

UNHCR Evaluation Management Response	
Evaluation title:	UNHCR Country Portfolio Evaluation Iraq
UNHCR evaluation reference:	ES/2020/04
Entity that commissioned the evaluation:	Evaluation Service
Due Date for Management Response:	15 November 2020
Date Management Response Completed:	15 February 2021
Coordinator of the Management Response:	UNHCR Iraq Country Office
Management Response cleared by:	Philippa Candler UNHCR Representative Iraq

General comments on the evaluation:	Generally, the operation finds the evaluation to be constructive. We also note that many of our earlier comments have been taken into account in this final version. Much has evolved in the country since the data collection period of the evaluation, and in terms of the UN response. For example, a new interim government came into office in May 2020, with notably more engagement on the IDP front, elections are planned for 2021, and IDPs camps started to be closed from late October 2020. Although this is a fast evolving situation, there may now be more room in federal Iraq to engage more effectively on solutions, which has been stated as a priority for GOI as well as UN.
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RECOMMENDATION 1:	<p>In federal Iraq, UNHCR's cooperation with the federal government should be confined to addressing immediate protection priorities. Non-operational workstreams, such as those relating to the passage of a new refugee law or to the development of formal policy frameworks, should be deprioritized until conditions are again present for meaningful results to be achieved in these areas. In KRI, UNHCR should seize opportunities for incremental steps towards better compliance and aim to secure the more active involvement of development actors in transition. More specifically the CO should:</p> <ul style="list-style-type: none"> i. Focus engagement with the federal government on operational capacity-building with CAD and PC-Mol. Prioritize the maintenance and possible expansion of UNHCR's civil documentation support programme. Deprioritize non-operational cooperation workstreams at federal level. ii. Consider involving UNDP, UNICEF (on birth registration) and the World Bank in UNHCR's civil documentation support programme, to help take it to scale and to lay the grounds for an exit strategy. iii. In KRI, seize the opportunity of the recently signed UNDP/MoP MOU on the drafting of KRI's Vision 2030 to introduce a durable solutions dimension in this policy document
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		iv. Approach UNDP to obtain its effective participation in the co-leadership of the 3RP for Iraq.				
Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		<p>The UNHCR operation in Iraq will observe opportunities in the new parliament for pushing forward the draft refugee law, but in the meantime will work with the PC-Mol and the Mol to prepare Ministerial Instructions to standardize the refugee registration procedure implemented by the PC-Mol, particularly if registration of Syrian refugees by the PC-Mol in the KRI is agreed between the GoI and KRG.</p> <p>With regard to KRI's vision 2030, first meetings were held both with UNDP and Ministry of Planning. The draft of Vision 2030 has been delayed due to COVID-19 but first draft of Vision 2030 expected to be ready by end 2020. Focus of Vision 2030 seems to be strongly focussing on economic recovery and diversification with specific focus on certain areas. Consultations with other UN agencies and stakeholders will be organized and UNHCR will advocate for inclusion of persons of concern and linkages to economic inclusion and inclusion into national systems.</p> <p>An updated note on 3RP for SM with some recommendations and reflections on how to strengthen the 3RP platform and its objectives in Iraq has also been prepared.</p>				
Unit or function responsible:		Representative Iraq				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Signature of MoU with Mol on Civil Documentation support	Assistant Representative (Protection) with NOA Protection (Baghdad)	Meeting with Mol Minister pending to discuss the signature of an MoU to formalize cooperation on IDP issues (similar to MoU with Mol on refugee issues)	December 2020	In progress	Pending availability of Minister & agreement of CoR on MoU
2	Support to PC-Mol in development of Ministerial Instructions to harmonize refugee registration procedures by PC-Mol	Assistant Representative (Protection) with NOA Protection (Baghdad) and Legal Officer (Erbil)		December 2021	In progress	
3	Liaise again with UNDP on their involvement in 3RP Iraq as co-lead (but also Livelihoods Sector and their potential role as a strategic development actor in different cross-sectoral activities that focus on transition (camp	Solutions Officer and Economist, with SM support as needed		December 2020		

