

UNHCR Evaluation Management Response						
Evaluation title:		Evaluation of UNHCR's livelihood strategies and approaches				
UNHCR evaluation reference:		ES/2018/11				
Entity that commissioned the evaluation:		Evaluation Service				
Date of Management Response:		04/04/2019				
General comments on the evaluation:		Overall, we find that the findings and recommendations of the Centralised Evaluation are in line with the direction that UNHCR is taking in the context of the <a href="#">Global Compact on Refugees</a> (GCR), and we look forward to further broadening partnerships in our livelihoods and economic inclusion approaches to support a greater number of Persons of Concern (PoC) live more dignified lives.				
RECOMMENDATION 1:		<p><b>By the end of 2019, UNHCR should define its role in relation to self-reliance and resilience—a coherent and mainstreamed resilience strategy is needed.</b> UNHCR recently established the Division of Resilience and Solutions (DRS), yet, the concepts of resilience have not yet been incorporated into strategy and design for most programmes. DRS is at a crucial juncture for deciding how resilience and self-reliance are part of the organization (or not). There are many livelihood programmes already contributing to the resilience capacities of PoC, host communities, and host governments/systems, but a coherent and mainstreamed resilience strategy is needed. TANGO also suggests the term self-reliance is better defined in relation to resilience, considering the term's alternative definition used by a major donor (USAID).</p>				
Management response:		X Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		N/A				
Unit or function responsible:		Division of Resilience and Solutions (DRS)				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1.1	The concepts of self-reliance and resilience will be defined		Global strategies currently being developed by the LEI Unit and Regional LEI Officers and the Education Section will	Mid-2019		

	<p>and mainstreamed in the global strategies currently being developed for livelihoods and economic inclusion as well as education. Both strategies will commence in 2019. As refugees' resilience is shaped by a range of other factors such as WASH, shelter and settlements, cash, health and alternatives to camps, UNHCR's work in these areas will reflect the organisation's objective to support refugees toward resilience.</p>	<p>DRS Livelihoods &amp; Economic Inclusion (LEI) Unit and Regional LEI Officers; DRS Education Section</p>	<p>highlight how the livelihoods, economic inclusion and education of PoC contribute to both self-reliance and resilience, as well as to their overall protection and search for solutions.</p> <p>In particular, the forthcoming 2019-2023 Global Livelihoods and Economic Inclusion Strategy (hereinafter, the 'Strategy') will incorporate the resilience framework developed by TANGO, further defining the three types of resilience – absorptive, adaptive and transformative – and also including them in the Theory of Change (see pages 4-7 of the <a href="#">Centralised Evaluation</a>). The Strategy will emphasise that UNHCR's comparative role is to focus on strengthening PoC's absorptive and transformative resilience capacities at the strategic level, while working with partners to enhance PoC's adaptive capacity at the implementation level. This is in line with the whole-of-society approach emphasised in the <a href="#">GCR</a>, and specifies UNHCR as a facilitator, convenor and advocate for PoC's livelihoods and economic inclusion as outlined in the <a href="#">Global Strategy Concept Note</a> and to be further detailed in the Strategy. This approach will require strong partnership building. Thus, the LEI Unit and the Education Section responsible for this action will be working very closely with other relevant units in UNHCR (Private Sector Partnerships in the Division of External Relations (DER), Development Partnerships in DRS, etc.).</p>			
<p><b>RECOMMENDATION 2:</b></p>	<p><b>By the end of 2019, UNHCR should expand multi-year/multi-partner (MYMP) pilots with livelihood plans to key operations across the portfolio, recruit staff with relevant expertise, and increase cross-programme learning exchange.</b> UNHCR's effective contribution to refugee resilience and the humanitarian-development nexus requires a multi-year approach focused on building strong operational partnerships, along with adequate team competencies. The Livelihoods Unit at HQ should consider the findings related to 'context typologies' to identify the enabling environments best suited for the MYMP programming (see also Recs V and VI). For instance, in some contexts facing recurrent shocks and crises, there is also a need for multi-year integrated (humanitarian/development) contingency planning in order to not lose the livelihoods gains while pivoting to/from crisis mode.</p> <p>Sub-recommendation 2.1: For those operations that are not selected for the MYMP livelihood plan, the question for them remains on how to best leverage small budgets in the facilitator/capacity builder role. The recent Livelihoods Global Strategy Concept Note begins to address how/when programmes should decide on their role in livelihoods vis-à-vis other</p>					

