

UNHCR Evaluation Management Response

Evaluation title:	Evaluation of UNHCR's engagement with the private sector
UNHCR evaluation reference:	ES/2019/08
Entity that commissioned the evaluation:	Evaluation Service
Date of Management Response:	23 November 2020

General comments on the evaluation:

- In general, the recommendations made by the evaluation are valid and useful. They provide insights into current shortcomings as well as pathways for more efficient and effective private sector engagement.
- Some elements of the evaluation go beyond its initial scope as they address UNHCR's overall approach to partnership (including with NGOs). The evaluation findings indicate that a number of services/units in HQ, as well as in Bureaux and operations, engage with many different types of partners in a range of ways. This carries a significant risk of siloed engagement. This finding underscores the need for a broader consultation on UNHCR's approaches and practices when it comes to civil society partnerships.
- Regarding private sector engagement, and in light of the decentralization and regionalization process, it is fully agreed that shortcomings need to be addressed rapidly to ensure that UNHCR can fully leverage the influence, expertise and resources of the business sector at all levels, in support of refugee and host community self-reliance. This is in the spirit of the Global Compact on Refugees and SDG 17. Further integration of the SDGs into the way we work, and partner, is also important given their importance for many businesses.
- The emphasis on partnerships that are pragmatic and designed based on ground realities is very well noted. Ideally UNHCR should have an integrated approach to partnerships covering both financial and non-financial support and including fundraising activities as well as advocacy, communication, and the transformation of business practices to advance refugee self-reliance. Ultimately what is crucial is to provide colleagues with a clear framework so that they are able to assess what type of partnership would be most impactful, going beyond the fundraising/non-fundraising divide. This need has guided UNHCR's response to the evaluation, which hinges in large part on the work of a working group brought together to review its approach to partnerships in view of policy/process changes allowing for broader engagement with the private sector, beyond fundraising (see details below).
- It should be noted that, because the evaluation was conducted during the regionalization/decentralization process, some recommendations may need to be reviewed in light of the new organizational setup. This has a bearing as well on roles and responsibilities when it comes to follow-up actions.

RECOMMENDATION 1:		It is critical that UNHCR meets the substantive support needs of staff who are engaging in private sector partnering (Box 2 in the report). The benchmarking exercise showed that most organizations are still testing approaches and figuring out how partnerships work best for them. The evaluation recommends UNHCR to (a) foster a learning culture around its partnering approaches and tactics; (b) encourage formal learning opportunities for staff development; and (c) designate the three currently vacant posts that are earmarked for supporting partnering with the private sector for non-financial purposes to be used to recruit staff who are skilled in: how to support others to develop their partnership potential across all four types of partnering (Figure 8 in the report); partnership thinking and practice; and how to bring different interests together . These support posts need to sit close to organization's core business: strategic planning or the operationalization of the GCR.				
Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		<ul style="list-style-type: none"> It is fully agreed that, in principle, any personnel engaging with the private sector should have the requisite expertise and support. Fostering a conducive environment for private sector engagement and ensuring that personnel are fully equipped for the task requires a number of interdependent elements, including training, tools, management support, strategic and day-to-day guidance from specialized functions. It is indispensable, as a minimum, that all personnel understand <i>inter alia</i> UNHCR's due diligence policy, the management of in-kind donations, and basic partnership management principles. More advanced knowledge and skills should progressively become readily available for colleagues undertaking more sophisticated engagement, particularly in CRRF countries. Regarding (a) and (b) this is fully agreed. There is a need to increase support to Bureaux and operations by providing both formal and informal skills training, considering the challenges and opportunities resulting from personnel rotation. Skills certification as well as the appointment of dedicated professionals at regional and field level (and not just at HQ level) should be explored. Regarding (c), one of three positions is already being filled, while the two others are under review. 				
Unit or function responsible:		Senior Executive Team (SET)				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1.1	Training materials and plan	PSP with	1.1 Training materials and plan	Q1 2021	Initiated	

