNHCR reception centres and mobile safe spaces. .	Early 2019	Material produced in English and Arabic. Dissemination to be launched soon.	
3.3	<i>Production on visual awareness materials, such as videos, on specific topics identified (sub-recommendation 3.1)</i>	Communication with Communities	Develop a video in collaboration with the SGBV IA task-force and refugees on the	First half 2019	Script developed, awaiting video production	

		(CwC) / SGBV TF	awareness against cyber-violence (online exploitation)			
3.4	<i>Review the current PwSN SOPs in favour of an enhanced mechanism to register, flag and track SGBV cases (sub-recommendation 3.1)</i>	Registration BO, supported by Protection BO	The current PwSN SOPs for registration will be reviewed in order to include date of incident to co-relate with assistance, and enhance how forced and early marriages are currently being tracked. Confidentiality measures in data management will be ensured. .	First half 2019	Meetings held in January 2019. Currently under review. Partner and frontline staff will be trained accordingly.	N/A
3.5	<i>Lay out a UNHCR internal advocacy note on SGBV (sub-recommendation 3.2)</i>	SGBV FP BO with field offices and IA FP	The note will detail key messages and methodology for advocacy (direct or indirect)	End of 2019	Not started	N/A

<p><i>4. Area to develop: Prevention of SGBV</i></p> <p>RECOMMENDATION 4: Develop a focused UNHCR prevention strategy for Lebanon which lays out SMART objectives for the short, medium and long term based on a theory of change; include a menu of approaches and factors to consider when choosing interventions in the refugee context.</p> <p>Addressed to: UNHCR Lebanon Operation in collaboration with HQ/DIP</p>	<p>Steps can include:</p> <p>4.1 Mapping preventive interventions underway by UNHCR partners and in the sector.</p> <p>4.2 Systematically assess some key interventions to understand a) observed short-term changes which may be steps towards gender equity and b) factors which contribute to and hinder these changes.</p> <p>4.3 Research into other regions preventive work in refugee contexts.</p> <p>4.4 Setting up action research alongside interventions.</p> <p>4.5 Use participatory processes to develop a theory of change (ToC) towards gender equity in Lebanon bringing in wider legal framework as well as inter-personal relations and concepts of gender in Lebanon. Articulate anticipated changes for individual, communities and at the national level in the short-term (6 months–2 years), medium term (3–5 years) and long-term (6–10 years).</p> <p>4.6 Keep the Theory of Change under review and adapt and amend it in line with experience and ongoing learning.</p>				
Management response:	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):					
Unit or function responsible:	[to be inserted by evaluation commissioning office]				
Top line planned actions	By whom	Comments	Expected completion date	Progress	
				Status	Comments

4.1	<i>A Theory of Change (ToC) on SGBV prevention and response will be formulated (sub-recommendations 4.2, 4.5 and 4.6)</i>	Protection BO and Monitoring and Reporting Officer BO	In line with the recommendations above, the ToC will help identify gaps and actions, informing research and learning plans. The ToC will indirectly take into consideration feedback from communities, such as the findings of the PA. It will also build on linkages across sectors, such as the cash-based interventions.	Mid-2019	Planned for mid 2019	An initial workshop has been held on 14 th December 2018. This will be followed by several sessions to prioritize paths.
4.2.	<i>Mapping on prevention activities (sub-recommendation 4.1 and 4.3)</i>	UNHCR BO and SGBV TF, respectively, in collaboration with DIP	UNHCR will conduct a mapping on prevention activities among its implementing partners, which may be complemented by a mapping covering the entire SGBV sector. This will be informed as well by the collection of good practices on SGBV prevention.	2020	To be started in 2019	The mapping on prevention activities has not been included in the work plan 2019, which builds on discussions from last year. Its inclusion needs therefore to be discussed. As for DIP, HQ will be submitting a proposal to PRM to support the documentation of good practices in prevention programming and capacity development. Eventually Lebanon could be consider a pilot country if funding is available.
4.3.	<i>The component on Prevention will be strengthened in the UNHCR SGBV Strategy (sub-recommendation 4.4)</i>	Protection BO	Building on the ToC, Protection BO will further develop the component on prevention within the SGBV strategy (in the short, medium and long-term).	End 2019		At a further stage, a relevant M&E framework to measure impact of such prevention activities will be thought through.