		<p>actors and the context, but the evaluation finds that more guidance is needed on making that transition from funder/implementer to strategic facilitator.</p> <p>Sub-recommendation 2.2: Even within the constraints of a one-year budget cycle, livelihoods teams should be supported to conduct longer-term and multi-year planning. The capacities required of livelihood staff will also be different in this facilitator role, necessitating experience in government capacity building, development, and the private sector (e.g., those who have a good understanding of labour market demands, the technical skills necessary for mass production, etc.); guidance on recruiting staff to fill these capacities/skillsets should be provided by HQ.</p> <p>Sub-recommendation 2.3: Foster intra-organizational learning by promoting opportunities for cross-programme/cross-country best practice exchanges, such as on municipality and government partnerships, how to manage various private sector partnerships, and how to increase the success of services offered by financial service providers.</p>				
<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>		While it is agreed that MYMP responses and cross-programme learning can be further expanded (in reference to Sub-recommendations 2.1 and 2.3), with regards to Sub-recommendation 2.2, UNHCR believes the focus should be on building the capacity of both UNHCR staff and relevant partners to fill the needs required.				
<b>Unit or function responsible:</b>		Senior Management UNHCR HQ				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
2.1	The LEI Unit and Regional LEI Officers will implement a number of capacity-building initiatives throughout 2019 in order to encourage country operations to adopt a MYMP approach to livelihoods and economic inclusion	DRS LEI Unit and Regional LEI Officers	Building on the responses to the annual call for support, <sup>1</sup> the LEI Unit and the team of Regional LEI Officers <sup>2</sup> will provide 20 in-country trainings in 2019, with participants from UNHCR (across functions from Protection/Programme/Livelihoods/etc.) as well as from external stakeholders (such as government line ministries, development actors, civil society, the private sector and refugee communities). The training content is based on the	End of 2019; ongoing		

<sup>1</sup> Ten technical support areas are offered to operations: In-country livelihoods and economic inclusion trainings, strategic and technical review missions, private sector engagement forums, socio-economic assessments, market analysis, MADE51 artisan programme support, agricultural programme support, financial inclusion support, monitoring of livelihoods programmes, evaluation of livelihoods programmes.

<sup>2</sup> The global LEI team consists of approximately 15 staff, with a unit of generalist officers and sector-specific specialists at HQ (such as experts on financial inclusion and the MADE51 artisan initiative), as well as one regional officer covering countries per each of the following sub-regions: West, Eastern Horn, Southern, North Africa; the Middle East; Europe, Asia, South, North and Central America. This global team of livelihoods experts already operates in a decentralised manner, in which each regional officer provides technical assistance to country operations in their region; this is in line with the institution-wide plan for regionalisation by 2020,

Including livelihoods officers based in country operations, there are approximately 85 UNHCR livelihoods experts worldwide.

	interventions, and to provide further guidance on how to implement this approach.		<p><a href="#">Global Strategy Concept Note</a> and the more detailed forthcoming Strategy, incorporating MYMP messages and allowing for discussions/planning on how to jointly implement this methodology. This includes guidance on UNHCR's comparative role vis-à-vis other stakeholders as a facilitator, convenor and advocator, as well as a section on the technical <a href="#">Minimum Economic Recovery Standards (MERS)</a>.</p> <p>An additional <a href="#">ILO-ITC training</a> will be offered covering market-based livelihoods interventions for refugees based on the <a href="#">guide by ILO and UNHCR</a>. This training takes place annually and engages up to 40 global humanitarian and development practitioners.</p> <p>As part of meeting country operations' requests for technical support, the LEI global team of experts also plans to undertake strategic and technical review missions in 24 country operations in 2019, with the following aims: 1) provide advice on how to enhance/optimize collaboration with development actors, the private sector, line ministries and donors while ensuring that UNHCR plays a role that makes sense; 2) review and propose advocacy efforts, mapping out opportunities for inclusion of PoC into national livelihoods programmes and services; and 3) review current programming and propose ways to optimize interventions, including by recommending adjustments to activities that are not likely to lead to significant results.</p> <p>As an additional capacity-building initiative, the LEI Unit and Regional LEI Officers will host a number of webinars in 2019 on various topics related to livelihoods and economic inclusion (to be determined throughout the year).</p>			
2.2	The LEI Unit and Regional LEI Officers will engage in various initiatives to build the capacity of UNHCR staff and partners to reflect the shift in strategic approach to livelihoods and economic inclusion.	DRS LEI Unit and Regional LEI Officers	To address the shift in staff capacities required to advance UNHCR's approach towards facilitation, advocacy and convening for economic inclusion, the above-mentioned initiatives implemented by the LEI Unit and Regional LEI Officers will help build the capacity of UNHCR and partner staff. Through the Strategy, trainings, strategic and technical review missions as well as webinars, guidance to enhance efforts for working with government, development actors and the private sector will be provided.	Mid-2019		
2.3	The LEI Unit, utilising its linkages between HQ and	DRS LEI Unit and Regional LEI	The set-up of the global LEI team of experts, comprised of approximately 15 HQ and regional officers (see footnote 2)	End of 2019; ongoing		