		<p>GLDC and other teams as appropriate</p>	<ul style="list-style-type: none"> ✓ Design a module on private sector engagement for inclusion in the PSP Induction/orientation for Representatives and other colleagues ✓ Conduct regional workshops on private sector engagement for interested Bureaux (Americas and APAC tentatively planned in 2020 following expressions of interest) ✓ Develop a training plan for further workshops covering all other regions <p>Training should build on existing initiatives and tools, for instance the Private Sector Partnerships Induction programme on Learn and Connect, which is open to all personnel, as well as <i>ad hoc</i> training efforts initiated by different entities such as DRS. This work will also benefit from the outcome of the recently completed evaluation of UNHCR's learning and development. While its focus is on fundraising, the programme aims to offers a holistic understanding of fundraising and partnership management, in line with the 2018-2025 strategy on private sector partnerships. Further updates and tools are planned which will consider the 'new way of working' and incorporate modules on shared value engagement.</p> <p>PSP is in discussions with Bureaux on the way to design and deliver such trainings in the most impactful and cost-effective way.</p>			
<p>RECOMMENDATION 2:</p>		<p>Staff learning needs identified by this evaluation cannot be fulfilled by the Shared Value Partnerships Unit (SPU). The SPU should not be distracted from fulfilling the important role that it alone can play. The evaluation recommends that the current unit (a) manage relationships with multinational corporations (MNCs) and other global private sector partners in close consultation with field and regional staff working with the country offices of these MNCs; (b) manage trade delegations from donor countries; and (c) work closely with Regional Bureaux and teams within PSP to review block-lists and develop allow-lists of pre-approved partner organizations.</p>				

	<p>As with all interactions across divisions and between the Centre and the regions/field, it is critical to develop “service-level agreements” to clarify mutual expectations and create constructive processes and pathways for collaboration and coordination.</p>
<p>Management response:</p>	<p><input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree</p>
<p>Reasons (if partially agree or disagree):</p>	<ul style="list-style-type: none"> • Regarding (a) it is agreed that the main role of the PSP team at HQ (following the merger of the corporate fundraising and shared value teams) should be to manage key partnerships between UNHCR and MNCs. Part of the added value of the team is its presence in Geneva and therefore its ability to facilitate engagement with senior management as well as technical colleagues in Divisions, both of which are critical success factors in the stewardship of complex and multi-faceted/multi-country relationships. It should be underscored, however, that given the time and resources required in the management of these relationships, the PSP team in its current configuration can only directly manage a very limited number of such key accounts. In most cases it is agreed that a principle of subsidiarity to relationship management should apply, i.e. partnerships with local businesses should be manageable at regional and local levels, including by Bureaux and operations, as long as such engagement is properly mapped, tracked and coordinated. • It is agreed that PSP cannot and should not assume accountability or responsibility on its own for capacity building and training of Bureaux and operations when it comes to private sector engagement. Working with GLDC and other teams as appropriate, PSP can contribute its experience in complex partnership management, which can be beneficial to regions and operations who also have complex engagements to manage. It can also help identify potential third-party providers of training in partnership management and brokering, as appropriate. • Regarding (b) this is agreed and already current practice, with the PSP team regularly stepping in when requested to meet with a wide range of ‘trade delegations’ visiting HQ. ‘Trade delegations’ are understood here in the broadest possible sense i.e. delegations from trade federations, business coalitions, business/export promotion and development bodies, and similar entities, public and private. • Regarding (c), in accordance with the Due Diligence policy, it is the PSP Due Diligence team which screens proposed partnerships. Approval to engage in a partnership lies with different decision-makers depending on various criteria. Moreover, while the idea of ‘block lists’ is appealing as an efficiency measure, risk management requires careful scrutiny of individual cases based on the latest available data. In addition, the decision to engage is contingent on factors such as the scale and visibility of the proposed partnership. Finally, exceptions may be made in hypothetical cases where a partnership could deliver life-saving support that would not be possible under any modality, including procurement.