<i>5.Area to develop: Economic component of SGBV solutions</i>	<p>Sub-recommendation 5.1 Work closely with UNDP and the livelihood sector to develop approaches to livelihood options for SGBV survivors and those at high risk.</p> <p>5.2 Build in action-learning from current initiatives to build livelihood options for SGBV survivors e.g. internships, artisans project, other.</p>
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RECOMMENDATION 5: Develop an economic component for UNHCR SGBV response, mitigation and prevention approaches in Lebanon. Addressed to: UNHCR Lebanon in collaboration with HQ/ DPSM /Livelihoods		5.3 Sustain attention and share learning externally from research on cash-based approaches to assistance and its SGBV linkage including lessons on a) SGBV outcomes and b) process lessons i.e. how the teams reconciled different approaches to vulnerability between SGBV and assistance to create solutions and also the practical steps taken to adjust cash-based solutions to maximise SGBV outcomes.				
Management response:		<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		The implementation of this recommendation will be done according to the enabled space given by the legal, political and social context in Lebanon.				
Unit or function responsible:		For cash, Protection BO with support of DIP / For livelihoods, SGBV TF				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
5.1	<i>Conduct relevant SGBV and cash-related research to inform UNHCR cash-based interventions (sub-recommendation 5.3)</i>	Protection BO with support of DIP	This research should inform the review of the ToC, where an enhanced component on livelihoods will be included	Mid 2019	On-going	Phase II of the research on UNHCR's cash-based interventions on SGBV prevention and response will be finalised
5.2	<i>Roll-out and monitor the SGBV-livelihoods referral system to evidence-based success and challenges for future programing (sub-recommendation 5.1)</i>	SGBV TF and PWG Coordinator	Resume discussions between the SGBV TF and the livelihood working group, which led to a referral system. Relevant follow-up is needed as per progress made and challenges identified to inform further interventions.	End 2019	End 2019	It is necessary to take stock on progress made following discussion and referrals put in place in 2018. This may lead to conduct trainings to livelihood staff on safe identification and referrals in case survivors disclose, or how to create women and girls' friendly spaces.
5.3	<i>Conduct an internal evaluation of the 2018 artisan initiative and impact on refugees, with focus on the prevention and reduction of protection risks such as SGBV (sub-recommendation 5.2)</i>	CBP focal person BO	The aim is to maintain the project in 2019 based on the outcome of the evaluation	February 2019	On-going	Report has been finalized. Based on the positive outcome, the artisan initiative will resume in 2019 with a view to phase down in 2020. Report will be shared as relevant to support the body of evidence.

6. Area to develop: Addressing recurrent barriers to take up of SGBV response services RECOMMENDATION 6: Develop a deeper understanding of and support new community-based	Sub-recommendation 6.1 Deepen understanding of drivers of low uptake levels of specialised services through research and learning processes with community members and OVs e.g. what aspects of culture are inhibitors; what other factors such as quality of the service provider and its relationship with the community might be important; other. These should be specific to each specialised service that currently has low uptake.
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strategies to complement existing initiatives to overcome recurrent barriers to take-up of services including stigma of disclosure, reluctance to approach officials and some groups' access to response services. Addressed to: UNHCR Lebanon Operation in collaboration with HQ		<p>6.2 Build on refugee-centred planning initiative to engage refugees in identifying solutions to barriers, in coordination with community-based protection.</p> <p>6.3 Assess systematically and document success and lessons of community engagement strategies such as sensitisation as well as religious and community leader engagement.</p>				
Management response:		<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		N/A				
Unit or function responsible:		N/A				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
6.1	<i>Strengthen SGBV component across relevant specialized OVs (sub-recommendation 6.1)</i>	CBP specialized / general BO	SGBV will be mainstreamed across the competencies and requirements included in the Terms of Reference for the Specialized Outreach Volunteers, as well as other relevant community engagement channels.	Mid 2019	Not started	N/A
6.2	<i>Utilise the network of specialized OVs (trained on SGBV and gender issues) to organize community consultations on barriers (sub-recommendations 6.1 and 6.2)</i>	CBP specialized, in collaboration with CBP General	N/A	End 2019	Not started	N/A
6.3	<i>Conduct a SGBV-related barrier analysis (sub-recommendations 6.1 and 6.2)</i>	M&E officer and/or external support	Implement a barrier analysis methodology. This methodology would build on the ToC, informing a deeper understanding of the barriers (including legal ramifications for survivors while reporting incidents to authorities or hospitals), as well as community-based solutions to promote access to specialized services.	End 2019	Not started	N/A

