

<b>UNHCR Evaluation Management Response</b>	
<b>Evaluation title:</b>	<b>Evaluation of UNHCR's implementation of three of its protection strategies: the Global Education Strategy, the Updated SGBV Strategy, and the Child Protection Framework</b>
<b>UNHCR evaluation reference:</b>	<b>ES/2017/02</b>
<b>Entity that commissioned the evaluation:</b>	UNHCR Evaluation Service
<b>Date of Management Response:</b>	9 November 2017

<b>General comments on the evaluation:</b>	<p><i>[Please use this section to comment on the Evaluation Report's key findings, conclusions and/or evidence generated by the evaluation. Additionally, if there are findings in the Report that are important, but about which the evaluation team does not feel comfortable making recommendations (e.g., due to a lack of adequate data), then they can be discussed here.]</i></p> <p>UNHCR appreciates the evaluation, which provides a helpful perspective on the factors and drivers to be considered for the successful implementation of protection strategies in diverse country contexts. UNHCR values the identification of key issues as well as the analysis of drivers for different aspects of strategy roll out, adaptation, and implementation including the need to ensure concrete measurement of outcomes. UNHCR acknowledges the challenges the evaluators faced in defining suitable methodological approaches and tools for identifying and defining the contributions/attributions of global policies to country level changes as well as other key results areas.</p> <p>While the evaluation specifically analysed the implementation of protection strategies, the findings and recommendations are by their nature applicable to a wider range of organisational strategies.</p> <p>UNHCR is encouraged by the evaluation findings that the SGBV Strategy and the Child Protection Framework were found to have had a positive influence on changes to country level programming, contributing to a stronger focus in these critical protection areas. This finding is particularly valued in light of the high number of external factors that the evaluation found have influenced – mainly hindering rather than facilitating - the results of SGBV, Child Protection and education advocacy and programming. UNHCR also notes that results for education were more nuanced as core education interventions were already in place in the countries reviewed, indicating that the key results were more seen in a qualitative shift in education programming with a focus on increased inclusion into national systems and continuous learning. UNHCR also appreciates the findings that the education, child protection and SGBV approaches set out in the strategies were well-aligned with relevant current agendas and reflected a strong partnership and the need for a multi-sectoral approach.</p> <p>Since the development and issuance of the three strategies, additional approaches have unfolded, including the adoption of the Comprehensive Refugee Response Framework (CRRF), the issuance of the High Commissioner's Strategic Directions in 2017, and UNHCR's expansion of the number of operations included under the multi-year and multi-partner protection and solutions strategy approach (MYMP), which will be institutionalised by 2020. In the future, these broader directions will shape the content and format of policies and strategies across UNHCR in support of an integrated and comprehensive approach to protection and solutions. This evaluation will serve to support that work.</p> <p>UNHCR notes that the implementation of recommendations relating to staffing and resources are subject to the availability of funds and corporate prioritization. Recommendations relating to the issuance of guidance are subject to UNHCR's internal overall review. UNHCR notes that the implementation of the recommendations as well as improved and measurable protection strategies and results require systemic agency-wide approaches.</p>
--	--

<b>RECOMMENDATION 1:</b>		<b>Ensure a clear purpose, target audience and consistent approach and terminology of protection strategies</b>				
		UNHCR should ensure that if thematic protection strategies are developed in the future, these protection strategies: <ul style="list-style-type: none"> <li>(a) include a clear statement on purpose;</li> <li>(b) specify the target audience and how the protection strategy should be used;</li> <li>(c) apply a coherent and consistent approach and terminology both within each strategy document and across different strategies; and</li> <li>(d) are effectively led and consistently supported across UNHCR at all management levels.</li> </ul>				
<b>Management response:</b>		<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
<b>Reasons (if partially agree or disagree):</b>		This recommendation also relates to processes linked to the development of broader strategies and other similar global efforts in UNHCR, beyond thematic global protection strategies.				
<b>Unit or function responsible:</b>		<b>ODMS, DIP</b>				
Top line planned actions		By whom	Potential limitations, risks and constraints	Expected completion date	Progress	
					Status	Comments
1.1	<i>Develop house-wide, simplified parameters (clear purpose, target audience, consistent approach, implementation plan, resource requirements, costing and terminology) as part of the development and clearance process for global strategies and other similar documents (Frameworks, Action Plans etc.), in line with UNHCR's strategic directions.</i>	ODMS in consultation with SET		By 2 <sup>nd</sup> quarter, 2018		
1.2	<i>Define how global thematic strategies fit into UNHCR's wider policy and guidance framework as part of UNHCR's ongoing revision of its policy development process and standards. Ensure that strategy parameters also apply for strategy-like documents (Frameworks, Plans of Action etc.) that operations will be asked to follow.</i>	ODMS in consultation with SET		By 2 <sup>nd</sup> quarter, 2018		