	<ul style="list-style-type: none"> Finally, it is not agreed that “it is critical to develop SLAs to clarify mutual expectations and create constructive processes and pathways for collaboration and coordination”. SLAs are being piloted but have not been evaluated and therefore cannot be recommended as a good practice yet. While clarification of mutual expectations, responsibilities and processes is important, this can be achieved through other modalities than SLAs, including more informal ones. The issue of service-level agreements is further covered under Recommendation 5. 					
Unit or function responsible:	SET and DER					
Top line planned actions	By whom	Comments	Expected completion date	Progress		
				Status	Comments	
2.1	“Future of partnering” working group	DER	<p>The concept of this working group has been approved by all concerned with lead by SPR and participation from focal points in DER/PSP and DRS. The group is tasked to propose options with regard to the optimal architecture at HQ in support of whole-of-society partnering by operations, compatible with the “Three Lines of Defence” model. Specifically, the group will:</p> <ul style="list-style-type: none"> Assess different organizational re-alignment options, including but not limited to those recommended by the evaluation. This would include assessing SLAs as a modality; Identify gaps in critical processes, mechanisms and tools for engagement, and put forward a plan to address them. It could include <i>inter alia</i> the creation of a partner database (going beyond donors, implementing partners and operational partners); Propose mechanisms to reinforce partnership management expertise and capabilities across Divisions, Bureaux and operations, including exploring the concept of a “Partnership Manager” job category/talent pool; <p>It is suggested that the group include one member and an alternate from each of the regional Bureaux, in addition to those from the above mentioned Divisions.</p>	Q1 2021	Working group to be created	

			The cross-divisional format is suggested in light of the findings of the evaluation around the current fragmentation and siloed nature of engagement across UNHCR, and potentially wide-ranging structural implications of the recommendations. In effect the group would double as a test of the Partnership Hub concept.			
RECOMMENDATION 3:	<p>The evaluation recommends that UNHCR diversify its language use and thinking towards partnering to reflect a broader range of outcomes that can arise from partnership (Figure 8 in the report): fundraising; exchange between partners; combining or integrating strengths and resources; or transforming partners’ practices to further UNHCR’s mission and mandate.</p> <p>What are currently called “partnerships” with NGOs appear to be more contractual than partnership as defined in this typology. Since NGOs are part of a GCR whole-of-society approach, the evaluation recommends moving relationships with NGOs into the partnering space; the implications of this need to be considered.</p> <p>Expand planning and measurement of partnership impacts and outcomes to include quantitative and qualitative measurements of the four aspects identified in Figure 9 in the report: Impacts for PoC and meeting partnership objectives; partnering environment; partner relations; and value creation for all partners.</p>					
Management response:	<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree					
Reasons (if partially agree or disagree):	<ul style="list-style-type: none"> The recommendation to diversify language and thinking toward partnering is welcome and timely. There is a foundation to build on. Indeed, since the adoption of the Global Compact on Refugees, UNHCR’s internal and external communications has already shifted markedly to emphasize the importance of a ‘whole-of-society’ response, including deeper and more diverse partnerships with the private sector that go beyond philanthropy. For example, UNHCR’s Global Communications Strategy calls on UNHCR to “encourage, celebrate and champion the work of others” and to “join forces with like-minded actors to amplify messages and mobilize action”. It mentions “businesses and foundations, think tanks and academia, humanitarian actors and social activists” as key partners in this regard. Interventions by UNHCR senior leadership increasingly mention the transformative impact of the private sector’s expertise, influence, reach, investment capability, and capacity for innovation. The 2019 Global Refugee Forum (which took place just after the evaluation report was released), reflected and amplified this by giving a prominent voice and visibility to the private sector’s pledges - for example IKEA’s pledge to train 2,000 refugees and PILnet’s pledge aggregating a contribution of 130,000 hours of pro bono support by over 30 law firms. 					

		<ul style="list-style-type: none"> Partnerships with NGOs are outside the scope of the evaluation and the wording of the second paragraph is ambiguous, seeming to indicate that a contractual arrangement is an impediment to a true partnership. It is unclear what 'moving relationships with NGOs 'into the partnering space' implies. UNHCR has clear definitions in this regard, making the distinction between implementing partners and operational partners, considering all 900+ organizations it works with as partners. Public-facing materials also refer to other types of partnerships, e.g. philanthropic or advocacy-related (https://www.unhcr.org/partnerships.html). It is acknowledged and agreed that private sector engagement need not always be formalized, and this should be reflected in UNHCR key messages. As noted in the evaluation, the revamping of UNHCR's RBM is underway. Within this context, the creation of a specific results framework measuring private sector engagement outcomes will be explored. Operations should be closely involved in reporting within existing and developing new frameworks. It should be determined what the best modality would be – a separate results framework that ties in with the new RBM system, or a separate objective within the RBM system (rather than a variety of private sector outputs across the RBM, as is currently the case) specifically for private partnering, accompanied by specific outputs, impact and performance indicators - or another modality. 				
Unit or function responsible:		SET				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
3.1	Operational guidance and shared value results framework	PSP/PSP	<p>3.1 Operational guidance and shared value results framework</p> <ul style="list-style-type: none"> ✓ Key messages on holistic private sector engagement (beyond fundraising); ✓ Operational guidance on engagement with the private sector; ✓ An impact and results framework aimed at helping operations assess the value - and measure the costs and benefits of - different modalities of engagement with the private sector. This will be crucial for accountability, for management, for learning, and for communication, both internal and external, including to key stakeholders such as donor and host governments. 	Q2 2021	Initiated	

