

UNHCR Evaluation Management Response

Evaluation title:	<i>Evaluation of UNHCR's Engagement with Humanitarian Development Cooperation (2018-2021)</i>
UNHCR evaluation reference:	ES/2021/07
Entity that commissioned the evaluation:	Evaluation Service
Due date for Management Response	15 December 2021
Date Management Response completed	13 March 2022
Coordinator of the Management Response	George Woode, Senior Transition Coordinator, Executive Office
Management Response Cleared by	Raouf Mazou, Assistant High Commissioner Operations, Executive Office

General comments on the evaluation:	<p>The evaluation's focus on Bangladesh, Ethiopia, Jordan, and Niger provided an ideal microcosm for a meaningful review of UNHCR's humanitarian-development cooperation. The evaluation's time frame (2018-2021) also enabled the tracking of pertinent interventions and results over time, thus yielding important lessons and concrete recommendations. Of the 6 recommendations emanating from the evaluation, 5 have been accepted and 1 (Recommendation No.3) has been partially accepted considering the need for a more differentiated approach to resource mobilization and allocation for humanitarian-development cooperation. Above all, the outcomes of the evaluation are feeding into the formulation of the organization's 2022-2026 Strategic Directions and related Regional/Country Multi-Year Strategic Plans.</p>
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RECOMMENDATION 1:	<p>While much investment has already been made by UNHCR to engage with development actors, gaps remain in its overall approach. Specifically, the evaluation notes that engagement with the UN development systems was comparatively limited and did not fully leverage the potential positive role the UN development system could play for displaced persons. The evaluation team also noted less reflection on, or awareness of how humanitarian-development cooperation could apply to IDPs, or how relevant programmes could be designed to benefit refugees and IDPs alike. There were further opportunities observed for UNHCR to systematically engage with development actors on rule of law and access to justice. In order to more fully seize these opportunities, the evaluation suggest investing in core facilitation and advocacy capacities, as well as an expansion of UNHCR's capacity to monitor the protection and socioeconomic situation of refugees and other persons of concern, as well as of their inclusion in development interventions.</p> <p>Recommendation 1: Clarify UNHCR's objectives and priorities on humanitarian-development cooperation in the organisation's updated Strategic Directions, in the upcoming Development Action strategy paper, guidance on Multi Year</p>
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		Strategic Plans, and global partnership and sector strategies. In clarifying UNHCR's objectives and priorities UNHCR should specifically set out how it will strengthen engagement with the UN development system, expand cooperation with development actors on rule of law and access to justice, more systematically cooperate with development actors on internal displacement, and describe how UNHCR will prepare and invest for its facilitation, supervision, monitoring, reporting and advocacy roles.				
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:		Division of Resilience and Solutions and Division of International Protection with support from Division of Strategic Planning and Results, Division of External Relations, , Division of Human Resources and the Transformation and Change Service; Principal Advisor on Internal Displacement in advisory capacity				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	The 2022-2026 Strategic Directions prioritize humanitarian-development cooperation, and the SET provides robust leadership on humanitarian-development cooperation guiding divisions, RBs and country operations to prioritize humanitarian-development cooperation	HC, SET, RBs, DSPR	The draft 2022-2026 Strategic Directions include a focus area on "mainstreaming solutions from the outset, including through coalitions with development partners."	February 2022		
2	Corporate strategies, plans and guidance provide a consistent and coherent approach to humanitarian-development cooperation, building upon lessons learned and reflecting SET-agreed priorities	DSPR, DRS, DER, DIP	<ul style="list-style-type: none"> Complete, vet and approve the strategic plan 2022-2026 on "mainstreaming solutions from the outset, including through coalitions with development partners" Strategic plan and other relevant guidance to provide an anchor from which divisions, RBs and country operations can develop contextually appropriate approaches Ensure that UNHCR's approach to humanitarian-development cooperation is in line with the OECD/DAC recommendation on the HDP Nexus, to 	Q1 2022 (strategic plan) and ongoing		