	regional officers, will continue sharing best practices and examples across countries and regions.	Officers, in collaboration with DER	<p>allows for both intra- and inter-regional sharing of best practices and examples. The global team is in regular contact with one another, and regional officers oversee livelihoods and economic inclusion programmes and provide technical support for countries in their region. The HQ team continues to document best practices, such as on global partnerships with the private sector and civil society, inter-UN agency initiatives and research, and effective mechanisms for building the business case for advocacy efforts in the financial and economic inclusion of PoC. Many of these examples will be captured as case studies in the forthcoming Strategy and can continue to be shared through the capacity-building initiatives mentioned in response 2.1.</p> <p>Recognising the role that communication efforts play in supporting advocacy and sharing of best practice examples, and taking into account the ongoing decentralisation of Regional Bureaux, the LEI Unit and Regional LEI Officers will coordinate with colleagues in DER to periodically publish stories on livelihoods and economic inclusion initiatives on UNHCR media channels such as the website, Twitter and Facebook.</p>			
<b>RECOMMENDATION 3:</b>		<p><b>By the end of 2019, orient protection staff, CBI staff, and country office (CO) management to the revised Global Livelihoods Strategy and resilience framework; explore how to better integrate livelihoods within the country operation.</b> There is a need for sensitization and training across the organization on the concepts of refugee economic inclusion and resilience, and how it fits within UNHCR's mandate. Many livelihoods teams across the portfolio feel isolated with their work because other teams may not fully 'understand' what they do, and some feel outright resistance toward livelihood activities from management and other colleagues.</p> <p>The Livelihoods Unit at HQ, in coordination with the directives of senior management and the representative as necessary, should: 1) Work with all sectors/units (protection, CBI, and others) to appropriately disseminate the key concepts and action points of the revised Global Livelihoods Strategy to field offices along with their application across the operation, which means, for instance, better leveraging of cash for financial inclusion and developing exit strategies for cash assistance that promote self-reliance; this dissemination work also includes providing training on the resilience framework. 2) Explore how the livelihoods teams can be better integrated within the structure of country operations using best practices from cases like Costa Rica and others. 3) Provide guidance to CO management on how UNHCR's livelihood approach contributes to the country strategy for self-reliance and greater economic and financial inclusion of PoC through advocacy, capacity building, and partnerships with various stakeholders. This should ensure continuity in the institutional vision for PoC self-reliance and resilience across country strategies.</p>				