1.3	<i>As part of UNHCR's revised policy development system, outline elements necessary for appropriate ownership and required support for successful application of strategies and similar documents (Frameworks, Policies, Plans of Action etc.) across UNHCR.</i>	ODMS				
-----	--	------	--	--	--	--

<b>RECOMMENDATION 2:</b>	<p><b>Ensure measurability of thematic protection strategies</b></p> <p>To the extent that thematic protection strategies define global level objectives (or outcomes) in support of advancing global strategic directions, UNHCR should ensure that:</p> <ul style="list-style-type: none"> <li>- the logic model or casual pathways and related assumptions showing how the types of action proposed are anticipated as contributing to achieving the objectives are made explicit;</li> <li>- a set of core indicators to be used across all countries is defined and agreed prior to the issuance of the strategies;</li> <li>- the necessary systems, approaches and capacities to measure progress are identified, taking into consideration differences in the operational contexts for Country Offices; and</li> <li>- the set of core indicators should be prescriptive to allow for comparisons over time, as well as between countries where the same frameworks have been rolled out. COs should have discretion to add additional indicators.</li> </ul>					
<b>Management response:</b>	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree					
<b>Reasons (if partially agree or disagree):</b>	UNHCR will be reviewing aspects of its protection measurement approaches as part of wider organisational processes, in particular the revision of its Results-Based Management system and the introduction of the multi-year and multi-partner approach. The timeframe of these processes goes beyond the 12-18 months of this Management Response and are therefore not reflected in full in the below actions.					
<b>Unit or function responsible:</b>	DPSM, ODMS, DIP					
<b>Top line planned actions</b>	<b>By whom</b>	<b>Potential limitations, risks and constraints</b>	<b>Expected completion date</b>	<b>Progress</b>		
				<b>Status</b>	<b>Comments</b>	
2.1	<i>Measurability of strategies and similar documents for operational application will be tested/reviewed against existing and future UNHCR programming methods and tools as well as the current and future UNHCR RBM system.</i>	DPSM in cooperation with DIP and RBM Project Team				

<b>RECOMMENDATION 3:</b>		<b>Improve communication on protection strategies</b>			
		UNHCR should improve communication across the organisation about the purpose of protection strategies both as they are issued and during roll-out and adaptation.			
<b>Management response:</b>		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree			
<b>Reasons (if partially agree or disagree):</b>		First it should be recalled that a comprehensive roll out was undertaken, including targeted locations and focused information on protection objectives, which is why there is only partial agreement with this observation. If these did not yield anticipated results, the evaluation should review why. UNHCR's approach to issuance of strategies has also further developed in recent years. Future protection related strategic documents will be guided by UNHCR's Strategic Directions and other global policy directions such as the CRRF as well as in implementation such as through the MYMP planning cycle. The lessons learned guide the communication and implementation of protection strategies, including the expected roll out and adaptation.			
<b>Unit or function responsible:</b>		DIP			
<b>Top line planned actions</b>		<b>By whom</b>	<b>Potential limitations, risks and constraints</b>	<b>Expected completion date</b>	<b>Progress</b>
					<b>Status</b> <b>Comments</b>
3.1	<i>Enhance strategic communication and implementation plan for any future protection strategy or similar document.</i>	DIP in cooperation with DPSM under overall guidance of AHC-P		At the time of proposing, developing and issuing a protection strategy or a similar document.	
3.2	<i>Ensure that communication plans are part of the parameters for strategy development</i>	ODMS			