	integration, refugee integration policy, etc.).					
RECOMMENDATION 2:	<p>Opening up avenues for economic integration is outside of UNHCR's core area of competence and should be pursued through partnerships with selected development actors. UNHCR Iraq should:</p> <ul style="list-style-type: none"> i. Deprioritize current operational activities in livelihoods and economic integration programme strands. MADE51 and any similar project should not be progressed beyond their current scoping stage. In parallel, continue to advocate for the more proactive involvement of development actors in the areas of livelihoods and economic integration ii. With the World Bank and UNDP, identify specific areas where jointly commissioned research may serve to inform future programming in the area of economic inclusion, when conditions allow. This could include but is not limited to market systems development. iii. With the World Bank, explore the possibility of expanded cooperation in data collection, drawing on UNHCR's extensive field presence, and aimed at assisting in Bank assessments and project design. This should include an appraisal of data-gathering capabilities potentially needed to support World Bank work, outside of those routinely used in existing UNHCR programmes. 					
Management response:	<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree					
Reasons (if partially agree or disagree):	<p>There are not many operational activities to deprioritize at this moment in Iraq Operation. Mostly we have been focusing on advocacy in relation to livelihoods. The only standalone livelihoods investment we did was indeed efforts related to MADE51 (but small/limited even in terms of economic investment), which we agree with that we should not waste too much time on. Further we have MPCA (as an alternative for lacking social protection schemes) and A2PS that in one way or the other can directly and indirectly be linked to economic inclusion. For refugees especially, however, we need to continue to invest in advocacy for an enabling environment (as highlighted) and build stronger partnerships and weigh more on the Livelihoods coordination (the Livelihoods Sector is double-heading as Cluster and there is a gap at KR-I level when it comes to strategic coordination).</p> <p>We agree with recommendation I and III. While we agree in principle with recommendation II, the operation identified ILO, rather than the WB and UNDP as an active actor in regard to economic and financial inclusion. The ongoing PROSPECTS partnership offered an opportunity to build synergies between UNHCR and ILO and some progressed were done during 2020 (see below). The operation, while not excluding the recommendation to engage in join researches with UNDP and the WB, is focussing on advocacy actions with those agencies to ensure an inclusive approach is adopted in their policy reform initiatives. UNHCR successfully committed to ensure its PoC is accounted for in preparation of the Iraqi SERP (process lead by UNDP) and the White Paper (World Bank).</p>					
Unit or function responsible:	Representative Iraq					
Top line planned actions	By whom	Comments			Progress	

				Expected completion date	Status	Comments
1	Better clarify what role UNHCR can and should be playing in Livelihoods also looking at guidance note which has been prepared	SDO / Economist		February 2021	ongoing	
2	Collaboration with ILO	SDO, Solution Officer, SP Specialist	ILO is establishing its presence in the country. Leveraging on the "ILO-UNHCR Joint Action Plan for 2020-2021 for the operationalization of the ILO-UNHCR Memorandum of Understanding", UNHCR Iraq intends to:			
			1. Support ILO in implementing financial and economic inclusion assessments	June 2021	ongoing	ILO already conducted field visits and desk review. Following up.
			2. Enhance/built referral pathways to livelihood programmes UNHCR Iraq is successfully engaging with ILO who closely worked with MOLSA KRI to enhance refugees' access to employment services. - The first steps include upgrading the online employment system to include refugees as direct beneficiaries - working on establishing sub employment offices in the camps and outside the camps.	Continuous engagement	ongoing	
			3. Inform ILO advocacy action for inclusive reforms at Federal Iraq and KRG level. ILO, together with UNICEF and WFP is working on a broad reform of the Iraqi social protection schemes, including passive and active labour market policies. UNHCR initiated an informal coordination mechanism with the above-mentioned agencies in addition to UNFPA to ensure: 1. Visibility on the ongoing initiatives, 2. Avoid overlapping and ensure best allocation of resources, 3. Inclusion of UNHCR PoCs in policy reforms and advocacy initiatives 4. Jointly advocacy actions.	Continuous engagement	ongoing	