<b>Management response:</b>		X Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
<b>Reasons (if partially agree or disagree):</b>		N/A				
<b>Unit or function responsible:</b>		DRS and Senior Management UNHCR HQ				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
3.1	The LEI Unit and Regional LEI Officers will consult multi-functional teams to help develop content for capacity-building initiatives (such as strategy, guidance and training curricula), and also invite cross-sectoral UNHCR staff to participate in field-based training workshops in coordination with the Representatives/management of country operations.	DRS LEI Unit and Regional LEI Officers, in collaboration with the Division of Programme Support and Management (DPSM) Cash Section, Global Learning Centre (GLC), DRS GCR Unit, DRS Education Section, DIP Sexual and Gender-Based Violence (SGBV) Unit, DIP Protection Policy and Legal Advice (PPLA) Section and Representatives/Management	<p>In addition to the LEI global team’s other capacity-building initiatives (see response 2.1), the trainings in particular help orient non-livelihoods field colleagues (such as protection, programme, Cash-Based Interventions (CBI), other technical sectors and representatives) towards approaches to livelihoods and economic inclusion outlined in the <a href="#">Concept Note</a> and forthcoming Strategy. As previously mentioned, the trainings, to be implemented in 20 countries in 2019, bring together a cross-section of UNHCR staff and external partners, and provides the opportunity both to learn and to plan how to apply the new approaches within the operation’s context.</p> <p>Given that content for capacity-building initiatives are developed in consultation with various teams, this process itself represents an opportunity to share internally how livelihoods and economic inclusion fit into UNHCR’s mandate and link to other workstreams. In 2018, the following guidances and tools were jointly developed:</p> <p>1) an internal “Key Considerations on Cash for Economic Empowerment” note with the Cash Section, which includes messages on ensuring that cash is leveraged for financial inclusion and that longer-term plans for cash assistance is considered through inclusion efforts into social protection mechanisms;</p> <p>2) a <a href="#">Key Considerations on Technical and Vocational Education Training (TVET)</a> brief with the Education Section, which includes messages to consider the market-orientation of trainings and the inclusion of PoC into existing systems/structures;</p>	End of 2019; ongoing		

			<p>3) a webinar and training curriculum developed for UNHCR by the Women's Refugee Commission on linkages between livelihoods and SGBV, and how to mitigate protection risks.</p> <p>In 2019, additional cross-thematic content will be jointly developed and incorporated into the Strategy, trainings and other guidance, including:</p> <p>4) content from DIP's PPLA Section covering legal instruments on the right to work and ways to use specific provisions in advocacy efforts;</p> <p>5) content from the GLC and DRS's GCR team on the application of the <a href="#">GCR</a> and broader development processes like the Sustainable Development Goals and the United Nations Development Assistant Framework.</p>			
<b>RECOMMENDATION 4:</b>		<p><b>By the end of 2019, the livelihood sector monitoring system and impact indicators should be revised based on the new strategy.</b> The evaluation finds the direction UNHCR has been heading with increased performance and impact measurement is a good one. With the revised livelihood strategy, the monitoring activities, Results-based Management System and Results Framework will need to reflect the bigger picture of capturing systems-level change per UNHCR's facilitative role. This means measuring contribution not attribution, revising impact indicators to reflect country-wide PoC access to services and systems, and measuring UNHCR's advocacy achievements. The individual/household level economic indicators should be representative of the larger PoC population. UNHCR should seek out partners with whom to conduct joint household monitoring (e.g., with the appropriate government ministry, World Bank, United Nations agencies, etc.) UNHCR can also provide data to development actors or support actors to access data on refugee populations.</p>				
<b>Management response:</b>		<p>X Agree      <input type="checkbox"/> Partially agree      <input type="checkbox"/> Disagree</p>				
<b>Reasons (if partially agree or disagree):</b>		N/A				
<b>Unit or function responsible:</b>		DRS and DPSM (RBM Project)				
<b>Top line planned actions</b>		<b>By whom</b>	<b>Comments</b>	<b>Expected completion date</b>	<b>Progress</b>	
					<b>Status</b>	<b>Comments</b>
4.1	The DRS Analytics & Research Unit will continue collecting livelihood sector monitoring data on a number of standard impact indicators,	DRS Analytics & Research Unit	Data on indicators related to measuring livelihoods programmes' impact will continue to be collected across at least a third of operations budgeting for livelihoods (with the addition of 19 new countries) in 2019, with the aim for broader adoption by 2022. Core indicators from this initiative include	2019-2020		

