



**UNHCR's MANAGEMENT RESPONSE MATRIX TO:**

<b>Title</b>	<b>Evaluation of UNHCR's Response to the L3 South Sudan Refugee Crisis in Uganda and Ethiopia</b>
<b>Reference</b>	<b>PDES/2016/01</b>
<b>Overall response to the evaluation</b>	<p><b>[In a couple of paragraphs please explain whether you agree with the broad conclusions of the review/evaluation and if you found it of good or poor quality in terms of methodology, clarity, usefulness of the key findings and recommendations]</b></p> <p>In general, the Bureau agrees with most recommendations made by the PDES evaluation. Many of the recommendations are relevant for operations to be more effective and efficient in delivering protection and assistance during the emergency phase of operations. However, with regard to the implementation of these recommendations, these are subject to many various elements, i.e. dedicated resources, inclusion into the UNDAF development agendas, availability of updated policies and processes, etc.</p> <p>A few of the recommendations hinge on the availability of funding and timeliness for the allocation of resources. When operations are faced with competing priorities to meet life-saving activities with limited resources, it is challenging to be able to sufficiently meet the needs. In addition, during the height of the emergency, not all resources could be rapidly allocated, which required a constant and phased manner of resource allocation processes, and thereby, making it difficult for operations to effectively plan in a holistic manner and pursue long lasting solutions or cost effective delivery. For these reasons, some of the processes will require revision and</p>

	<p>overhaul of the way the organisation dedicates and releases resources during the emergency phase.</p> <p>In addition, recommendations that touch on development aspects and linking with the government health and education facilities will require investment of more time and more resources to have a longer term impact. It is not realistic for operations to comply with these recommendations within a time period of one year when inclusion of the humanitarian agenda and in the UNDAF agenda requires more time, and the development planning cycle ranges from 3 to 5 years.</p>
<p><b>Planned use of the evaluation</b></p>	<p><b>[In a couple of paragraphs please outline what actions you will take as a result of this review/evaluation such as 1) improvement of a programme or policy; 2) generating knowledge]</b></p> <p>As noted below with the responses from operations and divisions on the recommendations, further updating and refinement of policies and procedures on setting standards and guidance on protection aspects, WASH and health will ensure the effective protection of persons of concern and the delivery of services during the emergency phase. It is noted that these revisions and updating will not be a one-time effort but an ongoing process.</p> <p>With the recommendations, it is envisaged that operational delivery and review will be improved and enhanced. The updating of policies will serve as guidance to other operations which may face emergencies in the future and ensure that the Bureau and the technical divisions would be able to adequately support the field in times of need.</p>

**A. UGANDA**

**Recommendation 1:**

**Documentation, including birth registration, should be made a protection priority given existing national laws that facilitate documentation to all.** Critical protection outcomes are linked to registration, such as documentation. Steps should be taken to ensure that even after the handover to the Government the registration can still provide UNHCR with the required data and that a verification exercise is undertaken to serve as the basis for documentation provision.

**Management Response to Recommendation 1.**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
Continuous registration of new arrivals and issuance of refugee ID cards and household attestation.	UNHCR Uganda / Regional Bureau for Africa Field office Adjumani	Continuous exercise (registration of new arrivals, and issuance of refugee ID cards and household attestation).	In progress	Verification exercise was conducted in Rwamwanja, Adjumani and Arua in November and December 2015, and refugee ID cards were issued to all refugees who were above 16 years old, and verified during the	Verification exercise SOPs

<p>Completion of verification exercise grace period and issuance of refugee ID cards to refugees who completed the exercise.</p>		<p>Continuous exercise (registration of new born babies in the settlements and issuance of birth notification / certificates.</p>		<p>exercise. Currently, verification exercise grace period is still going on in Kiryandongo. For the remaining settlements in the country, it is planned to complete the verification by December 2016.  The district Local government has been registering new born babies in the settlements, and started issuance of birth notifications for refugee children.</p>	<p>A document which was prepared by UNICEF on Birth registration and birth notification issuance</p>
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**Recommendation 2**

Develop an integrated **community-based protection** and **community mobilization strategy** across sectors linked with consistent coordination on community incentive

schemes and based on assessments (participatory, mapping of existing structures) across partners in order to create consistency and coherence.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
Partners to agree on common approaches to involve community structures for self-management.	UNHCR Uganda / Regional Bureau for Africa	October 2015	In Progress	Workshop for all partners held to agree on management of community structures.	Management of Community structures guidance document.

**Recommendation 3:**

**Strengthen case management for Child Protection and SGBV** through enhanced coordination, information sharing, finalisation of SOPs and capacity building of partners. Case management procedures should - to the extent possible - link to national systems, processes and be inclusive – this will also contribute to sustainability and coherence with UNHCR’s ReHope strategy. Efforts have already been taken to increase the utilization of SGBV response services, these efforts should continue.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
UNHCR conducted a revision of Child protection SOPs. All partners were involved in 2015 and early 2016. A copy of SOPs and case management procedures has been shared widely and disseminated through	UNHCR Uganda / Regional Bureau for Africa  UNHCR Uganda	June 2016	In progress	Two draft SOPs and Individual Case Management (ICM) documents are available. Manager consultation will take	SOPs and ICM draft documents are available.

<p>the Child protection working group. The two documents (SOPs and Case management) have included the views of the district office in line with ReHoPE.</p>				<p>place in June 2016.</p>	
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**Recommendation 4:**

**Harmonise policies and procedures for the identification, referral and follow-up on persons with specific needs across partners.** Put measures in place to ensure collaboration and coordination among partners dealing with people with specific needs.