3	Collaboration with World Bank and UNDP	SDO, Solution Officer, SP Specialist	Actively engaging with the WB in joint post C19 socio-economic assessment. Actively engaging with UNDP to ensure data compatibility in assessment exercises.	May 2021	ongoing	
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RECOMMENDATION 3:	<p>Community-based protection (CBP) should be revitalized and given better support. More over UNHCR Iraq should:</p> <ul style="list-style-type: none"> i. Engage with UNHCR's Afghanistan CO and explore whether CBP implementation models and approaches are replicable in the Iraqi context. ii. Assign a senior management member to champion CBP among UNHCR staff and help revitalize this programme strand. iii. Promote an out-of-the box approach to CBP: invite selected agencies, including stabilization actors engaged in peace-building, to explore and identify possible linkages between CBP, social cohesion and elements of customary law relating to restorative justice. <p>In addition the Regional Bureau for MENA should:</p> <ul style="list-style-type: none"> iv. Commission research to help inform and contextualize CBP programmes in Iraq. v. With the support of HQ-based specialists on the subject, convene one or more ICCG workshops on CBP in Iraq, to share lessons learnt and identify those elements of best practice that are of particular relevance in the Iraqi context. 					
Management response:	<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree					
Reasons (if partially agree or disagree):	<p>Partially agree. Community-based protection is not limited to social cohesion and peace-building. If the Evaluation team feels that UNHCR should strengthen its engagement in social cohesion and peace-building, then the recommendation should focus on this, not on community-based protection, which is an approach that puts the capacities, agency, rights and dignity of persons of concern at the centre of programming. It generates more effective and sustainable protection outcomes by strengthening local resources and capacity and identifying protection gaps through consultation. This is operationalized through participatory assessments, community feedback mechanisms, community representation and the extensive network of community outreach volunteers. While the Country Operation agrees that a more strategic approach is required (and work is ongoing in this regard): the insistence on engaging with UNHCR Afghanistan, when there are extremely strong examples of operations that effectively use CBP in MENA – where the context is comparable) remains unclear to the Country Operation. Moreover, in a context like Iraq, where there is a political mission and a strong human rights office, it is unclear why UNHCR should engage in restorative justice when the experts – i.e. OHCHR – recommend against this approach in the current context. The country operation will instead focus its efforts on strengthening the current CBP approach through the initiatives outlined below.</p>					
Unit or function responsible:	Representative Iraq, Regional Bureau MENA					

Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Revise UNHCR's community-based protection approach in Iraq, starting with a country-wide participatory assessment in 2021	Assistant Representative Protection, with SPO (Baghdad) and CBP Officer (Erbil)		February 2021	Started in September 2020	Delayed by C19, but work ongoing by staff telecommuting
2	Harmonize UNHCR's approach to community-outreach volunteers across field offices, while recognizing the need for specialized Community Outreach Volunteers (COVs) for certain issue areas – e.g. Youth Volunteers,	Assistant Representative Protection, with SPO (Baghdad) and CBP Officer (Erbil)		December 2020	Started	Online workshop organized in Oct 2020 & COV SOPs circulated for comments in November 2020
3	Support for Iraq operation by the Bureau: I. CBP mapping and research exercise II. Support to implement a CBP/AAP/Outreach programme, with targeted activities III. Support to develop/update the operations CBP/AAP/Outreach strategy. IV. Support for monitoring the implementation of the above measures.	Regional Bureau for MENA	Specific activities under objective II include: a) Capacity building on CBP/AAP/Outreach for UNHCR, partners and community-based organizations. b) Technical assistance for contextualization of corporate and regional toolkits, toolbox, handbook, and policies. c) Technical assistance to engage and empower community-based organizations in the OMC, including through a grant.	December 2021	started	
RECOMMENDATION 4:		UNHCR's role in coordination has been largely positive, but relevant lessons can be learnt and applied. UNHCR Iraq could pursue the following recommendations to strengthen in role in coordination with other humanitarian actors:				