			<p>Such a framework should very clearly relate to the RBM framework, as well as the GCR indicator framework.</p> <ul style="list-style-type: none"> ✓ Enabling mechanisms and processes for ‘shared value’ engagement with the private sector. This is defined as engagement explicitly aimed at generating both a profit for the partner company(ies) and impact for UNHCR and/or Persons of Concern ✓ Draft an internal communications plan on UNHCR’s “whole-of-society” approach to partnering. <p>The proposed results framework should very clearly relate to the RBM framework, as well as the GCR indicator framework, as applicable. Indeed the ongoing RBM Renewal project is crucial in ensuring that multi-year planning is incentivized and that the contribution of private sector engagement to results can be tracked and measured.</p> <p>PSP will convene an initial meeting with DSPR to discuss the way forward, with a view to ensuring that all private sector engagement can be properly tracked and measured under the new RBM system, and to explore modalities under which the private sector could deliver projects and initiatives directly for refugees. This could also be rolled into the proposed process described under 2.1.</p>			
RECOMMENDATION 4:		<p>Following the decentralization of authority that is under way i.e. regionalization and decentralization transformation at UNHCR, the evaluation recommends that the Senior Executive Team (SET) communicate to Regional Bureaux and divisions that partnering strategies should be designed locally, aligning to country-defined outcomes and impacts of their RBM Results Framework (Figure 10 in the report). This also requires delegation of competency and accountability, which will be supported by training developed through the new Partnership Support Service and/or Hub (see Recommendations 1 and 9). Delegation of decision-making authority and accountability should be as close to the</p>				

	point of delivery as possible, using centralized due diligence processes when partnerships are set up, and then the “Three Lines of Defence” for ongoing risk management.					
Management response:	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree					
Reasons (if partially agree or disagree):	<ul style="list-style-type: none"> • The “three lines of defence” model should apply to partnering in the form of a collaborative, multi-level approach: <ul style="list-style-type: none"> ○ It is fully agreed that designing local partnering strategies when it comes to shared value engagement should be led by country operations, who are best placed to analyse needs and ensure that the proposed partnership is aligned with the operation’s strategy and plans. This is clearly reflected in the Resource Allocation Framework which states that country teams must “ensure that a comprehensive, multi-stakeholder preparedness, response and solutions plan for UNHCR’s populations of concern is in place and in line with country-level and global burden-sharing initiatives including the SDGs and GCR as well as with the UN reform agenda”. ○ At a regional level, Bureaux have a role to play to streamline and harmonize engagement across and within regions, and to share learning. ○ HQ Divisions should lead in ensuring that responses are technically sound, that policies and procedures are adhered to. PSP, and particularly SVU, may be best placed to provide broader guidance and support, to identify and help address skill gaps, and to help ensure that local engagement is cost-effective and aligned with good practice. PSP is also best placed to coordinate engagement with HQ-based technical experts. Centralized due diligence services also remain the purview of PSP. 					
Unit or function responsible:	SET, Regional Bureaux and Divisions					
Top line planned actions	By whom	Comments	Expected completion date	Progress		
	Status	Comments				
4.1	Training materials and plan	PSP with GLDC and other teams as appropriate	4.1 Training materials and plan <ul style="list-style-type: none"> ✓ Design a module on shared value engagement for inclusion in the PSP Induction/orientation for Representatives and other colleagues 	Q4 2020	Initiated	