	while also working with the World Bank to collect 'systems-level change' data.		<p>the percentage of PoC targeted with livelihoods activities who are employed and with increased levels of income/savings. The collected data is anonymised and displayed on the <a href="#">open web platform</a>. Input on indicators will continue to be provided to the Results-Based Management (RBM) revision process.</p> <p>Systems-level change [more precisely, household (HH) level data on PoC access to services and population-level indicators, including percentage of HHs below the national poverty line, percentage of population employed, etc.] is essential data to collect. Efforts towards this aim will be made in conjunction with development actors, particularly the World Bank through the Joint Data Center (JDC) [to be launched in 2019], national governments, and through datamining of existing datasets produced by other actors. Two ongoing streams of work related to this include:</p> <p>1) The first stream, referred to as the gold standard approach, entails technical assistance and funding from the World Bank and the Government National Statistics Office to include refugees as a sub-sample in the National Poverty Assessment. Through collaboration with the World Bank in 2018, governments agreed to include refugees in National Poverty Assessments in four countries: Chad, Niger, Uganda, and Tanzania. In 2019, this work will be subsumed through the JDC, with two additional countries currently being considered for inclusion.</p> <p>2) The second stream is collaborating with the World Bank to implement the National Poverty Assessment for a sub-sample of refugees in conjunction with the UNHCR proGres verification exercise. In 2018, this was done in Kaloyebai in Kenya with the World Bank, and in 2019 this exercise will be replicated in four additional countries, which will be determined through discussions with the 16 countries who requested support for socio-economic assessments. Additional support to be offered potentially includes analysis of existing data, datamining of secondary datasets and other requests as required by the 16 operations.</p>			
4.2	As part of the overall data strategy in an operation and in an attempt to enhance UNHCR's evidence-based	DPSM RBM Project	The focus of the RBM revision project is on the measurement of outcomes and impact level results for PoC. Overall, the focus on longer-term, high-level results at the impact level will undoubtedly reflect the bigger picture of the conditions of	End of 2019		



	decision making, household-level access to services, as well as joint data gathering, sharing and reporting will play a more prominent role in the future of the RBM.		PoCs and, to some degree, host communities. Moving toward a common system of core indicators to measure progress against the proposed systems-level impact and outcome areas in which UNHCR is engaging will allow for the measurement of contributions towards the intended results.			
<b>RECOMMENDATION 5:</b>		<b>By the end of 2019, start planning for the phase out of UNHCR-funded activities focused on small-scale livelihood activities.</b> The Livelihoods Unit at HQ should support the review of all livelihood activities across the portfolio and work with country livelihood programmes to phase out and/or handover to partners all small-scale and individual-based livelihood interventions (e.g., this includes phasing out non-market oriented vocational training activities, for example, as well as handing over those market-oriented vocational trainings currently supported by UNHCR to an organization or institution able to take the activity to scale). The revised strategy should further outline this phased approach: the ET suggests starting with the operations with the largest budgets and number of PoC that have enabling environments and the possibility of improving operational partnerships. The ET recognizes the sensitivity of this recommendation and that it represents a shift away from the case-by-case approach of working with a small number of refugees directly (through funded partners) on livelihoods. These operations should have in place a partnership strategy such that they will no longer spend budget on direct livelihood activities but focus on partnerships, and providing access to refugees and data. UNHCR will continue to be connected to refugees through its regular protection activities.				
<b>Management response:</b>		<input type="checkbox"/> Agree      X Partially agree <input type="checkbox"/> Disagree				
<b>Reasons (if partially agree or disagree):</b>		While DRS consists of technical units (such as the LEI Unit), which can provide specific support in key areas, the responsibility for programming decisions, including budget-related and attached accountability remain with the Country and Regional Offices. The institution-wide regionalisation process currently taking place will increase accountability at the country level and further decentralise decision-making. The role of the LEI Unit and Regional LEI Officers is to continue providing technical advice to promote this recommendation and all learning activities will take into consideration the need to reshape our interventions. While plans to phase-out small-scale livelihoods activities funded by UNHCR will begin in 2019, completion of this phase-out process will very likely extend beyond the end of 2019.				
<b>Unit or function responsible:</b>		Division of Resilience and Solutions				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
5.1	The LEI global team of experts will provide technical support to field operations by reviewing and making recommendations to optimise livelihoods and economic inclusion interventions,	DRS LEI Unit and Regional LEI Officers, in collaboration with the Evaluation Service and	As described in response 2.1, a key area of technical support to be provided to 24 countries in 2019 by the LEI global team of experts, which fulfils both capacity-building and 'learning' objectives, is the strategic and technical review missions.  Another support area which embeds strategic review and recommendations for adjustments is through evaluations.	End of 2021; ongoing		