6.4	Conduct a research on informal networks among refugees, which also includes religious and community leaders and continuously map community networks and their roles in refugee protection with the aim to build on them or address risks (sub-recommendation 6.3)	CBP BO	Findings of research and results of mapping can benefit SGBV programming	December 2019	On-going	Study started and will be finalized June 2019. Mapping of community networks will start February 2019 onwards.
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<p>7. Area to develop: Community based approaches to SGBV in the protracted crisis</p> <p>RECOMMENDATION 7: Strengthen methods to ensure that SGBV programmes incorporate the views, concerns and capacities of persons of concern through connected engagement with communities across sectors to inform SGBV response, mitigation and prevention approaches.</p>		<p>7.1 In mainstreaming work ensure that findings from sector assessments inform SGBV programmes and activities.</p> <p>7.2 Build on existing community networks and structures to develop knowledge of dynamics affecting SGBV in the community, response and prevention opportunities.</p> <p>7.3 Map the sectors' tools, approaches and opportunities for building community relations, knowledge of dynamics affecting SGBV in the community, response and prevention opportunities e.g. roles in identification, referral and awareness raising.</p> <p>Support community engagement initiatives such as the OVs by regularly reviewing their financial support costs and providing non-financial support such as accredited training.</p> <p>7.4 Ensure that all partners and the OV coordinators have support functions or roles in their PPAs.</p>				
Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		UNHCR Lebanon recommends that the implementation of the recommendations above (namely 7.4) is supported by relevant guidance from HQ, including the assessment of relevant financial commitments necessary for OVs to adopt relevant functions. This may be supported through the eventual collection of good practices at the global level.				
Unit or function responsible:		N/A				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
7.1	Ensure that relevant sectors include SGBV related factors in their assessments, including those conducted at the community level (sub-recommendation 7.1)	Relevant sectors, in cooperation with Protection BO	Assessment is one of the stages of sectoral NAP on SGBV Mainstreaming.	N/A	On-going	N/A
7.2	Ensure that SGBV is mainstreamed across the different questions and groups in the Participatory Assessments (sub-recommendation 7.2)	CBP BO	This action will be cross-cutting across the different groups selected for the PA	N/A	Piloted as of 2016	SGBV is a mainstreamed topic in the PA over the years. The specific situation of women, boys and girls and other groups is always highlighted in the PA, especially in terms of their safety, security and participation. However, increased narrowing started in 2016 with consultations with subsets of persons or groups at risk and discussing very specific themes such as

						exploitation and abuse. 2018-2019 PA report will be issued in February 2019 with a specific section on SGBV.
7.3	Ensure training of OV's on gender and SGBV issues (sub-recommendation 7.3)	Protection/CBP BO and FO	N/A	On-going	On-going	SGBV and gender equality are core elements in the training package delivered by IRC to OV's, as well as UNHCR CBP training sessions to OV's in some locations. .
7.4	Continue to enhance the OV programme through regular review of tools and support provided (sub-recommendation 7.2)	CBP BO	N/A	On-going	On-going	N/A