			<ul style="list-style-type: none"> ✓ Conduct regional workshops on private sector engagement for interested Bureaux (Americas and APAC tentatively planned in 2020 following expressions of interest) ✓ Develop a training plan for further workshops covering all other regions 			
RECOMMENDATION 5:		<p>Coordination is a challenge, but it is also seen by benchmarking organizations as a critical way to solidify and institutionalize a partnership and ensure that organizational impact objectives are met. Any of the four types of partnership can be leveraged to mobilize the other, but this needs to be done with care. Establishing service-level agreements will help clarify expectations and create processes and pathways that support positive and purposeful collaboration and coordination inside UNHCR. Ensure a clear line of sight between the operational goals and the offer from the private sector through effective communication between all internal stakeholders; for example, between PSP and other divisions, and the three pillars within the new Regional Bureaux structure.</p>				
Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		<ul style="list-style-type: none"> • This recommendation overlaps in part with the final section of recommendation 2. As already noted, it is agreed that service-level agreements may be one way of formalizing the substance and scope of support to be provided by HQ Divisions to Bureaux and operations. However, until SLAs are evaluated, they should not be put forward as the primary or only mechanism to achieve this. SLAs should also not hinder spontaneous engagement to explore ideas of mutual benefit to both organizations or UNHCR's people of concern. 				
Unit or function responsible:		DER, DRS, Regional Bureaux				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
5.1	Operational guidance and shared value results framework	PSP	5.1 Operational guidance and shared value results framework	Q2 2021	Initiated	

			<ul style="list-style-type: none"> ✓ Key messages on holistic private sector engagement (beyond fundraising); ✓ Operational guidance on engagement with the private sector; ✓ An impact and results framework aimed at helping operations assess the value - and measure the costs and benefits of - different modalities of engagement with the private sector. This will be crucial for accountability, for management, for learning, and for communication, both internal and external, including to key stakeholders such as donor and host governments. Such a framework should very clearly relate to the RBM framework, as well as the GCR indicator framework. ✓ Enabling mechanisms and processes for 'shared value' engagement with the private sector ✓ Draft an internal communications plan on UNHCR's "whole-of-society" approach to partnering. 			
RECOMMENDATION 6:		<p>This evaluation recommends that UNHCR should (a) remove annual planning restrictions and (b) actively incentivize those who would partner. Incentives include management and reward processes and creating the category of "catalytic partnership" to record and report resources mobilized that are not mobilized into UNHCR, and yet contribute to the PoC/UNHCR mandate; for example, to a partnership platform such as Sin Fronteras (Box 1 in the report).</p> <p>This evaluation recommends improving the measurement of partnering through new RBM core and flexible outcome and impact indicators as well as the GCR indicators. The evaluation suggests that the new RBM should have the functionality developed to link result outcomes to UNHCR's private sector partners (e.g. tick box with drop-down list of pre-approved partners and free text entry). In addition, UNHCR should prioritize developing quantitative and</p>				

	<p>qualitative measurements of the impacts and pillars of partnering (Figure 9 in the report) as well as training and mainstreaming theories of change to plan and monitor the complex impact pathways inherent to partnerships.</p>
<p>Management response:</p>	<p><input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree</p>
<p>Reasons (if partially agree or disagree):</p>	<ul style="list-style-type: none"> • The recommendation made in (a) to remove annual planning restrictions is ambiguous. It is agreed, as stated in the evaluation, that UNHCR's annual planning and budget cycle limits UNHCR's ability to undertake certain types of partnerships. Regarding (b), this is agreed and requires a continued cultural shift within the organization so that the role of the private sector is better understood and appreciated, whether in emergency situations or in protracted situations. • As already stated under recommendation 3, it is agreed that the ability to describe, value and track the impact of private sector engagement that results in impact for refugees, but not necessarily in contributions into UNHCR, is crucial, and is missing. In the absence of such a framework or system, UNHCR does not have the ability to assess or quantify not only the impact (and cost-effectiveness) of much of its private sector engagement, but also of development funding, for example World Bank IDA18 funds. There is also a continued risk that low-impact catalytic partnerships will be prioritized over fundraising partnerships. Especially as UNHCR is taking steps to enhance multi-year planning and partnering, with 20+ operations having formally developed Multi-Year Multi Partner (MYMP) strategies covering the 2020-2021 planning and operational cycle, such a multi-year valuation framework becomes essential. • A number of reforms are currently being rolled out by the newly created Division of Strategic Planning and Results. These are expected to create a framework of procedures, systems and capacities that is more flexible and impact oriented than in the past, and is better able to capture UNHCR's coordination, convening, and catalytic efforts. This framework will also be more conducive to working with different forms of partners in more innovative ways than in the past. Multi-year plans, a new RBM system and a simplified results and indicator framework (referenced in the recommendation) are elements of these reforms and already being established. In addition, we would take note of the plans to revise the policy for selection of partners, revise (or create new) agreement templates, strengthen assessment, monitoring and research capacities, and introduce a new project management/oversight system that can track progress and results on the ground. UNHCR's systems and processes, in line with the GCR, and its organizational culture, is moving towards holding ourselves accountable for more than just those results that are directly attributable to a financial intervention made directly by UNHCR, a supplier or an "implementing/funded" partner. The combination of simplified and flexible procedures for partnering with a shift toward a results management system that captures the collective impact of our work and that of others should go a long way in creating the necessary incentives for managers to take advantage of the widest range of actors available.
<p>Unit or function responsible:</p>	<p>SET and Division of Strategic Planning and Results</p>

Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
6.1	Operational guidance and shared value results framework	PSP	<p>6.1 Operational guidance and shared value results framework</p> <ul style="list-style-type: none"> ✓ Key messages on holistic private sector engagement (beyond fundraising); ✓ Operational guidance on engagement with the private sector; ✓ An impact and results framework aimed at helping operations assess the value - and measure the costs and benefits of - different modalities of engagement with the private sector. This will be crucial for accountability, for management, for learning, and for communication, both internal and external, including to key stakeholders such as donor and host governments. Such a framework should very clearly relate to the RBM framework, as well as the GCR indicator framework. ✓ Enabling mechanisms and processes for 'shared value' engagement with the private sector ✓ Draft an internal communications plan on UNHCR's "whole-of-society" approach to partnering. 	Q2 2021	Initiated	
RECOMMENDATION 7:		This evaluation recommends that leadership teams at Headquarters, Regional Bureaux and field offices make their support for all four types of partnerships audible, visible and tangible , focused on partnering to achieve decentralized objectives set close to the point of impact.				

	As fundraising is supported, so should the other three types of partnerships (exchange, integrate and transform) receive resourcing for a centralized unit that services their learning and implementation needs (see also Recommendation 2); regional focal points; and a small amount of funding to give impetus to innovative operational partnerships.					
Management response:	<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree					
Reasons (if partially agree or disagree):	<ul style="list-style-type: none"> • It is agreed in principle that private sector engagement should be further communicated and encouraged, and that the respective roles, responsibilities and accountabilities of HQ, Regional Bureaux and field offices should be made clear, to ensure streamlined and effective engagement. Further discussion is required to define the most appropriate modalities for such an internal communication effort, resource and budget implications, criteria on which this will be assessed, and who is best placed to deliver which types of communications activities. • The “centralized unit” referred to seems redundant given recommendation 9 and the proposal to create a partnership support service. This is covered below. It is important to note that UNHCR is currently making great efforts to decentralize vs centralize functions. 					
Unit or function responsible:	SET, Regional Bureaux and Division Directors and Country Representatives					
Top line planned actions	By whom	Comments	Expected completion date	Progress		
				Status	Comments	
7.1	Operational guidance and shared value results framework	PSP	7.1 Operational guidance and shared value results framework <ul style="list-style-type: none"> ✓ Key messages on holistic private sector engagement (beyond fundraising); ✓ Operational guidance on engagement with the private sector; ✓ An impact and results framework aimed at helping operations assess the value - and measure the costs and benefits of - different modalities of engagement with the private sector. This will be crucial for accountability, for management, for learning, and for communication, both internal and 	Q2 2021	Initiated	