			which UNHCR formally adhered in October 2021 and developed a guidance note.			
3	Develop and maintain the core capacities required to meaningfully engage in humanitarian-development cooperation including facilitation, supervision, monitoring, reporting and advocacy roles.	DHR, DRS, DIP, DER, DSPR, Regional Bureaux	<ul style="list-style-type: none"> Continue recruitment of dedicated staff to engage in humanitarian-development cooperation (35 positions created since 2019 and UNHCR will consider creating new positions where and when needed in country offices or RBs) and build capacity of existing staff to engage with development actors and advance corporate commitments on humanitarian-development cooperation UNHCR will continue to build capacity and boost its facilitation role through increasing the number of joint missions with development actors (including Eligibility missions conducted with the WB in IDA eligible countries); continued reciprocal trainings on mandates and programme priorities; and leveraging informal opportunities to familiarize development partners with UNHCR's mandate and work. Continued collaboration with UNDP on the Nexus Academy e-learning including review of learning resources to ensure relevance. Systematic engagement with the UN Resident Coordinator, and the UN Country Team, to enable stronger joint advocacy for displacement-related issues with the affected/ host government, including contributing to RC/HC/DSRSG-led Durable Solutions Initiatives with the support of Solutions Advisors working together with Protection, while ensuring Solutions strategies remain humanitarian and non-political and are delinked from RCs political processes with Governments. 	ongoing		
4	Ensure more systematic cooperation with development actors on internal displacement, including through strengthening	DRS, DER, DIP supported by the Principal Advisor on Internal Displacement	<ul style="list-style-type: none"> In the framework of the SG's Action Agenda on internal displacement, provide input to ensure strengthened engagement with the UN and Development agencies on IDP solutions, including in organizing consultations with displacement affected communities as part of its finalization.UNHCR as part of the core Steering 	ongoing		

	UNHCR's engagement with the UN development system		<p>Group on Internal Displacement to aim to better equip the UN with tangible humanitarian/development support at global and country level to advance solutions to IDP situations</p> <ul style="list-style-type: none"> • Produce a report for Standing Committee on UNHCRs Stepped Up IDP response including a focus on the work with development actors • Systematically involve Senior Development Officers in IDP response • Through UNHCR's co-chairing of the GP2.0 Global Platform on Internal Displacement together with UNDP, OCHA and IOM, support cooperation with development actors through member state exchanges and UN system-wide support on capacity-building and solutions. • Cooperate at the global and national levels with development actors on promoting the development of IDP Law and Policy, including through domestication of the Kampala Convention. • Strengthen relationship with development actors, including UN agencies, on issues of internal displacement and formalize relationships with UN development actors including DCO, FAO, ILO, UN Habitat and others. • Enhance UNHCR's engagement on Socio-Economic data for internal displacement due to conflict, to enhance UNHCR's ability to engage development/ nexus stakeholders for IDP solutions. • Engage strategically at the IASC, including in its task force on humanitarian development collaboration and its linkages to peace. 			
5	Expand cooperation with development actors on rule of law and access to justice.	DRS, DIP, DSPR, DER	<ul style="list-style-type: none"> • Finalise the new strategic 4-year plan with UNDP with a key focus on leveraging UNDP's capacities on Rule of Law and access to justice, leveraging UNDP's participation in the TTLP and its joint work 	ongoing		

			<p>with UNHCR on, among others, legal aid in humanitarian settings and with UNODC, UNDP, UN Women and others on IDPs and access to justice, political participation and law and policy making processes.</p> <ul style="list-style-type: none"> • In line with the ToRs of the Task Team on Law & Policy (TTLP) under the Global Protection Cluster focus on 3 specific areas: (1) Ensure a comprehensive evidence base for the strategic engagement of the Task Team and its members; (2) Provide tailored technical support to field colleagues on law & policy engagement; (3) Enhanced global and regional attention to implementation at the national level of laws & policies • Continue to collaborate with UNDP on rule of law and access to justice in the framework of 3 Regional Support Platforms (SSAR, IGAD, and MIRPS) and in Regional Refugee Responses - Syria 3RP, DRC, Burundi, Nigeria and most recently Afghanistan and Bangladesh. 			