	including through recommendations to scale-down/phase-out activities not likely to lead to impact, and handover activities to other partners whenever possible to help ensure the longer-term sustainability of support to PoC.	Country/Regional Offices	<p>Through the 2018 <a href="#">Centralised Evaluation</a>, five countries were chosen as ‘case-studies’ or ‘rapid evaluation’ contexts, which entailed field work and resulted in country-specific recommendations to improve livelihoods and economic inclusion interventions. In 2019, at least five additional countries will be supported to conduct decentralised evaluations based on demand, to be jointly overseen by the LEI Unit, Regional LEI Officers and the Evaluation Service.</p> <p>Both the strategic mission and evaluation support areas will continue to be provided to field operations in the coming years based on requests, thus allowing for broader coverage. As noted, while the technical support capacity can be provided by the LEI Unit and Regional LEI Officers in collaboration with the Evaluation Service to help embed learning and programme adjustments, the duty of responsibility and accountability will remain with Country and Regional Offices. Findings and recommendations emerging from these missions and evaluations can be aggregated and shared with operations to build the evidence base of good practices, with the hope of adding incentives for following positive examples.</p>			
<b>RECOMMENDATION 6:</b>	<p><b>By the end of 2020, re-orient livelihood programmes to partner at scale and focus on systems change.</b> In line with the institutional mapping suggested in the recent Livelihoods Global Strategy Concept Note, livelihood programmes should continue to identify key government and development partnerships to pursue, with a focus on those partnerships that create opportunities to reach a larger scale of PoC in the country. Some programmes may need additional guidance on how to work effectively with ‘bigger players’ i.e., large-scale private sector or government actors. There are many best practices across the portfolio to draw upon such as collaboration with governmental offices for vocational qualifications/certifications as seen in Turkey, or demonstrated through joint programming with other United Nations agencies. In addition to institutional mapping, the programmes should also undertake a systems mapping to identify the gaps in systems or policies that are roadblocks to PoC economic inclusion. A joint advocacy strategy to address these gaps should be developed with key government, private sector, development, and United Nations partners. The revised strategy should encourage CO management and livelihoods teams to leverage UNHCR’s knowledge and understanding of refugees to be in the convener role of the livelihoods sector and to be engaged in conversations on the humanitarian-development nexus.</p>					
<b>Management response:</b>	<p> <input checked="" type="checkbox"/> Agree           <input type="checkbox"/> Partially agree           <input type="checkbox"/> Disagree         </p>					

<b>Reasons (if partially agree or disagree):</b>		N/A				
<b>Unit or function responsible:</b>		Senior Management UNHCR HQ, Bureaux, Regional and Country Offices				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
6.1	The LEI Unit and Regional LEI Officers will work in collaboration with the GCR and GRF Teams to further encourage uptake of strategic partnerships and joint programming in the field.	DRS LEI Unit and Regional LEI Officers, in collaboration with DRS GCR Team	<p>Following the affirmation of the GCR resolution in December 2018, a Global Refugee Forum (GRF) will be convened in December 2019 at the ministerial level for UN Member States and other stakeholders to solidify contributions and plans towards meeting the objectives of the <a href="#">GCR</a>. These processes provide momentum and support for UNHCR and stakeholders to plan and further implement the GCR at the country level.</p> <p>Through the capacity-building initiatives previously described (see response 2.1), the LEI global team of experts will support the GCR planning and implementation process, including by helping operations re-orient their livelihoods and economic inclusion programmes to achieve scale and sustainability through partnerships. As noted in the <a href="#">Concept Note</a> and to be further described with guidance and examples in the Strategy, operations are encouraged to conduct an institutional mapping exercise to understand which other stakeholders are already working towards livelihoods and economic inclusion in a given context, and to engage in advocacy to facilitate the inclusion of PoC into existing programmes and services. The point of jointly identifying gaps in the enabling environment with partners and designing an appropriate advocacy strategy will also be addressed in the Strategy, trainings and strategic missions undertaken. Through these initiatives, operations will be better equipped to understand and enact their comparative role vis-a-vis other stakeholders, and to join together with relevant partners for more effective advocacy and inclusion efforts.</p>	End of 2020; ongoing		
<b>RECOMMENDATION 7:</b>		<p><b>By the end of 2020, with the support of country representatives and senior management in operations, develop a plan for incorporating the economic inclusion and resilience concepts into consistent messaging provided to PoC and partners, and into resettlement criteria.</b> This recommendation is not asking that protection, CBI, or other staff change their core capacities, but that they have an integrated approach to their work. Through Recommendation III, operation staff and management will already be oriented to the concepts of economic inclusion and resilience. Livelihoods teams with the colleagues of their operation must then work together to provide appropriate and consistent messaging to PoC on these concepts, while also working with relevant partners to address issues around aid dependency and eventual graduation from</p>				