			<p>external, including to key stakeholders such as donor and host governments. Such a framework should very clearly relate to the RBM framework, as well as the GCR indicator framework.</p> <ul style="list-style-type: none"> ✓ Enabling mechanisms and processes for 'shared value' engagement with the private sector ✓ Draft an internal communications plan on UNHCR's "whole-of-society" approach to partnering. 			
<p>RECOMMENDATION 8:</p>	<p>Formulating a value proposition is critical as noted in the stocktake, benchmarking and literature review. The value proposition serves to define what UNHCR has to offer. A strong value proposition forms the basis of a strong negotiating position with all sector partners.</p> <p>The new Due Diligence policy should be communicated and trained across the organization, highlighting the need for due diligence even in partnerships where no money changes hands.</p> <p>It is critical to reinforce the lines UNHCR has drawn between partnership and procurement, in order to avoid the danger seen by many respondents to UNHCR's reputation. In the same vein, this evaluation recommends that trade delegations to HQ or field operations need to be managed through the SPU or directed to Procurement.</p>					
<p>Management response:</p>	<p><input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree</p>					
<p>Reasons (if partially agree or disagree):</p>	<ul style="list-style-type: none"> • It is fully agreed that formulating a strong value proposition is critical to the identification and cultivation of new partnerships. Formulating a value proposition is standard practice for PSP when engaging in fundraising partnerships, this practice now needs to be adapted and expanded for all types of private sector engagement beyond fundraising. • The recommendation to communicate the Due Diligence policy has already been implemented, via the broadcasting on 15 December 2019 of the new policy to all personnel by e-mail, and webinars organized jointly with Regional Bureaux. The new AI puts forward an expanded and open definition of partnership as 'any voluntary and collaborative arrangement, initiated and implemented by or on behalf of UNHCR, with a private sector entity, which is structured to achieve a common purpose with financial or operational value for UNHCR and UNHCR's persons of concern'. Besides cash and in-kind contributions, it lists other key 					

		<p>modalities, such as joint communications activities, including advocacy campaigns, as well as the joint development of products or services. The PSP Due Diligence team regularly offers trainings, information sessions and guidance to all colleagues, both proactively and upon request, to ensure that it is consistently and systematically applied. The updated due diligence procedure provides a clear framework for risk management when it comes to engagement with the private sector. It should be noted that, in addition to the core team in Copenhagen, the PSP due diligence team has two offshored members in Dubai and Nairobi (and is currently recruiting a colleague in Bangkok) who fulfil due diligence and screening needs of the respective Bureaux in those regions.</p> <ul style="list-style-type: none"> The recommendation to draw lines between partnership and procurement is well noted and will be discussed further by relevant teams. 				
Unit or function responsible:		SET				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
8.1	Due Diligence (DD) capacity building	PSP/Due Diligence	Due Diligence AI training and a master presentation will be included in RAF training platforms. A DD toolkit as well as associated materials will be made available on SharePoint and intranet. The DD team will also continue on-going regular trainings for colleagues and offices across the organization upon request. Moreover, training offers will be extended to Bureaux and operations.	Ongoing	Ongoing	
8.2	Clarify and establish processes and protocols for different types of engagement (1) fundraising/philanthropic (2) procurement (3) shared value	PSP	The Future of partnering” working group will include consideration of protocols and processes applicable to different types of engagement, including purely philanthropic/fundraising engagement, procurement, and lastly ‘shared value’ engagement, whereby companies may achieve a profit or create market opportunities through engagement with UNHCR. This will be complemented by the Operational guidance and shared value results framework.	Q2 2021	Not yet started	