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**Management Response to Recommendation**

Agree  Partially Agree  Disagree

**If disagree, explain the reason why:**

<b>Actions Planned</b>	<b>Responsible Department / Service / Office</b>	<b>Expected Completion Date</b>	<b>Status (not started, in progress, completed, cancelled)</b>	<b>Actions Taken</b>	<b>Supporting Documents</b>
<p>Harmonization of PSN (Persons with Special Needs) data collection from the border to the settlement.</p> <p>Systematic validation of collected data from the field to update status</p>	<p>UNHCR Uganda</p> <p>UNHCR Uganda / Regional Bureau for Africa</p>	<p>This is a daily continuous exercise that the operation has adopted. All PSNs are captured on a daily basis and information used during bio-metric registration in RIMs</p>	<p>In progress</p>	<p>All PSNs are identified and registered at the border reception centre through daily registration. Thereafter, they receive ID cards and other documentation in the transit centre. These documents are updated during the annual validation exercises in the refugee settlements.</p> <p>Coordination with OPM and partners in place.</p>	<p>PSN data captured.</p>



**Recommendation 5:**

**Strengthen and systematize accountability to affected populations as a cornerstone of the centrality of protection.** An action plan of how to implement accountability mechanisms based on the current structures and processes is required to ensure transparent communication and expectation management with people of concern, including participation in planning, implementation and monitoring across sectors.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
Establish complaint boxes in settlements  Introduce Multi-Functional Teams  Improve refugee participation in the planning and implementation	UNHCR Uganda / Regional Bureau for Africa	Continues and replicable each year	In progress	UNHCR and LWF established a complaint mechanism system. LWF hired a community liaison officer in charge of complaints since the last quarter of 2015.  UNHCR introduced Multi-functional teams-approach comprising	Compliant reports are available.  MFT reports.  List of participants involved in various

monitoring processes				<p>Protection, community services and field. The MFT is involved in monitoring of activities implemented by all the partners. They consult with refugees on a daily basis.</p> <p>Refugees are also involved in planning of the annual programme, assessment and midyear evaluations.</p>	<p>planning processes.</p> <p>Participatory Assessment Reports.</p>
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**Recommendation 6:**

**Operationalize and develop a fund raising plan for the ReHope strategy in order to ensure a solution orientation of the response as well as sustainability.** Efforts made in this regard need strengthening in light of expected resource decreases and ongoing conflict in South Sudan which makes return unlikely in the foreseeable future and the running costs of the various structures (reception, health, etc.) built by UNHCR and its partners difficult to sustain in the medium-term. The ReHope strategy with its focus on sustainable livelihoods for refugees and host communities and enhancing integrated social service delivery capacity in refugee hosting areas, is good platform, even if it still needs operational details and final approval from the Government.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

<b>Actions Planned</b>	<b>Responsible Department / Service / Office</b>	<b>Expected Completion Date</b>	<b>Status (not started, in progress, completed, cancelled)</b>	<b>Actions Taken</b>	<b>Supporting Documents</b>
<p>Consultancy for ReHoPE strategy development planned for June/July 2016 as a first step towards the operationalization.</p>	<p>UNHCR Uganda / Regional Bureau for Africa</p>	<p>ReHoPE strategy to be completed by end July, 2016.</p>	<p>In progress (home-based desk-review)</p>	<p>Final negotiations with lead consultant</p>	<p>UN-WB Trust Fund Application TORs and CVs</p>
<p>Consultancy planned for livelihood strategy /operationalization plan for ReHoPE. The formation of a UN inter-agency/ World Bank design team to finalize operationalization plan.</p>	<p>UNHCR Uganda / Regional Bureau for Africa</p>	<p>Operationalization and fund raising plan to be completed by the end of 2016</p>	<p>Not started</p>	<p>Final negotiations with Livelihoods Advisor</p>	<p>TORs and CVs</p>

<p>Review of UNDAF for a ReHOPE macro-framework and budget</p>		<p>Macro-framework based on UNDAF to be completed mid-July, 2016</p>	<p>In progress</p>	<p>Review of UNDAF for a ReHOPE macro-framework and bilateral meetings for validation held with majority of UN Agencies</p>	<p>UNDAF work plans</p>
<p>Develop a multi-year plan that fits within Government of Uganda 5 year development plan</p> <p>Strong linkages between humanitarian and development actors</p>		<p>September 2016</p>	<p>In progress</p>	<p>Consultations with all stakeholders ongoing.</p> <p>Advocacy and lobbying with stakeholders.</p> <p>Capacity development</p> <p>More systematic involvement of District local Government in</p>	<p>UNHCR Uganda 3 year plan</p> <p>ReHOPE and STA Framework</p> <p>PPAs with hosting District local Governments</p>

Partnership with private sectors				refugee management Engagement with private sectors	MOUs
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**Recommendation 7:**

**Fully operationalize the community health and nutrition outreach system.** UNHCR needs to provide strong leadership to resolve the issue around incentive payments for community volunteers. With a functional community system the full continuum of prevention and treatment of malnutrition could be realized as well as reducing the burden on the health system through community-level identification and treatment of diseases.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