<p><i>8. Areas to develop: Convert learning from Lebanon into global practice in relation to negotiating the humanitarian-development nexus</i></p> <p>RECOMMENDATION 8: Develop globally used products and processes to share innovations from Lebanon and also embed lessons regarding the integration of standards and long-term aims into UNHCR humanitarian responses in protracted crises.</p> <p>Address to: UNHCR DIP</p>		<p>Sub-recommendation 8.1 Establish a standard trigger as part of planning in operations beyond three years (or earlier) for the development of plans for longer term support to national capacity to ensure access for refugees.</p> <p>8.2 Develop standards including a minimum package of services e.g. scale of services per population and when/how to incorporate prevention approaches to support operations in responding to and developing SGBV services in a protracted crisis.</p> <p>8.3 Convert lesson documentation and staff expertise gained in the Lebanon response into learning products and processes in UNHCR including on a) communication with communities in urban environments b) extending the use and support for OV (general and specialised) systems in protracted crises c) supporting SGBV survivors and people at high risk in middle income countries d) working with other international organisations to integrate refugee concerns into social protection and long term development programmes.</p>				
Management response:		<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		[to be inserted by evaluation commissioning office]				
Unit or function responsible:		[to be inserted by evaluation commissioning office]				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
8.1	Establish a standard trigger as part of planning in operations beyond three years (or earlier) for the development of plans for longer-term support to national capacity to ensure access for refugees (sub-recommendation 8.1)	SGBV Unit DIP	In light of the Global Compact on refugees where the focus is facilitating access to national systems for refugees and for this to be actualised by development for relevant national authorities as the context maybe, a standard trigger after 3 years may not be	N/A		N/A

			required as the default should be working with national systems			
8.2	Develop standards including a minimum package of services e.g. scale of services per population and when/how to incorporate prevention approaches to support operations in responding to and developing SGBV services in a protracted crisis (sub-recommendation 8.2).	SGBV Unit DIP	The IASC has developed a package of minimum standards on GBV programming which Lebanon will be supported to field test. This does not include prevention programming but covers response standards.			
8.3	Convert lesson documentation and staff expertise gained in the Lebanon response into learning products and processes in UNHCR (sub-recommendation 8.3)	SGBV Unit DIP	The SGBV Unit in DIP is collecting and documenting good practices on SGBV risk mitigation, prevention and response. Lebanon will be requested to collaborate with the process so that the practices can be documented.	End 2019		In 2018, DIP supported the documentation on the SGBV and Cash Research conducted in Lebanon. Phase 1 summary report has been drafted and a 2nd report will be completed in 2019.

<p><i>9. Area to develop: Investment in coordination</i></p> <p>RECOMMENDATION 9: Recommendation 9: Continue investment in Lebanon SGBV coordination to sustain focus on refugee related issues in IA response/SGBV strategy and build UNHCR global coordination capacity in SGBV.</p> <p>Addressed to: UNHCR Lebanon Operation and HQ/DIP</p>		<p>Sub-recommendation 9.1 Continue to support the dedicated position in SGBV TF coordination.</p> <p>9.2 Develop approaches in UNHCR globally to build expertise in inter-agency coordination in SGBV – build on the current practice on training of senior protection staff on Inter-agency Protection Cluster Coordination.</p>				
Management response:		<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		N/A				
Unit or function responsible:		N/A				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
9.1	Continue funding the position as SGBV TF coordinator and partially GBVIMS coordinator as	UNHCR Lebanon	N/A	N/A	On-going	N/A

	<i>long as these positions align with UNHCR Lebanon strategic priorities given positioning and sensitivities with the Government (sub-recommendation 9.1)</i>	Senior Management			
9.2	<i>Develop approaches in UNHCR globally to build expertise in inter-agency coordination in SGBV – build on the current practice on training of senior protection staff on Inter-agency Protection Cluster Coordination (sub-recommendation 9.2.).</i>	GLC SGBV Unit DIP	The SGBV unit is exploring options for coordination capacity development in SGBV.		DIP, HQ will be submitting a proposal to PRM to support capacity development on SGBV coordination from 2020.