RECOMMENDATION 2:	<p>The evaluation observes that, while refugee self-reliance and inclusion are best served when host governments formally include refugees in their development plans, all policy environments offer opportunities for gradual steps towards harmonizing systems and preparing for an eventual integration of service systems. UNHCR can leverage the ongoing roll-out of multi-year planning to consistently identify these opportunities and to shift from conducting “business as usual” to systematically pursuing refugee self-reliance and inclusion in its own programmes and in its engagement with development actors, as well as by fully using opportunities to strengthen inclusion, such as when responding to emergencies like the recent COVID-19 pandemic.</p> <p>Recommendation 2) Systematically pursue the integration of services for refugees (IDPs and other persons of concern) with national and local service systems throughout UNHCR’s own programmes, focusing the ongoing introduction of multi-year planning on this objective and strengthening incentives.</p>
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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:		Division of Strategic Planning and Results and Division of Resilience and Solutions with support from Division of Human Resources, Transformation and Change Service and the Division of International Protection				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Strengthen capacities of operations on situational analysis and multi-year strategy development in order to enable integration-related gap analysis and the formulation of integration related results that are based on specific country context	DSPR, DRS, DIP	Develop guidance on formulation of integration-related results based on gaps analysis; alignment of country multi-year strategies' timeframes, analysis, and results to national and UN development planning processes, such as the CCA and UNSDCF as relevant. Leverage engagement with a wide range of stakeholders, including the UN development system as a whole, throughout strategy development.	2023		
2	Develop and implement global and regional parameters on integration of services for refugees and IDPs in national systems	DSPR, DRS, DIP	Develop Strategic Plan on Development Action / Mainstreaming Solutions Reflect integration-related issues in relevant global policies and frameworks Global guidance on integration and inclusion	First quarter 2023		
3	Engage in policy dialogue on inclusion in specific sectors at country level	Country operations, with technical support from Bureaux, DRS and DIP	Engage host governments and development actors in policy dialogue on inclusion. In IDA countries, make use of Refugee Policy Review Frameworks to coordinate development actors' advocacy around inclusion in targeted/relevant sectors, depending on country contexts.	Ongoing (progress to be measured in 2022)		
4	Support governments and development actors to include refugees and IDPs in development planning at sectoral and national level	GDS/JDC/DRS/DIP	Inclusion of refugees and IDPs in regularly collected national statistics is the precursor for inclusion in services, policies, and development planning. For IDPs, UNHCR promotes inclusion of IDPs in national development planning, monitored through a GPC/UHCR database of laws and policies, and supports specific government-efforts to develop IDP laws and policies, including national and local level planning. Strengthen relationship with the World Bank Group, including, but not limited to The World Bank – UNHCR Joint	Ongoing		

			<p>Data Center on Forced Displacement supports activities at country level that seek inclusion of affected populations in regular national data collection and in major recurring national surveys – such as UNICEF's MICS, ILO's Labour Force Survey and World Bank's poverty surveys. Complementing activities at country level. The Center also supports statistical inclusion of refugees through the Expert Group on Refugee and IDP Statistics (EGRIS). EGRIS statistical standards approach aims to consolidate and build on the strengths of National Statistical Offices. The group's focus on inclusion in national systems is central to the International Recommendations on Refugee and IDP Statistics. This is strengthened by its country memberships including representatives from Kurdistan Region of Iraq, Colombia, Ukraine, and Norway as well as inter-governmental statistical institutions such as the Eurostat and African Union Commission.</p>			
5	<p>Include modules on humanitarian-development cooperation/inclusion in trainings/learning materials targeting senior management.</p>	<p>DHR (GLDC)/DRS/DIP</p>	<p>A learning resource on humanitarian-development cooperation/inclusion will be included in the Strategic Leadership Programme (for P5 and D1), or future similar tools, which are compulsory for senior managers in UNHCR.</p> <p>DRS and GLDC are currently working on learning materials, including ones that will feature in the inter-agency coordination course targeting senior managers.</p> <p>Through co-chairing GP2.0, UNHCR is developing a learning program for all UN staff on durable solutions with a significant component on humanitarian-development cooperation</p>	2023		
6	<p>Increase cross-fertilization of knowledge between UNHCR and development agencies</p>	<p>DHR/DRS</p>	<p>Cross-fertilization of knowledge between UNHCR and UN Development agencies will continue and will be further strengthened. Presently, there are ongoing secondments and staff exchanges between UNHCR and UNDP, UNHABITAT and UNICEF. Beyond the UN, staff exchanges are also ongoing with the OECD, JICA and SIDA and they are planned with the IFC.</p>	2024		
7	<p>Strengthen Representatives' accountability vis à vis objectives related to integration of services for</p>	<p>DHR</p>	<p>Develop a dual accountability mechanism for country representatives, to their respective agencies as well as to the Resident Coordinators on their respective contributions to the results of the UN development system towards the</p>	2022		

	refugees and IDPs with national and local service systems		achievement of the 2030 Agenda based on the Cooperation Framework.			
			<p>Develop commonly agreed objectives for Representatives in UNHCR's new Performance Management system including objectives related to the progress in the humanitarian-development cooperation and inclusion agenda</p> <p>To be noted that incentives for senior managers to strengthen their engagement in humanitarian-development cooperation are related to career advancement and are not to be considered financial incentives.</p>	2024		