**If disagree, explain the reason why:**

Actions Planned		Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
<p>Community health structures- Tools, remuneration and scope of work discussed and agreed with all stakeholders in the Public Health Sector, November 2015</p> <p>Train, motivate and facilitate Village Health Teams (VHTs) in order</p>	<p><b>Responsible Department / Service / Office</b></p> <p>UNHCR Uganda / Regional Bureau for Africa</p> <p>UNHCR Sub Office Mbarara, UNHCR Offices Hoima, Adjumani and Arua</p>	<p>Completed in December 2015 following the Public Health Coordination meeting that took place in November 2015.</p> <p>A review is scheduled in 2016 that will take stock of the achievements of the action agreed</p>	<p>Completed at the end of 2015</p> <p>Ongoing</p>	<ul style="list-style-type: none"> <li>•VHT programme components</li> <li>•Roles and responsibilities</li> <li>•Training/capacity building</li> <li>•Tools and reporting</li> <li>•Equipping of the VHTs</li> <li>•Recruitment procedure and ownership</li> <li>•Hours and areas of work</li> <li>•Remunerations</li> </ul> <p>175 VHTs trained and partially facilitated due</p>	<p>a) Minutes of the National Public Health (Health, Nutrition, RH/HIV and WASH) Coordination meeting 25-26 Nov 2015.</p> <p>b) Annex 2: VHT Conclusions – Public Health (Health and WASH) National level Coordination meeting</p> <p>District Health Officers</p>

<p>to provide community based health and nutrition services, including community based disease surveillance.</p> <p>In consultation with the ministry of health, there is need to introduce a monthly incentive for Village Health Teams</p> <p>Conduct regular integrated health and nutrition outreach service delivery</p>		<p>Ongoing – Jan – Dec</p>	<p>Ongoing</p>	<p>to limited resources</p> <p>Ministry of Health is in the process of reviewing the VHT strategy to render it functional and effective</p>	<p>and IPs records</p> <p>2015 VHT Evaluation Strategy Report</p>
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**Recommendation 8:**  
**Strengthen the prevention, early diagnosis and treatment of malaria.** By significantly reducing the burden on the health care system and lowering mortality rates related to the disease, this intervention could have wide ranging positive consequences on the overall health and nutritional status of the refugee population. Priority areas to focus on are ensuring that each household has mosquito nets in proportion to need and that there are hang-it-up campaigns; increasing the use of rapid diagnostic testing at the community level and strengthened community messaging.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
<p>Procurement and distribution of insecticide treated mosquito nets.</p> <p>And early diagnosis and prompt treatment of malaria and other morbidities.</p> <p>Procurement of anti-malarial medicines and diagnostics, such as Rapid Diagnostic Kits and microscopes.</p> <p>Continuous health education on malaria</p>	<p>UNHCR Sub Office Mbarara, UNHCR Offices Hoima, Adjumani and Arua</p>	<p>November 2015 for internationally procured medicines and medical supplies delivery</p> <p>April – May 2016 for mosquito nets distribution to refugees</p> <p>Ongoing health education on malaria prevention or control</p>	<p>Malaria medicines and supplies procured</p> <p>Health education on malaria prevention ongoing;</p> <p>Entomological studies not yet carried out</p>	<p>Mosquito nets distributed in April and May 2016 to refugee population at a rate of 1 net per 2 individuals.</p> <p>Procured Rapid Diagnostic Test kits and essential anti-malarial medicines.</p> <p>Conducted Health education on prevention of malaria and early treatment.</p>	<p>Mosquito hang up campaign reports.</p> <p>Medicines stock cards.</p>



<p>prevention, both primary and secondary prevention carried out.</p> <p>Entomological studies to understand the habits of malaria vector carried out</p> <p>a) Medicines and medical supplies SOPs in decentralized medicine management</p> <p>b) Construction of pharmacies – drug storage houses</p> <p>c) Medical referral SOPs review in line with current challenges</p> <p>d) Referral data</p>	<p>UNHCR Uganda / Regional Bureau for Africa</p>	<p>a) Medicines and medical supplies SOPs in decentralized medicine management – Completed by 31 December 2016</p> <p>b) Construction of pharmacies – drug storage houses –</p> <p>c) Medical referral</p>	<p>a) Completed by 31 December 2016</p> <p>b) At finalization stages,</p> <p>c) Completed by 31 December 2016</p> <p>d) Completed by 31 December 2016</p>	<p>a) Partners to implement the medicines and medical supplies SOPs by Dec 2016</p> <p>b) Expedite the construction of the regional medical store.</p> <p>c) Partners to prepare medicine management data at health facilities.</p> <p>d) Use the SOPs</p>	<p>•Minutes of the National Public Health (Health, Nutrition, RH/HIV and WASH) Coordination meeting 25TH -26TH Nov 2015.</p> <p>•SOPs on medicines and medical supplies instituted by Dec 2015 copies available and are with partners in the settlements</p> <p>•Letters to Partners on LLITN Hang up Campaigns</p> <p>•Web-page on LLITN distribution in Uganda</p>
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<p>base</p> <p>e) Training on rational use of medicine by end of 2016</p> <p>f) Distribution of Long Lasting Insecticide Treated Nets</p>		<p>SOPs review in line with current challenges</p> <p>d) Referral data base</p> <p>e) Training on rational use of medicines by end of 2016</p> <p>f) Distribution of Long Lasting Insecticide Treated Nets</p>	<p>e) Planned to take place second half of 2016</p> <p>f) Completed 31 March 2016</p>	<p>on medicines.</p> <p>e) Rational medicine use strengthened at all locations by Partners in 2016</p> <p>f) Partners to strengthen health promotion activities.</p>	<p>settlements</p>
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**Recommendation 9:**

**Conduct an analysis of the drug procurement process** in Uganda to identify the key points of delay in the lines of procurement. Create an action plan to implement changes required to streamline the procurement and delivery of drugs.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
Place international medicines and medical supplies procurement order in time with an 8 month lead period.	UNHCR Uganda / Regional Bureau for Africa	May of every year	Completed	Medicines and medical supplies international procurement Order for 2017 submitted to HQs in May already.	UNHCR's International Medicines and medical supplies order records.