<p><i>10. Area to develop: Ensuring resource allocation is equitable when allocating resources for SGBV across the country</i></p> <p>RECOMMENDATION 10: Put in place mechanisms to ensure UNHCR resource allocation is equitable when allocating resources for SGBV response, mitigation and prevention across the country.</p> <p>Addressed to: UNHCR Lebanon Operation and HQ/(DIP/DHRM)</p>		<p>Sub-recommendation 10.1 Set benchmarks and criteria for allocating resources e.g. SGBV budget and staffing (with level of seniority) in relation to population at risk and review regularly.</p> <p>10.2 Make SGBV responsibilities and commitment (including apportionment of time where possible) explicit in JDs/e-PAD objectives.</p> <p>10.3 Hold an internal meeting to review resource allocation and access to SGBV resources across field offices involving senior management and SGBV focal points to understand better the drivers of the different patterns of resource allocation across field offices and explore further if coverage is equitable.</p> <p>10.4 Establish criteria to guide annual allocation of resources according to factors such as population size, other agency coverage, cost and targets.</p>				
Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		In order to implement recommendations 10.1, 10.3 and 10.4, UNHCR Lebanon would need to receive global guidance for instance, on the minimum criteria that can be harmonized across sectors (PoCs breakdown, type of assistance, etc.). Some relevant guidance in this regard will be included in the upcoming SGBV policy, in the released Administrative Instructions for 2020 planning and annex, where further information to be updated on staffing benchmark can be found. As such, the main focus across the planned actions below is given to 10.2.				
Unit or function responsible:		Protection in BO and FOs				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
10.1	<i>Include one objective related to SGBV in SGBV Focal Points' (in BO and FOs) e-PAD or relevant system (sub-recommendation 10.2).</i>	Protection in BO and FOs country-wide	N/A	31 March 2019	Partially on-going	SGBV FP in BO already has SGBV related objectives. FPs in FOs will add to this (some FOs already have this in place)..
10.2	<i>Include a session on budget allocation and prioritization in the national yearly review of the UNHCR SGBV Strategy (sub-recommendation 10.3)</i>	Protection / Programme in BO	N/A	End of 2019	Planned	N/A
10.3	<i>Comprehensive review of SGBV related positions in the Staffing meeting under the Country Operations Plan 2020 and decide on needed reclassification of positions (retitle or reclassification of JDs) (sub-recommendation 10.1)</i>	Protection in BO/FO together with Human Resources in BO	Can be done regularly every year during the yearly COP exercise to always tailor these positions to the	31 April 2019	Planned	N/A

			current SGBV situation/activities			
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<p><i>11. Area to develop: Methods for monitoring the effectiveness of mainstreaming SGBV risk mitigation and prevention</i></p> <p>RECOMMENDATION 11: Develop methods to make visible and track UNHCR sectors' contributions to and effectiveness in SGBV response, mitigation and prevention.</p> <p>Addressed to: UNHCR Lebanon Operation with support from HQ/DIP/SGBV unit</p>		<p>Sub-recommendation 11.1 Develop further the methods for calculating sector contributions to risk mitigation and prevention. Begin by calculating sectors direct contribution to SGBV response in material terms e.g. in assistance, shelter, medical support.</p> <p>11.2 Establish mechanisms to make explicit and ensure sectors' maximise their contribution to SGBV response and prevention e.g. by inclusion of targets for assistance in field office and national annual objectives and targets; make explicit allocation to SGBV response, mitigation and prevention in sector annual budget.</p> <p>11.3 Hold regular (annual) review of sectors' approaches to SGBV prevention in relation to IASC guidance to ensure quality of interventions.</p> <p>11.4 Undertake occasional qualitative reviews or research into the results of SGBV risk mitigation and prevention for PoC using methods such as Most Significant Change and other beneficiary-centred approaches.</p>				
Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		Recommendations above will be guided by progress observed at the inter-agency global level, especially with a focus on developing a costing methodology and determining the best measures the contribution of different sectors.				
Unit or function responsible:		UNHCR Lebanon and HQ				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
11.1	<i>Production of National Action Plans (NAP) to mainstream SGBV across sectors (sub-recommendation 11.2)</i>	Relevant sectors, with the support of Protection BO	This will be a living process, in a way that new risks and new plans can be formulated, as well as plans formulated may be amended at any point	Mid 2019	On-going	Process started in November 2018 after conducting the National SGBV Mainstreaming Workshop, with support of DIP/GLC. This could be informed at a later stage by global developments of a costing methodology.
11.2	<i>Establish an internal UNHCR SGBV Mainstreaming Task-force to review process on the NAPs (sub-recommendation 11.2)</i>	UNHCR BO	System of FPs created at BO level (allocating relevant time) to review process in line with the Operation Management Cycle	Mid 2019	Agreement reached, but not effectively started	N/A
11.3	<i>Benefit from inter-agency platforms, such as the SGBV TF, to share progress made in mainstreaming SGBV in UNHCR Lebanon (sub-recommendation 11.3)</i>	Protection BO	Coordination will be ensure with the SGBV TF (and with SGBV WG at the field), to build also on IA process to mainstream SGBV in sector plans (roll-out of the IASC GBV	Not specific deadline, but rather systematic approach	Not started	N/A