RECOMMENDATION 3:	<p>Noting that UNHCR is undergoing changes in how it plans and budgets, the evaluation found that internal constraints create obstacles for country operations and can make it challenging for country operations to resource the roles and activities required for effective cooperation with development actors. UNHCR's new resource allocation framework is not expected to make it much easier to work with earmarked, multi-annual contributions for humanitarian-development cooperation. Additionally, UNHCR's position on mobilizing resources from development actors has been unclear or misunderstood. This created disincentives for managers at the country and sub-national levels to engage in humanitarian-development cooperation and erected obstacles for the effective implementation of development-funded programmes.</p> <p>Recommendation 3) Ensure that UNHCR core budgets that country operations are authorized to spend and standard job descriptions include the time and resources to engage with development actors and processes. Clarify under what conditions UNHCR seeks funding for its own activities from development actors and make these contributions additional to regular core budgets.</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 UNHCR is not operating based on a core budget, the question of additionality to existing Operating Level (OL) allocations for some development contributions is pertinent. However, not all contributions from development actors are for earmarked, multi-annual contributions for humanitarian-development cooperation. A more differentiated approach is needed, taking into account the multitude of funding from development sources while ensuring the predictability and additionality for those cases where it is justified.</p>
Unit or function responsible:	<p>Division of Strategic Planning and Results and Division of Human Resources with support from Division of External Relations and the Division of Resilience and Solutions</p>

Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Put systems in place that enable greater clarity and predictability with regards to funding from development actors	DSPR, DER, DRS	Revised systems will clarify which funding from development actors is included in the initial operating level budget and for which contributions a budget increase can be requested. This will ensure that country operations receive timely guidance in support of constructive engagement with development partners.	2022		
2	Guidance on UNHCR's position on fundraising from development partners.	DER, DRS, DSPR	As part of the revised Strategic Directions and the related Strategic Plan on UNHCR's development engagement, UNHCR will lay out clear guidance on seeking funding from development partners for its own activities. It will include an external and internal communication component to ensure that broadest possible coherence and ownership of UNHCR's position.	2022		
3	Country operation plans and standard job description adequately capture the required work on UNHCR's development engagement	Bureaux, DSPR, DHR, DRS, DIP	Corporate efforts will continue to: (a) support country operations in reflecting development engagement in country strategies, as relevant and appropriate and (b) reflect development engagement responsibilities in the revision of relevant job descriptions.	ongoing		

RECOMMENDATION 4:		While much of UNHCR’s engagement in humanitarian-development cooperation has been driven by dedicated staff positions within the organization, other staff members’ contributions have been more uneven and the role of UNHCR’s Regional Bureaux has been unclear. The evaluation found that country offices may perceive the regional structure as an additional layer of bureaucracy. With regard to humanitarian-development cooperation, they described overlaps between headquarters and the Regional Bureaux in terms of roles and requests. Regional Bureau staff tended to see their main role as supporting country operations. By contrast, staff in country operations felt that the Regional Bureaux could best contribute by focusing on cooperation with development actors at the regional level and by facilitating exchange and learning between country offices. Recommendation 4) Make UNHCR's support structure for humanitarian-development cooperation more effective by clarifying the role of the Regional Bureaux and strengthening the focus of staff members dedicated to humanitarian-development cooperation on internal change processes.				
Management response:		<div><input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></div> AgreePartially agreeDisagree				
Reasons (if partially agree or disagree):						
Unit or function responsible:		Division of Resilience and Solutions, Transformation and Change Service and the Regional Bureaux				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Clarify division of responsibilities and roles of staff dedicated to humanitarian-development cooperation between HQ- Bureaux and Country Operations	DRS	In cooperation with Senior Development Officers in Regional Bureaux and Selected Country offices, DRS will agree on a matrix outlining specific responsibilities and tasks covered by HQ development partnerships’ focal points, versus those covered by regional development officers and country-level focal points. DRS, DHR and TCS will review current Job Descriptions of regional development officers to ensure that duties include support to country operations not having dedicated staff capacity and outreach to regional development partners.	2022		
		TCS/DER	Complete ongoing mapping of global partnerships by year end and use the mapping as a tool to ensure internal clarity on			