**Recommendation 10:**

**Immediately begin regular water quality monitoring and develop an appropriate water safety plan for each settlement.** Water quality at every water point, plus a random sample of households' stored water, should be conducted regularly. Ideally a single partner should be designated in each camp to minimize coordination and accountability issues. Anonymised results of household tests should be shared as part of awareness raising activities. Sanitary surveys of water points should be conducted by trained water committee members on a monthly basis. Where sanitary surveys or water quality testing indicate contamination of water facilities, intensified testing should be instigated until the issues is seen to be resolved.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

<b>Actions Planned</b>	<b>Responsible Department / Service / Office</b>	<b>Expected Completion Date</b>	<b>Status (not started, in progress, completed, cancelled)</b>	<b>Actions Taken</b>	<b>Supporting Documents</b>
Water quality checks at source and Households to be done every month and shared at WASH working group	Adjumani office UNHCR Uganda / Regional Bureau for Africa	To be done regularly every month	In progress	Each settlement has specific Agency assigned the responsibility to monitor water quality and reports back including corrective	Water quality tests and analysis reports. WASH working group coordination meeting minutes.

				<p>actions taken.</p> <p>Partners have taken concrete steps to establish feedback mechanisms at settlements and ensured monitoring of sources by the community structures set.</p>	
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**Recommendation 11:**

**Develop a formal operation and maintenance strategy for water supply** that includes the phasing in of water user fees, tariff setting, management and maintenance. The strategy should be developed in close collaboration with the District Water Offices for Arua, Adjumani and Kiryandongo, UNICEF and partners involved in water supply provision. It must be compliant with Ugandan policy and regulations. A strong sensitisation effort and participatory planning involving the water committees should be undertaken as soon as possible, as budgets reductions take hold. UNHCR needs to engage more strongly with UNICEF on this.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
Harmonization of approach at district level		Dec 2016	In progress	Mapping out all facilities and community structures in place.	District investments plan minutes.
Developing of strategy adopted by all stakeholders in District	UNHCR Uganda / Regional Bureau for Africa	Aug 2016	Not started		District public health (WASH+Health) coordination meetings, National public health coordination meetings minutes.

**Recommendation 12:**

**Revise the hygiene promotion strategy to focus on reinforcing priority public health messages through a more appropriate mix of communication channels.** House to house promotion needs to be reinforced with a mix of community events (discussions, competitions, drama etc.) and mass media (poster at strategic sites) that raise interest and awareness. The strategy should increase emphasis on linking behaviours to new facilities such as household latrines and hand-washing facilities.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
Discussion at Hygiene Promotion Working Group on options of communication channels and enhancement of public health messaging	UNHCR Uganda / Regional Bureau for Africa	December 2016	In progress	Production of IEC materials (sign boards) done and placed at strategic points, Posters being developed and to be placed in various pints in June.	Hygiene promotion working group minutes.

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**Recommendation 13:**

**Finalise key indicators for hygiene promotion.** The roll-out of hygiene indicators has been delayed too long – a decision needs to be made. Indicators should be reviewed after 3 months to ensure that they are appropriate and measurable.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

**If disagree, explain the reason why:**

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
Hygiene promotion working group	UNHCR Uganda / Regional Bureau for	Continuous process/In progress		Agencies requested to increase number of hygiene promoters in	National public health coordination meeting



strengthening  Increase the level of hygiene promotion initiatives/actions through active presence in settlements	Africa		In progress	each settlement to recommended standards.	minutes.  Minutes for hygiene promotion working group monthly meetings.
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**Recommendation 14:**

**Conduct a survey of the type and condition of shelters.** The survey should determine the proportion of refugees with adequate shelter and the types and frequencies of issues with shelter design and construction. The survey should also be used to assess the satisfaction of PSN's in particular with the design of their shelters. The unit of measure of the population-based survey should be the family, and the survey should also assess the number of people residing in shelters and the frequency of sharing between families.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

**If disagree, explain the reason why:**

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
Continued acceleration of the shelter implementation activities	UNHCR Uganda / Regional Bureau for Africa	2017	In progress	<p>Development of the shelter strategy to have more involvement and participation of refugees and thereby speed up implementation.</p> <p>Shelter strategy developed with standardised refugee participation mechanism that recognises and supports the needs of vulnerable individuals.</p>	<p>Recently developed draft Shelter Strategy</p> <p>MFT Recommendations for 2016 projects</p> <p>UNHCR Kampala based Shelter Strategy for the country wide operations, consultation and recommendations on record from OPM Kampala.</p>

**Recommendation 15:**

**Develop a Shelter Strategy for Uganda.** The strategy development should be based on consultations with refugees from different areas and different age, gender and diversity backgrounds and should identifying different options to deal with local material shortages, refugee participation, shelter-related protection issues and monitoring requirements.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

<b>Actions Planned</b>	<b>Responsible Department / Service / Office</b>	<b>Expected Completion Date</b>	<b>Status (not started, in progress, completed, cancelled)</b>	<b>Actions Taken</b>	<b>Supporting Documents</b>
New Shelter Strategy to incorporate community participation in the setting of criteria for beneficiary selection and construction work	UNHCR Uganda / Regional Bureau for Africa	2016	In progress	Shelter Working Group to work with community services and protection staff at camp level, to consult with refugees from different areas and different age, gender and diversity backgrounds and identify different options to deal with local material shortages, refugee participation, shelter-related protection issues and monitoring	New Uniform Shelter Strategy Developed for Uganda at UNHCR BO Kampala Level.

				requirements.	
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**Recommendation 16 :**