			Guidelines). Synergies will created with the on-going Inter-Agency-led process on protection mainstreaming.			
11.4	Consider to embed the Most Significant Change methodology in current monitoring and participatory processes (sub-recommendation 11.4)	UNHCR BO	The Most Significant change aims at identifying factors that are key to have an impact on persons of concern. An internal discussion on the pros and cons on how to include this approach in processes such as the Outcome Monitoring and the Participatory Assessment will need to take place internally. A decision for inclusion will be made at a later stage.	End of 2019		

<p><i>12. Area to develop: Visibility of SGBV intervention progress across UNHCR Lebanon</i></p> <p>RECOMMENDATION 12: Establish systems to make UNHCR progress towards SGBV intervention aims more visible and review these regularly at a senior management level.</p> <p>Addressed to: UNHCR Lebanon Operation in collaboration with Protection/SGBV Inter-agency TF</p>		<p>Sub-recommendation 12.1 As part of the ongoing work to develop the monitoring of UNHCR programmes and SGBV strategy, develop indicators that assess progress towards SGBV response, mitigation and prevention outcomes (change) as well as outputs (e.g. target numbers for people accessing services, participating in activities).</p> <p>12. 2 Provide a quarterly report to UNHCR Lebanon SMT sharing UNHCR progress in implementation and at least six monthly progress towards results for discussion at the SMT meeting.</p>				
Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		Regarding 12.2, reports to Senior Management will be shared on an annual basis, especially focusing on implementation and progress made. Yet, proposal is to share with SMT dashboards showing trends (those produced through GBVIMS data, as well as dashboards generated by ProGres v4 once set up). In the meantime, progress will be tracked once LogAlto is in place, with a focus on RBM and non-RBM indicators.				
Unit or function responsible:		Protection BO and relevant sectors				
Top line planned actions	By whom	Comments	Expected completion date	Progress		
				Status	Comments	

12.1	<i>A presentation will be held to SMT on progress made within the framework of SGBV mainstreaming in the operation (sub-recommendation 12.2)</i>	Protection BO and relevant sectors responsible for the plans	N/A	End of 2019	On-going	The process is at an initial stage. A second round of capacity-building and further follow-up on sectoral plans will be done in 2019.
12.2	<i>Systematize sharing information on SGBV trends with SMT (sub-recommendation 12.2)</i>	Protection BO	In response to 12.2., Protection BO will share with SMT relevant updates and analysis on trends, especially building on GBVIMS data. Particular dashboards will be shared with SMT on a quarterly basis as generated through ProGres v4, once set up in Lebanon.	Permanent	On-going	The action started during the last quarter of 2018.
12.3	<i>Benefit from the set-up of LogAlto to track change and impact on how the quality of SGBV related programmes is enhanced ((sub-recommendation 12.1)</i>	M&E officer and UNHCR Protection BO	In complementarity of other GBV IM systems, LogAlto would capture SGBV-specific programme indicators (both RBM and non-RBM). UNHCR partners will continue inputting on Activity Info (LCRP indicators).	Mid 2019	Planned	A training on LogAlto is scheduled in February 2019. LogAlto will be implemented by mid-2019.