			respective roles and responsibilities, including between Regional Bureaux and HQ divisions.			
2	Establish and develop channels of communication and cooperation between regional bureaux and regional counterparts in development partners (where they exist)	DRS and Regional Bureaux	<p>While some development partners' engagement in forced displacement is centralised and managed by HQ-based Units (the case of the World Bank, BMZ, for example, having units managing dedicated financial instruments for forced displacement), for many development actors - such as DG INTPA in the European Commission, AFD and SIDA, among others - regional strategies and funding are managed by regional teams. The establishment of regular cooperation channels between the Regional Bureaux and these regional teams is crucial to influence development actor' priorities at policy and programme level. The role of Regional Bureaux is particularly important in partnerships with actors that have a very narrow geographical focus.</p> <p>Identify potential operations where UNHCR and the World Bank can jointly support national systems on IDP Solutions, in further follow up of the World Bank Group's IDP Approach Paper.</p>	ongoing		
3	Updating of the Roles, Accountabilities and Authorities frameworks for Country Offices, Regional Bureaux and HQ Divisions & Entities	TCS in collaboration with Divisions & Entities, Regional Bureaux and Country Offices	The work currently being undertaken in this respect will contribute to clarify the broad roles and accountabilities of Country Offices, Regional Bureaux and HQ Divisions, including in relation to humanitarian-development cooperation.	Feb 2022		
4	Continue capacity building and learning exchanges targeting Bureaux and Country Operations	DRS, DIP and Regional Bureaux	The Regional Bureaux, DRS, DER and DIP have focused on important capacity-building and knowledge exchange initiatives aimed at mainstreaming engagement in humanitarian-development cooperation across staff in regional bureaux and country operations. Virtual knowledge exchanges open to protection and programme staff, as well as senior management, will continue to be organized, where possible, in cooperation with development partners.	ongoing		

RECOMMENDATION 5:		<p>A key asset that underpins UNHCR's role as a catalyst and facilitator is its knowledge of and data on refugees and other persons of concern. Recognizing that such data play an important role in planning and decision-making for some development actors, UNHCR began making significant investments in its data collection capacities. It is obviously difficult for UNHCR to satisfy all data related demands while ensuring that its data gathering efforts remain manageable but challenges remain for development partners and actors attempting to access data and the type of analysis they require. These include: UNHCR hesitancy to share anonymised available raw data, inconsistent data collection and storage practices and limited capacity to analyse the available data. Improved practice and capacity in this area could further unlock development actors' ability to plan and design programmes.</p> <p>Recommendation 5) Accelerate efforts to strengthen UNHCR's capacity for and practice of collecting, analysing and sharing data.</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:		Global Data Service with support from Division of Strategic Planning and Results, Division of Resilience and Solutions and the Division of International Protection				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Support the cleaning and publication of anonymized datasets on affected populations in UNHCR/ World Bank or other microdata libraries	GDS/DRS/JDC	<p>DRS, JDC and GDS have invested over the last two years in establishing a public micro-data library that hosts 359 data sets and growing. This effort requires sustained resources for the identification, anonymization, and publication of UNHCR-generated data sets. This draws on UNHCR's team of economists (15 deployed since 2019, 3 in HQ, 3 in Regional Bureaux and 9 in Country Offices) as well as the regional and national data leads (e.g., DIMAs). It also hinges on a team of data curators within the GDS, which ensure proper anonymization and responsible disclosure of data.</p> <p>This project is scaling UNHCR's commitment to open and responsible data sharing, by discovering, cleaning, cataloguing and anonymizing microdata collected by UNHCR and its partners in both an internal-facing and an external-facing online platform, namely the Raw Internal Data Library (RIDL) and the Microdata Library (MDL) https://microdata.unhcr.org/index.php/home).</p>	On-going		