**Develop an action plan for strengthening access to post-primary education** for refugee children and adolescents in line with UNHCR's objective to achieve integration into national services and in light of possible durable solutions. The post-primary education action plan should be linked to the livelihoods and self-reliance programming, including vocational training.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

**Partially Agree**

**If disagree, explain the reason why:**

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
<p>UNHCR to increase the number of post-secondary scholarships</p> <p>Include more partners offering post-secondary scholarships</p> <p>Develop an MOU with the lead secondary school in the district to facilitate reduced tuition for refugees and host community members.</p> <p>Support infrastructural development as a mutual entry point for reduction of tuition fees</p> <p>1) Roll out a secondary school access programme which will identify PPP and cost-sharing approaches to ensure greater access and retention at</p>	<p>UNHCR Uganda / Regional Bureau for Africa</p> <p>UNHCR Uganda / Regional Bureau for Africa</p>	<p>Initiated while others are ongoing repeatedly every year.</p> <p>1) Ongoing</p> <p>2) Ongoing</p> <p>3) Ongoing</p>	<p>In progress but with replication of good practice every year</p> <p>1) In progress - Secondary school access campaign is underway.</p> <p>2) Not started.</p> <p>3) Panyadoli SS already</p>	<p>UNHCR included 100 secondary school scholarships by end of 2015.</p> <p>UNHCR and JRS partners to include another 350 scholarships in 2016. 50 of the scholarships went to the host community.</p> <p>UNHCR constructed classrooms, dormitories and administrative offices in six secondary schools in Adjumani district.</p> <p>1) Plan of action developed; reach out made to possible collaborators such as PEAs.</p> <p>2) Needs and potential</p>	<p>List of students and summary reports</p> <p>Photos on the inaugural ceremonies</p> <p>1) Campaign concept note revised.</p> <p>2) COP notes</p> <p>3) IP work plan.</p> <p>4) DAFI reports.</p> <p>5) Draft concept note</p>

<p>secondary school level.</p> <p>2) At settlement level, explore gradual cost-sharing approach (payment of fees, utilities, teacher salaries) to secondary education to increase enrolment and completion of secondary school.</p> <p>3) Support initiatives like that of Panyadoli SS which runs vocational skills from their secondary school.</p> <p>4) Integrate secondary school access and retention interventions with livelihoods (and tertiary) programmes to leverage support and “community champions”</p> <p>5) An assessment of adolescent development needs to be carried out in partnership with UNICEF.</p>		<p>4) Ongoing</p> <p>5) Assessment to be complete by end 2016.</p>	<p>rolling out vocational skills training. Plans for similar opportunities being identified.</p> <p>4) Ongoing with tertiary (DAFI scholars), but as a strategic approach, not yet started.</p> <p>5) In progress.</p>	<p>opportunities identified at settlement level.</p> <p>3) Identification of other possible locations underway.</p> <p>4) Concept note written.</p>	
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**Recommendation 17:**

**Streamline education data management across** locations and define key education indicators and data collection mechanisms. Set up education data management system and advocate for the integration of education data into district education information management systems.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
1) Education data management training for Uganda colleagues to build capacity in the area of data collection and analysis, and identification of key indicators.  2) Work with district education officers to	UNHCR Uganda / Regional Bureau for Africa	1) Training complete by 1st June. Monitoring and support ongoing  2)Ongoing with	1) Training is in progress. Monitoring supporting ongoing and planned.  2)Started, but more engagement needed at	1) Training being run. Monitoring ongoing and planned.  2) Draft country action plan with district education colleagues for advocacy within district local government and at the	1) Training documents. Work plan of monitoring for coming months  2) Draft country action plan.

<p>ensure greater utilisation and sharing of data. Support DEO to advocate for inclusion of refugees statistics within the Ministry.</p>			<p>district level</p>	<p>Ministry</p> <p>3) One training was conducted by the regional office on E-data management in December 2015</p> <p>4) A second training was organized by UNHCR Uganda in May for a larger team at country level</p> <p>5) Adjumani District Local Government through Education department organized and inspection training for all education actors. Data collection was a key subject</p>	<p>3) Mission report</p> <p>4) Minutes in the Education working group on data management</p> <p>5) Workshop report</p>
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**Recommendation 18:**

**Strengthen coordination on education programming** and put measures in place that ensure that education policies and programmes of the response are agreed among partners and fully in line with national Ugandan policies.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

<b>Actions Planned</b>	<b>Responsible Department / Service / Office</b>	<b>Expected Completion Date</b>	<b>Status (not started, in progress, completed, cancelled)</b>	<b>Actions Taken</b>	<b>Supporting Documents</b>
1) UNHCR in collaboration with the district Education office agreed on leadership and coordination role where the district chairs the meetings in line with ReHoPE	UNHCR Uganda / Regional Bureau for	<b>December 2015</b>  2) By end 2016  3) By mid-August	Completed but a continuous action  2) In progress.  3) In progress – planning level.	The venue, chairing and guidance are currently co-chaired with the district of education office.  UNHCR allocated funding for the district education office to facilitate the	1) Meeting minutes.  2) Adjumani strategy review notes. Ministry's ESSP draft.  3) Working group minutes. Refugee Response Plans.