<b>RECOMMENDATION 4:</b>		<b>Plan and provide appropriate guidance and support</b>			
		UNHCR should provide appropriate forms of support and guidance to assist Country Offices in strategic planning and prioritization, incorporating protection strategies into programmatic and strategic decision-making and implementation (roll-out and country-level adaptation), while ensuring an integrated approach across protection and with other protection units. The forms of support and guidance required should be responsive to expressed Country Office needs and preferences and are expected to include guidance on prioritization and on addressing interlinkages across strategies and functional areas.			
<b>Management response:</b>		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree			
<b>Reasons (if partially agree or disagree):</b>		The recommendation addresses several issues including annual resource allocation and prioritisation in UNHCR, as well as programming approaches and capacity at Headquarters and field levels. Therefore, partial agreement is indicated and the relevant Divisions asked to take actions as below.			
<b>Unit or function responsible:</b>		DIP in cooperation with DSPM, Regional Bureaux, DFAM/PBS			
<b>Top line planned actions</b>		<b>By whom</b>	<b>Potential limitations, risks and constraints</b>	<b>Expected completion date</b>	<b>Progress</b>
					<b>Status</b> <b>Comments</b>

4.1	<i>The MYMP Support Team and Annual Programme Review Secretariat will be supported by the relevant Divisions and the Senior Executive Team (SET) to embed this recommendation via support to country operations.</i>	DIP & DPSM with SET support		Use MYMP and APR processes in latter part of 2017 and in 2018		
4.2	<i>Enhance existing guidance on a) developing multi-year and multi-partner protection and solutions strategies and plans and b) incorporating strategies into strategic and programmatic decision-making.</i>	DIP, DPSM	Feedback from MYMP expansion countries will be taken into account	2 <sup>nd</sup> quarter of 2018		

<b>RECOMMENDATION 5:</b>		<b>Appropriate resourcing of strategy implementation</b>				
		UNHCR should review the staffing and other resource implications for country operations to be able to adapt and implement thematic protection strategies. This would include assessing when and how additional staff should be deployed/contracted.				
<b>Management response:</b>		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
<b>Reasons (if partially agree or disagree):</b>		<p>In a resource constrained environment, staffing and other resource requirements of UNHCR are subject to the availability of funds. UNHCR's funding gap in recent years ranged between 40 and 50%.</p> <p>In a review of Senior Protection Officers' deployments from 2014-2016, UNHCR found that dedicated staff for SGBV more than doubled the coverage and efficiency of SGBV programming from the beginning to the end of their assignments, across the countries where they were deployed.</p>				
<b>Unit or function responsible:</b>		<b>DIP in cooperation with Regional Bureaux in cooperation with DHRM, ODMS</b>				
<b>Top line planned actions</b>		<b>By whom</b>	<b>Potential limitations, risks and constraints</b>	<b>Expected completion date</b>	<b>Progress</b>	
					<b>Status</b>	<b>Comments</b>
5.1	<i>For protection strategies and other similar documents (global action plans, frameworks etc.), assess the required needs for staffing and resources at country level at the time when strategies are developed and an implementation plan is drafted.</i>	DIP in cooperation with Regional Bureau, DHRM, and ODMS	Operations with a higher proportion of protection staff are better equipped to support the development and implementation of protection strategies - even if the staff may not be dedicated to a particular area of protection. However, ensuring adequate numbers of general protection staff can be a challenge for some operations, and it is even more challenging to prioritise dedicated protection staff for particular thematic areas.	On-going		

5.2	<i>As part of any future strategy or policy development and issuance, UNHCR will review the staffing and other financial resource implications to be able to adapt and implement thematic protection strategies. This will be part of costing of action plans for strategy implementation. UNHCR will also explore how to link these to the CRRF.</i>	DIP in cooperation with Regional Bureaux, DFAM/PBS, DHRM and ODMS		On-going		
5.3	<i>Review and issue updated guidance on protection staffing (benchmarks) that include advice on staffing needs for child protection, education and SGBV in different contexts.</i>	DIP in cooperation with ODMS	Staffing is subject to the availability of funding and contributions by standby partners.	By end of 1 <sup>st</sup> quarter 2018		