			Economists undertake a data availability and gap mapping, as well as a research needs analysis, generate in-depth knowledge products from socioeconomic data for forcibly displaced populations and their hosts, relevant for programming and policy for both humanitarian and development actors and Interact with relevant partners within and outside UNHCR (e.g., DIMAs, World Bank, National Statistical Offices, etc.) that are carrying out data collection exercises.			
2	Establish and strengthen the work of the World Bank-UNHCR Joint Data Center on Forced Displacement	DRS/JDC	The Joint Data Center seeks to improve the availability and accessibility of high-quality socioeconomic data and evidence on affected populations and their hosts through four strategic priorities: 1) improving data systems and standards, 2) producing data and analysis, 3) enhancing responsible access to data, and 4) building evidence and sharing knowledge. Its current portfolio stands at 56 activities while still growing. In response to its second priority, the Center has to date provided technical and financial support to the production of data and analysis through more than 20 activities in countries hosting large numbers of forcibly displaced in the Americas, across Africa, the Middle East and Asia.	On-going		
3	Develop and deploy standardized data collection approaches within UNHCR	DIP/DRS/DSPR/JDC/GDS	In an effort to standardize UNHCR's data collection and analysis work, the 3 Common Good Data Initiatives were created. They will result in flagship (large-scale) surveys, results-monitoring surveys, analytical frameworks (including on qualitative data and research) that bring UNHCR in line with international data collection standards and practices. As such, these initiatives will develop, pilot and implement standardized and integrated data collection processes in priority countries hosting large numbers of refugees and/or internally displaced persons, with the ultimate objective of providing representative estimates of protection and solution indicators	On-going		
4	Engage with internal stakeholders and development partners on data and evidence	DRS/GDS/JDC	Conduct regular events, capacity building and knowledge sharing events on data and evidence. Including Development Partnerships-Virtual Knowledge Exchanges with Regional Bureaux; GLC Data Literacy Series; Data and Evidence Workshops with Development Partners.	On-going		

			Emphasize joint analysis of data with government to maximise buy in and impact on subsequent policies and actions.			
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RECOMMENDATION 6:		<p>While its protection expertise is highly appreciated, the evaluation found that UNHCR has not fully realized its potential to provide thought leadership in this area. Development actors request that UNHCR deliver more, or more useful, analyses on protection issues. This includes making protection expertise and guidance more operationally focused. By providing clearer positioning and guidance, UNHCR can ensure that protection remains at the centre of its engagement in Humanitarian Development Cooperation</p> <p>Recommendation 6) Make the role of protection in humanitarian-development cooperation more explicit and exercise this role more actively, specifically in terms of planning and analysis, providing operational protection advice, monitoring the situation of persons of concern, and cooperating directly with development actors.</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:		Division of International Protection with support from Global Data Service, Division of Strategic Planning and Results and the Division of Resilience and Solutions			
Top line planned actions		By whom	Comments	Expected completion date	Progress
					Status Comments
1	Improving Planning and Analysis. Systematic provision of quality protection analysis to development partners to inform their strategies, funding priorities and programming at country and regional levels.	DRS/DIP/Regional Bureaux/COs/GDS	<p>In multi-stakeholder and inter-agency contexts, UNHCR in its role as lead of Protection participates in the planning and development of solutions strategies, where it is relied upon to advise on implementation of the IASC Framework on Durable Solutions for IDPs as the rights-basis for humanitarian and development actors as well as national and local authorities, as well as provide joint analysis and develop collective outcomes.</p> <p>DIP jointly with GDS is strengthening and improving its corporate tools, platforms, and overall support to RBs and Operations to enhance protection data and analysis more generally. This should also address the weaknesses in protection analysis that are highlighted by development partners in the Evaluation and which DIP recognizes and acknowledges. Of note are current efforts to improve</p>	ongoing	