<p>2) Review of UNHCR Uganda education strategy 2013-2016 in line with Ministry's Education Sector Strategic Plan (ESSP)</p> <p>3) Education in Emergency strategy to be developed (and complement country strategy) to ensure coordinated response to education in emergency needs.</p>	<p>Africa</p>			<p>coordination function.</p> <p>2) Review of strategy begun at settlement level.</p> <p>3) Agreement with Education in Emergency Working Group to develop at strategy.</p>	
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**B. ETHIOPIA**

**Recommendation 1:**

**Conduct a performance review of the current IPs per sector and camp**, in line with the UNHCR policy on Selection and Retention of Partners for Project Partnership Agreement. The Addis Ababa Representation, with support from the Bureau, DPSM and UNHCR Ethiopia technical specialists, should carry-out a review of the comparative advantage and operational capacity of IPs per sector and camp with a view to rationalising presence and reduce the current fragmentation.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
<p>The Call for proposals was launched in November 2015.</p> <p>UNHCR, through the multi-functional teams (MFTs) conducts multi-sectoral review partners and</p>	<p>UNHCR Ethiopia / Regional Bureau for Africa</p>	<p>Completed on 31 December 2015.</p> <p>Mid-year review. End year review, MFTs (partners selection)</p>	<p>Completed</p> <p>Done annually</p>	<p>The exercise was completed for all sectors.</p> <p>Multifunctional team was created to review proposals and draft recommendations to</p>	<p>All proposals received.</p> <p>Multifunctional team discussion minutes in Gambella recommending partners per sector and site.</p>

partnerships in liaison with ARRA.				IPMC in Addis.  17 partners were selected for sectors in six sites.  Completed for 2016.	Annex H for each of the partners.
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**Recommendation 2:**

**Define protection priorities for the ongoing response and align protection and sectorial interventions under an overall protection chapeau.** This includes a mapping of protection coordination requirements at all levels and a review of protection staffing and responsibilities.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

**If disagree, explain the reason why:**

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
<p>Revision of country-wide protection strategy</p> <p>Gambella Protection strategy</p> <p>Sub-sectoral Protection strategy in Child Protection, SGBV, Education, and Livelihoods</p>	<p>UNHCR Ethiopia / Regional Bureau for Africa</p>	<p>Partially completed</p> <p>July 2016 for full completion</p>	<p>In progress</p>	<p>Revision of country-wide protection strategy was initiated in Addis Ababa in July 2015</p> <p>Gambella Protection strategy was drafted and shared at Protection working Group in Dec 2015 (<i>pending, due to ever changing protection situation in Gambella</i>)</p> <p>Sub-Sectoral Protection strategy was updated for Child Protection and Education</p>	<p>Draft of Ethiopia Protection Strategy</p> <p>Draft of Gambella Protection Strategy</p> <p>Revised Child Protection Strategy</p> <p>Revised Education Strategy</p>

**Recommendation 3:**

**Invest in strengthening SGBV service provision and improve data collection and analysis through the roll-out of GBV-IMS** with service providers through partner training, functioning case management, community mechanisms and awareness raising campaigns.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

<b>Actions Planned</b>	<b>Responsible Department / Service / Office</b>	<b>Expected Completion Date</b>	<b>Status (not started, in progress, completed, cancelled)</b>	<b>Actions Taken</b>	<b>Supporting Documents</b>
GBV services strengthened and stabilised in all the six camps in Gambella.  GBVIMS rollout was planned and GBVIMS for May 2016	UNHCR Ethiopia / Regional Bureau for Africa  (UNHCR Gambella - Protection SGBV unit)	Stabilised SGBV services from January 2016, and GBVIMS roll out by May	From January 2016, GBV stabilised services and implementation in progress	GBV strategy and SOPs used for strengthening the GBV services and to stabilise interventions  & rollout of GBVIMS for Protection partners in Gambella who signed GBV Data Sharing Protocol	Gambella GBV Strategy, GBV SOPs, GBV Data Sharing protocol (ToR of the GBV rollout workshop);  Training report for the GBVIMS roll out (when workshop completed)

**Recommendation 4:**

**Advocate strongly for the rapid processing of nationality screening procedures** in order to quickly decongest transit centres. UNHCR must support nationality screening and to the extent possible, harmonize approaches on nationality screening across operations in Ethiopia and establish a monitoring mechanism and procedures in cooperation with appropriate partners for tracking the application of nationality screening.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

<b>Actions Planned</b>	<b>Responsible Department / Service / Office</b>	<b>Expected Completion Date</b>	<b>Status (not started, in progress, completed, cancelled)</b>	<b>Actions Taken</b>	<b>Supporting Documents</b>
Continued advocacy for the implementation of the nationality SOPs at the national level.		End of 2017	In progress	Meetings	Nationality screening form
Establishment of nationality screening committees in Gambella with the participation of ARRA,	UNHCR Ethiopia / Regional Bureau for Africa	Ongoing	Completed	Establishment of screening panels at entry points and camps	

<p>UNHCR and the regional Government, at a minimum, to allow nationality screening based on a structured questionnaire.</p> <p>Regular consultation with South Sudan for the latest COI information to support nationality screening</p>	<p>BO Addis Ababa/SO Gambella</p>	<p>On going</p>	<p>In progress</p>	<p>(when needed)</p>	
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**Recommendation 5:**

**Streamline child protection case management** and facilitate child protection standards and coordination among partners. Simplified procedures, agreed data sharing protocols, child protection programming standards and clear roles and responsibilities among child protection partners should be established through UNHCRs coordination.