<p>RECOMMENDATION 9:</p>	<p>In order to realize the potential of the whole-of-society approach espoused in the GCR, UNHCR needs a whole-of-organization strategy to optimize how it supports partnering. This is a mission-critical task: organizing the support for partnering across the organization will ensure that UNHCR is able to leverage its partnering to yield maximum benefits to PoC and improve efficiency and effectiveness of UNHCR’s internal processes and resource use.</p> <p>First, UNHCR must undertake a mapping of its partnership work at HQs. This should focus on mapping the different types of partnerships (fundraise, exchange, integrate and transform (Figure 8 in the report) as well as the sector of the partner. Once this mapping has been concluded, the decision must be taken as to how best to organize the support for partnering across the organization, to ensure that UNHCR is able to leverage its partnering to yield maximum benefits to PoC and improve efficiency and effectiveness of UNHCR’s internal processes and resource use.</p> <p>Second, UNHCR should establish a Partnering Support Service to develop HQ and field staff’s professionalization in partnering. Horekens’ report makes reference to support functions sitting inside PSP, but this additional demand would distract PSP from their core task and fail to use the wealth of partnering experience inside UNHCR beyond PSP. This unit should offer technical support, training, coaching and guidance on all matters concerning partnering for operational purposes. This includes helping teams to think through the value proposition of UNHCR, identifying partners of interest, benefits vs. risk analysis, and choosing the appropriate partnership models and approaches across the full spectrum of outcomes that could be achieved (philanthropic, transactional, exchange and/or transformational: Figure 8. The three currently vacant posts for supporting operational partnerships could be deployed in this Partnering Support Service. The evaluation recommends that the Service be situated within a division that is close to the core business of the organization; for example, operationalizing the GCR objectives or strategic planning.</p> <p>UNHCR should establish an interdivisional Partnering Hub managed by staff from the Partnering Support Service that brings together thematic experts of the SPU, DRS, DPSM, DIP, DER, Regional Bureaux and field staff. This Partnering Hub would match the other Hubs (e.g. solutions, protection or programming) that seek to counter HQs’ institutional silos by sharing good practice, experience and expertise across UNHCR.</p>				
<p>Management response:</p>	<p><input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree</p>				
<p>Reasons (if partially agree or disagree):</p>	<ul style="list-style-type: none"> It is agreed that a full mapping of UNHCR’s private sector partnerships would be extremely useful. The review in 2018 by John Horekens had already recommended that such a mapping be undertaken. It is worth stating 				

		<p>that an HQ mapping without a mapping of engagement at Bureau and operational level would not be comprehensive, because of how dispersed engagement is currently.</p> <ul style="list-style-type: none"> • Due to decentralization and the complexity of partnership engagement globally, the recommendation to establish a centralized Partnership Support Service should be explored with caution, via the proposed working group. PSP is already mandated to lead UNHCR's private sector partnerships. Adding yet another entity responsible for partnership management or oversight risks adding a layer of bureaucracy unless existing units are reviewed and reconfigured accordingly. As mentioned, in the general comments, a number of teams engage in partnerships, therefore such a reconfiguration of partnership support functions could have much wider organizational impacts, not just at HQ but at regional, sub-regional and country levels. A specialized function responsible for delivering training around partnerships, managed by the GLDC, could be explored. • The recommendation to establish a Partnering Hub will be explored, looking at existing models and guidance. The rationale for the recommendation, i.e. the reduction of silos and sharing of good practices, is entirely valid: UNHCR should have nimble mechanisms to more efficiently reach achieve multi-functional solutions, create communities of practice, and more generally nurture a more collaborative environment for private sector engagement. In addition to DRS and DSPR, Bureaux should be fully involved from the outset in order to gage implications at regional and country level. 				
Unit or function responsible:		SET				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
9.1	Mapping	DER	As part of a broader mapping by DER of civil society partnerships, a mapping of all private sector partnerships managed at HQ level will also be carried out. The resulting data should be entered and maintained in Salesforce. The exercise will be extended to regions in 2021, in close collaboration with Regional Bureaux.	Q2 2021	Initiated	
9.2	"Future of partnering" working group	DER	The concept of this working group has been approved by all concerned with lead by SPR and participation from focal points in DER/PSP and DRS. The group is tasked to propose options with regard to the optimal architecture at HQ in support of whole-of-society partnering by operations, compatible with the "Three Lines of Defence" model. Specifically, the group would:	Q2 2021	Working group to be created	

			<ul style="list-style-type: none"> • Assess different organizational re-alignment options, including but not limited to those recommended by the evaluation. This would include assessing SLAs as a modality; • Identify gaps in critical processes, mechanisms and tools for engagement, and put forward a plan to address them. It could include <i>inter alia</i> the creation of a partner database (going beyond donors, implementing partners and operational partners); • Propose mechanisms to reinforce partnership management expertise and capabilities across Divisions, Bureaux and operations, including exploring the concept of a “Partnership Manager” job category/talent pool; <p>It is suggested that the group include one member and an alternate from each of the regional Bureaux, in addition to those from the above-mentioned Divisions. The cross-divisional format is suggested in light of the findings of the evaluation around the current fragmentation and siloed nature of engagement across UNHCR, and potentially wide-ranging structural implications of the recommendations. In effect the group would double as a test of the Partnership Hub concept.</p>			
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