			<p>UNHCR's protection monitoring tool, UNHCR's rights mapping tool (RIMA), the COVID Protection Dashboard, as well as corporate guidance on the protection data and analysis that is required for the new RBM. These corporate protection tools are particularly relevant in the context of development partner engagement.</p> <p>In addition, in 2021 DIP has strengthened its capacity to quality assure and support DRS, RBs and Operations in the delivery of protection products that are tailored-made for or specifically requested by development partners. These include country sheets for development partners that country offices in main asylum countries started with DRS support and which include protection analysis as well as policy and programme recommendations that highlighted the priorities to be taken into consideration by development actors. These also include the Refugee Protection Assessments (RPA) and country summaries for the Refugee Policy Review Framework (RPRF) that are being developed in the context of the UNHCR-WB partnership.</p> <p>Both products have proven useful. These or similar products should be expanded and systematized for other countries so relevant and timely protection analysis is available to developments actors when interests arise. DIP jointly with DRS, DSPR and GDS will explore how UNHCR's fast evolving work with development partners, including the specific products mentioned above can be adequately linked to and embedded in corporate planning and protection tools and the work of protection officers more broadly.</p>			
2	<p>Providing protection advice and support</p> <p>To pro-actively engage development partners on</p>	DIP/DRS/JDC/DSPR	<p>Under the leadership of DRS, UNHCR will engage with development actors at the institutional and operational levels and seize every opportunity to capitalize on the added value that development actors bring. Such interactions require the involvement and collaboration of all sections of UNHCR, including Protection, in order to place protection issues at the heart of collaboration with</p>			

	protection and solutions priorities		<p>development actors and the objectives of the humanitarian and development cooperation.</p> <p>DIP will support the Country Offices and Regional Bureaus in this regard in sharing good practices and guiding the partnership in particular at the onset of the engagement with new development partners. In internal displacement settings, this includes guidance on the protection dimensions of durable solutions, including UNHCR's engagement in situations of returns in adverse conditions, evacuations and relocations, non-discrimination and other protection issues.</p> <p>DIP will support advocacy towards the inclusion of refugees and IDPs in national sectoral plans and in the delivery of services encouraging the involvement of UNHCR Senior Management supported by the technical, development and protection units in order to define medium and long-term socio-economic development and solutions strategies. This will be done in full consideration of the GRF policy pledges.</p> <p>DIP and DRS jointly will strengthen the capacity of protection officers and other UNHCR staff to pro-actively and constructively engage and advise development partners i) on protection priorities and gaps for country level policy dialogue and programming to which development partners can contribute ii) on the integration of protection and solutions considerations in the design, implementation and monitoring phases of development interventions. iii) in project implementation and monitoring phases to track advances in the protection and solutions environment and provide protection inputs if projects inadvertently trigger negative protection consequences.</p> <p>DIP is in the process of recruiting a staff who will jointly with DRS' capacity development team support these learning and capacity development efforts for protection staff and development partners alike. DIP also acknowledges and agrees with the Evaluation that engagement of development partners on core protection issues and themes (legal aid, justice, land and property issues, documentation etc.) has not reached its full</p>			
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			<p>potential. DIP will work with DRS and protection officers in the field to advance these areas.</p> <p>DIP will support the Joint Data Center on Forced Displacement in the implement its 2021-23 Strategy to achieve its mission to enhance the ability of stakeholders to make timely and evidence-informed decisions that can improve protection and well-being of affected people.</p>			
3	<p>Monitoring the situation of persons of concern.</p> <p>On-going protection monitoring activities and data collection support directly the monitoring of persons of concern in the context of socio-economic development.</p> <p>Specific efforts need to be carried to adequately analyse the data and make it useful to development actors.</p>	DIP/DRS	<p>As per UNHCR protection mandated responsibilities, protection staff conduct on-going protection monitoring activities directly or through partners and collect various set of protection information and data. This includes protection monitoring of the situation of persons of concern to UNHCR that are living out of camp and/or have 'graduated' out of UNHCR assistance as suggested by the evaluation. As set out above, DIP jointly with the GDS is currently improving these tools which should also provide for more quality monitoring data in the context of development collaboration.</p> <p>UNHCR needs to be selective on the type of data that is the most relevant for the sake of monitoring the socio-economic situation of the POCS and analyse the trends. Protection and Development officers, and other relevant staff involved, need to work closely at country level to improve UNHCR's capacity analyse the data and meet the development partners expectations.</p> <p>Borrowing from the WB Refugee Policy Review Framework, UNHCR will aim at systematically review refugee policy and institutional environments in countries that already benefit from development actors' funding in refugee settings or potential eligible countries. This will enable to identify policy gaps and reform opportunities, inform further development investments and will feed the policy dialogue with Governments.</p>			