**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
<p>Case management</p> <p><b>CP Standards:</b> SOPs and guidelines established since 2012 and subsequently upgraded and reviewed in 2013, 2014 and 2015</p> <p><b>Information Sharing Protocol (ISP):</b> competed in 2015 with further revisions in 2016.</p> <p><b>Coordination:</b> roles and</p>	<p>UNHCR Ethiopia / Regional Bureau for Africa</p> <p>Gambella Sub Office: Protection Department</p>	<p>All items completed at various dates: SOPs finalised in 2016;</p> <p>ISP completed in 2015 with further revisions in 2016</p>	<p>Gambella Child Protection SOPs Completed</p> <p>SOPs on unaccompanied and separated minors completed</p> <p>ISP Completed</p> <p>Coordination structures completed</p> <p>Accountability matrix completed.</p>	<p>Sub Office Gambella took action in collaboration with partners to finalise, establish coordination structures and sign all documents, including taking note of the need for constant reviews.</p>	<p>Gambella Information Sharing Protocol (ISP), signed in August 2015, Reviewed in February 2016.</p> <p>SOP and referral pathway for Child Protection, 2015</p> <p>Protection Working Group meeting minutes</p> <p>Child Protection Working group meetings TORs, 2012,</p>

<p>responsibilities for all participating partners clarified through the accountability matrix for Gambella, PPA documents also map out intervention areas per agency.</p> <p><b>TORs</b> for coordination structures developed and finalised, 2012, 2015,</p> <p>Capacity building plan on child protection (CP) established</p> <p>CP strategy in place, youth strategy finalized</p> <p>Child protection working group meetings held</p> <p>Information working group meetings established to harmonize CPIMS and</p>			<p>ToRs of social workers and case workers harmonized</p> <p>ToRs of Child protection committees developed across agencies and harmonized by the CPWG</p> <p>Capacity building for Gambella operation agreed upon;</p> <p>Youth strategy for Gambella developed</p>		<p>2015.</p> <p>Accountability matrix, 2012</p> <p>ToRs of social workers and case workers</p> <p>ToRs of Child protection committees Gambella</p> <p>CP capacity building plan</p> <p>Youth strategy for Gambella developed</p>
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ProGres data					
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**Recommendation 6:**

**Implement a response wide community mobilisation strategy** that builds on community structures, avoids parallel new structures and is effective in supporting protection (child protection, SGBV) and sectorial programming (health, wash, shelter).

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**Management Response to Recommendation**

Agree  Partially Agree  Disagree

**If disagree, explain the reason why:**

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
<p>Draft leadership guidelines developed</p> <p>Child Protection Committee / SGBV Committee (women's committee) established in camps and clarification was given on their roles</p>	<p>UNHCR Ethiopia / Regional Bureau for Africa</p> <p>ARRA/ UNHCR/ PARTNERS</p>	<p>Leadership guidelines completed and submitted to ARRA for endorsement in November 2015 / still under review by ARRA Addis Ababa</p> <p>SGBV Committee / Child Protection Committee established early 2015 (varied by camp)</p>	<p>Leadership Guidelines are subject to the endorsement of ARRA</p> <p>Establishment of CP and SGBV Committee completed</p>	<p>Draft submitted to ARRA for Review</p> <p>Establishment of GBV and CP committees / Community mobilisation / training</p>	<p>Draft Leadership guidelines</p> <p>Communication Strategy for Peaceful Co-existence</p> <p>ToRs of CP committees</p>
<p>Design joint integrated health, nutrition, and WASH strategy</p>		<p>End of 2016</p>	<p>In progress</p>	<p>Led by UNHCR Addis health, nutrition and WASH teams with inputs from the field teams</p>	<p>Draft Community outreach strategy</p>
<p>Community</p>		<p>This is an ongoing activity with a multi-</p>	<p>In progress</p>		

<p>Mobilisation strategy focused on existing community leadership structures. Their participation is ensured through the RCC, Child Protection Committees, and Women's groups.</p> <p>Clarifications of roles of CP committee members</p>		<p>sectoral approach; for example, health service providers could use the same structures as protection for dissemination of information and the community mobilisation activities</p> <p>ToRs for CP committee drafted</p>	<p>Harmonized CP committees ToRs developed</p>	<p>Draft completed</p> <p>Action is taken to ensure harmonisation of messages and uniformity of approaches.</p> <p>Agreement by the CPWG</p>	<p>ToRs of CP committees</p>
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**Recommendation 7:**

**Establish an accountability mechanism to persons of concern** through the development of systematic feedback and complaints mechanisms across UNHCR and partners, systems for communicating back on feedback received and participation of refugees in planning and monitoring of interventions across sectors.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
<p>Distribution through food biometrics system with a case management desk</p> <p>Food post distribution monitoring and pre and post-test food monitoring/distribution meetings</p> <p>Establish feedback mechanism in all camps</p>	<p>UNHCR Ethiopia / Regional Bureau for Africa</p> <p>Protection sector</p>	<p>March 2016</p> <p>Routine activity</p>	<p>In progress</p> <p>Established</p>	<p>Pilot tests being done in all camps April 2016</p> <p>Jointly done by UNHCR/WFP/ARRA with involvement of the Refugee Central Committee (RCC).</p>	

<p>that are user friendly</p> <p>Reinforcement of Refugee Central Committee (RCC) in camps</p> <p>Establishment of a protection hotline as a direct channel for complaints / feedback</p> <p>Establish feedback and complaints' mechanism in the camp</p>	<p>UNHCR SO Gambella</p> <p>Protection Sector</p>	<p>2016</p> <p>Reinforcement of RCC ongoing</p> <p>Protection Hotline was established in February 2016 and has been operational</p>	<p>In progress</p> <p>In progress</p>	<p>Partners have taken concrete steps to establish feedback mechanisms in the camps and ensure monitoring of the use of the mechanism;</p> <p>Focus group discussions with refugee children conducted by CP partners on feedback on CP programs</p> <p>Regular contact and thematic meetings with RCC, Youth Group, Women's Group</p> <p>Dissemination of protection hotline for refugees</p>	<p>PIE feedback mechanism, Kule camp as a good practice model, 2016.</p> <p>Leadership guidelines</p> <p>Concept note and training for protection hotline</p>
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		2016	In progress	<p>Focus group discussions with refugee children conducted by CP partners on feedback on CP programs</p> <p>Partners have been supported and have undertaken targeted actions for feedback mechanism. Case management desk receives complaints on sexual exploitation and abuse. Monthly GBV safety assessments are used to obtain feedback from refugees</p> <p>Orientation and roll out of the formal Community Based Complaints' Mechanism planned for June 2016</p>	GBV Strategy, GBV SOP
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**Recommendation 8:**