		<p>i. With OCHA, identify specific ways to improve the joint application of the 2014 UNHCR–OCHA Note on Mixed Situations in the context of Iraq and, more specifically, in KRI.</p> <p>ii. With OCHA, conduct an information session for NGOs and other aid actors present in KRI, to acquaint them with the Note on Mixed Situations, and gather their views on what practical obstacles might have hampered its application in the October 2019 refugee response.</p> <p>iii. Convene an informal away-day with UNHCR’s cluster and sub-cluster co-leads, to review joint work processes across the relevant clusters, gather feedback on UNHCR’s performance in coordination, and agree ways to address any issues raised.</p>				
Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		<p>Partially agree. The operation would argue that the application of the Mixed-Situations Note works relatively well when it comes to coordination and operational response on the ground. There is little overlap and conflict in reality. Double-hatting clusters have not always got a strong focus on refugee coordination, but there is also less to coordinate at national level except when there are complexities related to refugee response. The problem is more in the perception and how the 3RP is communicated (IM, Comms, External Relations). To this point, the operation is working on drafting a 3RP note that will offer clarity and guidance to partners. The Country Operation agrees on recommendation ii and iii as information sessions with external actors are needed. Additional clarification with OCHA is deemed unnecessary because the application of the Mixed Situations Note works well. That notwithstanding, the operation will invest in awareness raising and communication and, in times of crises like the North East Syria situation or COVID, be more responsive in regards to external communication on 3RP and refugee response.</p>				
Unit or function responsible:		Representative Iraq				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Training / awareness sessions	Coordinator KRI / Solutions Officer, SP Specialist	“Trainings and awareness sessions” on the coordination landscape in Iraq (linked to global structures) with a variety of stakeholders will be undertaken. Sessions with different UNHCR field offices took place last year and that was useful. Same for government counterparts, for Sectors/Clusters, for NCCI maybe, etc. In addition to that, UNHCR also can improve our external communication on 3RP by i.e. quarterly donor briefings, better use of our (almost finished) improved IM products, have a more strategic 3RP Comms vision, etc.	Ongoing	Ongoing	
	“Retreat” with sector leads	Solutions Officer	Will organize a formal session with all the Sector leads.	March 2021		

RECOMMENDATION 5:	UNHCR should complement its technical expertise in protection with a more consultative approach to the formulation of related advocacy messages. To this end, UNHCR Iraq should: <ul style="list-style-type: none"> i. Alongside continued adherence to the principles that govern the formulation and adoption of HCT-level advocacy messages, develop a more informal approach to consulting with relevant stakeholders, aiming to keep selected stakeholders, including donors, better apprised of changes and developments during the often protracted process of formulating HCT-level advocacy lines. ii. Ensure that UNHCR's lead advisory role in the formulation of HCT-level advocacy messages, particularly those relating to IDPs, is known and clearly understood by all relevant stakeholders 				
Management response:	<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):	Partially agree. The HCT had not been either a participatory or a consultative body in Iraq for some time. Donors and NGOs do not actively participate, and UNHCR Iraq has reached out informally to donors, both directly (as UNHCR) and through the National Protection Cluster, with mixed results. The US Embassy has been effective in advocacy on certain issues given its influence in certain areas – e.g. Anbar – but other donor efforts – e.g. on NGO access – have been ineffective despite repeated efforts on the part of donors. The donor community in Iraq is divided on various issues and there is no overarching strategic vision on protection issues, and on durable solutions more broadly. Recommendation (ii) does not reflect the breadth of actors who have accountabilities for Protection messaging at the HCT and beyond – e.g. UNICEF on child protection, UNFPA on gender-based violence, UNHABITAT on housing, land and property and UNMAS on mine action.				
Unit or function responsible:	Representative, Iraq				
Top line planned actions	By whom	Comments	Expected completion date	Progress	
				Status	Comments
	Strengthen informal and formal consultation with NGOs, UN agencies and donors to advance protection and durable solutions	Assistant Representative (Protection) and NPC Coordinator	Work on the Durable Solutions Task Force Advocacy Strategy is ongoing in collaboration with NCCI (NGO Consortium of Iraq) and UNHCR Protection and NPC are now engaged in newly formed HCT Advocacy Working Group	Ongoing	ongoing
RECOMMENDATION 6:	UNHCR's position on cash programming and social protection reform should be clarified. To maximize impact, its engagement on these should take place in a single, consolidated coordination forum. To this end UNHCR Iraq should:				