	safety nets. This recommendation is intended to help deal with the vulnerabilities and refugee attitudes (especially those pertaining to ideas of resettlement) that have developed in some contexts. In addition, the Livelihoods Unit at HQ should continue to explore with the Division of International Protection (DIP) the pathway of resettlement via labour mobility (i.e. resettlement criteria not only based on vulnerability but also on the potential for skills/labour market inclusion potential).				
<b>Management response:</b>	<input type="checkbox"/> Agree         X Partially agree <input type="checkbox"/> Disagree				
<b>Reasons (if partially agree or disagree):</b>	While there is agreement on the need for UNHCR to better communicate and consistently message to PoC the purpose of livelihoods interventions and potential for complementary pathways, there are conceptual errors in the recommendation conflating resettlement (based on protection concerns) and complementary pathways (including labour mobility). The recommendation suggests that UNHCR should consider expanding resettlement criteria (beyond those protection-based ones outlined in the <a href="#">Resettlement Handbook</a> ) to include criteria related to skills and labour market inclusion potential. This recommendation is underpinned by an inaccurate understanding of what the objectives of resettlement are, and UNHCR cannot expand resettlement opportunities outside their intended purpose for protection. Please see the response in 7.2 for further details.				
<b>Unit or function responsible:</b>	DIP, Regional Bureaux, Regional and Country Offices				
Top line planned actions	By whom	Comments	Expected completion date	Progress	
				Status	Comments
7.1	UNHCR will enhance communications internally and externally to help ensure consistent and accurate messages are provided to PoC regarding the aim and expectations of livelihoods and economic inclusion interventions to promote their self-reliance, protection and access to durable solutions and complementary pathways.	Country/Regional Offices, supported by DRS LEI Unit and Regional LEI Officers and DIP Resettlement and Complementary Pathways Service (RCPS)	It is noted that UNHCR operations, with the support of Representatives and Senior Management, should enhance the overall communications with communities (CwC) in terms of two-way engagement and ensuring that UNHCR staff across units and sectors provide consistent messages to PoC, including to support the management of expectations on the implications of participating in livelihoods programmes. This includes the need to emphasise the potential of economic inclusion to enhance self-reliance, protection and access to durable solutions and complementary pathways, as well as to address misconceptions that a lack of vulnerability or engagement/success in economic inclusion hinders access to solutions.  To further support the dissemination of information on the purpose of livelihoods and economic inclusion interventions, as well as the complementary pathways available, the LEI Unit and Regional LEI Officers, in coordination with DIP's RCPS, will add these messages in the forthcoming Strategy and other capacity-building streams, including trainings and webinars.	End of 2019; ongoing	
7.2	UNHCR will pursue the identification, development,	DIP RCP Section	As outlined in the <a href="#">UNHCR Resettlement Handbook</a> , resettlement is a protection tool used to address the needs of	End of 2020; ongoing	

	<p>promotion and facilitation of complementary pathways for admission, including third country employment opportunities which are generally based on skills/market inclusion potential.</p>		<p>refugees who are at risk in their country of asylum. Accordingly, UNHCR and resettlement countries have collectively agreed on criteria to identify refugees at heightened risk and who are in need of international protection.</p> <p>Refugees' skills, knowledge and potential for labour market inclusion can, however, be an important basis for refugees to access complementary pathways such as through scholarships/education programmes, labour mobility or employment opportunities. These complementary pathways can help enhance refugee self-reliance and build their capacities to attain a durable solution. UNHCR is developing a "Key Considerations on Complementary Pathways for Admission" document, to be published by mid-2019.</p> <p>Expanding access to third country solutions is one of the core objectives of the <a href="#">GCR</a>, and the RCPS is currently working on a 3-year strategy in which UNHCR will pursue the identification, development, promotion and facilitation of complementary pathways, including third country employment opportunities based on skills/market inclusion potential.</p> <p>With regards to labour mobility, through collaboration with <a href="#">Talent Beyond Boundaries</a>, UNHCR in the MENA region is facilitating employment for refugees in third countries. A pilot project is also being implemented in Kenya with the support of UNHCR to provide labour mobility opportunities for refugees in Canada under the Economic Mobility Pathway Program. The first two refugees have been accepted in Australia and Canada, respectively. Additional opportunities are being explored, as discussed during a recent side-event of the Standing Committee on "Expanding Labour Mobility Opportunities for Refugees in Africa".</p>			
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