	<p>i. Draft a position paper for external circulation on UNHCR's approach to MPCA as a protection tool and the implications of this in terms of UNHCR's participation in system-wide cash reform in Iraq.</p> <p>ii. Through the position paper, reassert UNHCR's commitment to a common cash system, as per the December 2018 joint statement from IASC Principals on cash assistance. Also, confirm the continuing involvement of UNHCR in current cash workstreams driven by the CWG.</p> <p>iii. Given the lack of Fed-MoLSA engagement in the Social Protection Forum, deprioritize UNHCR's participation in it. Ask other members of the Forum to consider its deactivation, and the consolidation of its agenda with that of PWG 1. In parallel, promote Fed-MoLSA's more active engagement in the UNSDCF process.</p> <p>iv. As co-lead of PWG 1, consult with other co-leads on ways to develop this Working Group into a highly participative forum whose agenda is consistent with, but not limited to, the UNSDCF</p> <p>v. Seize all opportunities to instil more momentum in consultations in PWG 1. Adopt a dynamic approach to PWG 1 co-chairing: occasionally invite selected external participants in plenary sessions to test and challenge group consensus.</p>
Management response:	<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree
Reasons (if partially agree or disagree):	<p>While the operation agrees in principle that ideally engagement on cash assistance should take place in a single consolidated coordination forum, its establishment requires the consensus of a multitude of stakeholders (UNCT, World Bank, line ministries, CWG, key donors). While this is a goal which UNHCR can advocate for, it seems unrealistic to be achievable in the short/mid-term. Currently parallel workstreams in different coordination forum, also in light of the Covid 19 pandemic and the SERP are activated:</p> <ul style="list-style-type: none"> - ILO, UNICEF and WFP are jointly working on a social protection reform - Federal MoLSA requested, via UNFPA, assistance to reform the Social Protection Schemes for vulnerable groups - The RC is willing to engage with the council of ministries for a broad discussion on SP reform - The WB is working on a White Paper and on a spending review which contains substantial recommendations in the area of Social Protection - The cabinet is discussing a White Paper for fiscal reforms (October 2020) to be submitted to the parliament for discussion and endorsement. <p>The above is not a comprehensive list of the various initiatives ongoing but is meant to provide an overview of the complexities in implementing the recommendation of converging the discussion in one coordination forum.</p>

		Also to note, "MPCA" for refugees and IDPs are different. Both are in a way linked to (or fill gap for lacking) social protection. Especially if we now want to engage stronger with MoLSA KRG potentially on inclusion of refugees, we should separate the two.				
Unit or function responsible:		Representative, Iraq				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Draft a position paper on MPCA as protection tool	SDO, SP Specialist, Protection	The operation agrees with the suggestion. The paper can in fact outline UNHCR strategy to operationalize the linkages between cash assistance and existing social protection schemes	31/12/2020	Completed draft in November 2020	
2	Enhance coordination at PWG1 level.	SDO, Solution Officer, SP Specialist	<p>As mentioned under recommendation 2, point 2.3., in October 2020, UNHCR promoted the establishment of an informal coordination mechanism using its convening power as PGW1 co-lead. UNHCR, UNFPA, WFP, ILO and UNICEF agreed to set regular meetings, share resources and keep an on-line registry with the different initiatives related to workstreams on social protection including – but not limited to - cash assistance. These informal mechanism aim to:</p> <ul style="list-style-type: none"> - Ensure visibility on each other efforts in the social protection domain - Ensure harmonization of approaches and messages in our engagement with the national authorities in charge of SP. - Determine allocation of available resources for research and policy design efforts - Streamline common advocacy initiatives 	Regular, monthly basis	Ongoing	Online matrix to collect info established
3	Conduct a Social Protection Needs Assessment	SDO, Solution Officer, SP Specialist	In order to 1) inform programming 2) Inform advocacy actions for inclusion of our population of concern in the existing social protection schemes, and 3) identify gaps: in September 2020 the operation initiated an assessment of the social protection needs of our population of concern, looking at the demand and supply side across the different governorates (and Fed. Iraq vis-à-vis KRI).	December 2020	ongoing	
4	Explore the possibility of implementing a pilot project to operationalize the linkages between Cash Assistance and Social Safety Programme.	SDO, Solution Officer, SP Specialist	Action 1 and 2 are preliminary to explore the possibility to implement a pilot that links cash assistance with existing social protection schemes (the best candidate being the SSN of MoLSA). During September and October 2020, the team	December 2022	ongoing	So far (October 2020): - Discussion ongoing with UNPD who is supporting KRI in

			<p>engaged in discussions with UNDP, DRS, MENA office and SM. Potential developments will occur in phases:</p> <ul style="list-style-type: none"> - In KRI on system strengthening (June 2021) - In KRI, piloting a joint programme with MoLSA: (June 2022) - In Fed. Iraq on system strengthening (December 2021) - To be explored in Fed. Iraq what are the possibilities for inclusion of PoCs in the existing SP tools (June 2021) with potential for implementation in 2022 			<p>developing a SP framework</p> <ul style="list-style-type: none"> - Coordination with other agencies in relation to Fed. Iraq
RECOMMENDATION 7:		<p>Refine the A2PS guidelines to provide more clarity on how to apply them at programme level, in the context of existing operations. In developing A2PS further, consult with actors working on similar models. In particular, UNHCR Iraq should:</p> <ul style="list-style-type: none"> i. Convene a validation workshop on A2PS for UNHCR administrative and programme management staff. The aim would be to help frame the A2PS model in programme terms, and to derive a clear picture of the implied practical steps in terms of project appraisal, design, budgeting, roll-out and process compliance. ii. Engage with IOM to ensure optimal complementarity between A2PS and the approaches being developed by the Durable Solutions Working Group. In particular, consult with IOM on its recently launched programme to reinforce the GRCs at governorate level, in view of ensuring optimal complementarity with A2PS efforts to engage with local authorities. iii. Engage with the International Committee of the Red Cross (ICRC) to determine whether its Durable Returns Programme (DRP) can produce lessons applicable in the operationalization of the A2PS model. 				
Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		<p>While the operation agrees with the overall recommendation, the suggested actions might not necessarily be the most effective. In September/October 2020, the operation drafted a guidance note to support offices in the development of A2PS proposals. In addition, a submission format has been developed, which links the stakeholder analysis underpinning A2PS submission with key objectives, criteria and thematic areas. Both the guidance note and the submission format are a result of consultative processes across UNHCR offices in Iraq. In addition, a network of Durable Solution Focal Points has been established (appointed FP in each UNHCR office) to share experiences, resources, and build capacity.</p>				

		<p>In the course of 2020 a Durable Solution Task Force, chaired by IOM and UNDP, reporting to RC/HC, was created and a Durable Solution Technical Working Group set up beneath it. UNHCR is active in both. The Durable Solutions Network, referred to in the a/m recommendation has been disbanded.</p> <p>While engaging with single entities as recommended (ILO and ICRC), an effective implementation of A2PS requires coordination with a plurality of actors, mainly developmental ones.</p>				
Unit or function responsible:		Representative, Iraq				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Consultations with UNHCR offices in Iraq	SDO, Solution Officer, SP Specialist	During June and July 2020 the SDO together with the Solution Officer (SO) and the Economist organized a number of bilateral meetings with the different Sub/Field Offices to discuss the A2PS approach, format, guidelines and main concerns.	August 2020	Done	
2	Establishment of Durable Solutions Focal Points across all UNHCR offices in Iraq	SDO, Solution Officer, SP Specialist	After the consultation process (see above) and upon receiving endorsement from SM, each HoO appointed one (or more, up to 3) focal points for Durable Solutions. A ToR was drafted for these functions in collaboration with the respective field offices.	October 2020	Done	Focal points established
3	Enhanced sharing of resources and initiatives	SDO, Solution Officer, SP Specialist	In consultation with the different field offices, UNHCR Iraq created an online registry of resources that will allow for more efficient access and knowledge sharing on issues relating to resourcing, capacity building, preparation of A2PS proposals, and other DS linked initiatives. This live document will be updated on regular basis by the DS team and the focal points.	June 2020	Done	To be updated on regular basis
4	Draft a guidance note and format for submission of proposals	SDO, Solution Officer, SP Specialist	<p>With the aim "to help frame the A2PS model in programme terms" as per the recommendation, the following documents were drafted and endorsed:</p> <ul style="list-style-type: none"> - A guidance note containing instructions and clarification on: 1) the vision and priorities underpinning A2PS proposals, 2) The role of UNHCR, 3) The role of other actors/stakeholders, 4) An analysis of the sustainability of proposals, 5) Budgetary implications, 6) Prioritization vis-à-vis feasibility, 7) Assessments, 8) Submissions and reviewing process, 9) Available resources and support - A submission format composed of 2 spreadsheets: 1) A2PS framework, reflecting in a log. frame format 	October 2020	Done	

			the criteria, objectives, expected outcomes of an A2Ps proposal, 2) A comprehensive matrix where offices are required to report the stakeholder analysis, role of UNHCR, long-term perspective, available budget.			
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