**Improve the infrastructure and services at transit centres at border entry points** (in consultation with the concerned authorities). Considering the frequent overcrowding and extended duration of stay, additional hangars with solid and waterproof flooring should be provided with a minimal level of privacy and dignity in line with recent guidance<sup>1</sup>. Ensure adequate water, safe latrines and food distribution with adequate cooking facilities, utensils and fuel.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

<b>Actions Planned</b>	<b>Responsible Department / Service / Office</b>	<b>Expected Completion Date</b>	<b>Status (not started, in progress, completed, cancelled)</b>	<b>Actions Taken</b>	<b>Supporting Documents</b>
Need to upgrade the hangars to more permanent structures	UNHCR Ethiopia / Regional Bureau for Africa	Depends on availability of funding  Established and completed since 2012 and revived as needed	Not started	In 2015, the hangars were rehabilitated, however, the solid/waterproof flooring is not fixed	DRC and NRC PPA and budgets for 2015

<sup>1</sup> According to the recently released Emergency Handbook, transit centres should “provide a habitable covered living space, a secure and healthy living environment with privacy and dignity to people of concern for a short period (2-5 days) while they wait for new settlements to be constructed or until shelter can be found in other accommodation or host villages”.

<p>Establish protection helpdesks at all transit centres and entry points</p>	<p>Protection sector</p>	<p>at transit centres and entry points.  Child protection staff present at the help desk to provide assistance to children with special needs</p>	<p>Completed</p>	<p>Helpdesk established as required, with clear procedures known to, and shared with, all partners including ARRA.</p>	<p>Protection Helpdesk activities included in relocation lessons learned documents.</p>
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**Recommendation 9:**

**Advocate for, coordinate and provide support to the regional Gambella hospital** to account for the increased demand by the refugee population and the limited existing capacities. An action plan, with attached funds, to address immediate priorities to bring services up to acceptable standards is an essential first step. Longer-term planning and solutions need to be initiated including the Government of Ethiopia and development partners.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
Material support to Gambella Hospital	UNHCR Ethiopia / Regional Bureau for Africa	To be determined later funding is available	Depends on the availability of funding	Not started	UNHCR wanted to procure medical equipment (ultrasound, chemistry machine, etc.) but Gambella Regional Health Bureau refused to accept such in-kind donations.

**Recommendation 10:**

**Facilitate the development of strategic linkages between the national Ministry of Health and ARRA** with the intent to improve the quality of health services for refugees including areas such as accreditation of ARRA health facilities by the MoH. Hand in hand with this, a thorough review UNHCR's funding stream to ARRA for provision of health services should be conducted and the results of this should inform UNHCR's decision making for longer term sustainable support to national health programmes for refugees.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

<b>Actions Planned</b>	<b>Responsible Department / Service / Office</b>	<b>Expected Completion Date</b>	<b>Status (not started, in progress, completed, cancelled)</b>	<b>Actions Taken</b>	<b>Supporting Documents</b>
Facilitate strategic linkages between the MoH and ARRA	UNHCR Ethiopia / Regional Bureau for Africa	2016	Started	Regular meetings between Regional Health Bureau (RHB) in Gambella, ARRA and UNHCR initiated. As a result, refugees are included in the micro plans of RHB for vaccination campaigns,	Training reports

Review of quality of care using Balanced		2016	Started	<p>TB/ HIV treatment. Furthermore, ARRA staff now participate in trainings organised by RHB (including recent trainings on HIV and epidemiological surveillance) to enhance staff capacity and the quality of care for the refugees.</p> <p>Agreement between MoH and ARRA has been reached on secondment of medical staff from MoH to ARRA. Since October 2015, medical staff is seconded by the MoH which contributes to filling vacancies quicker and enhances the quality of care for the refugees;</p> <p>BSC trainings conducted, 3 health</p>	BSC results Pugnido
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Score Card (BSC; UNHCR tool)				facilities in Pugnido assessed; remaining facilities expected to be assessed in the second half of the year;	
Accreditation		2016	Not started	Accreditation has not yet been explored with the MoH and ARRA. Since both are governmental bodies it may not be feasible to achieve this.	

**Recommendation 11:**

**Strengthen hygiene promotion activities, with a particular emphasis on exclusive latrine use and hand-washing at critical times.** Poor results in rolling out household latrines and hand washing facilities point to a need for stronger promotion on these issues in particular. Safe water handling and safe food management are also important. House to house promotion should continue but should be reinforced with community activities (discussions, competitions, drama etc.) and mass media (posters at key locations) to increase awareness and interest.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

<b>Actions Planned</b>	<b>Responsible Department / Service / Office</b>	<b>Expected Completion Date</b>	<b>Status (not started, in progress, completed, cancelled)</b>	<b>Actions Taken</b>	<b>Supporting Documents</b>
Hygiene Promotion Working Group established to strengthen hygiene promotion activities	UNHCR Ethiopia / Regional Bureau for Africa	Action has been initiated in 2015 and will be completed by end 2016	Completed (Hygiene promotion working group established and is active)	Establishment of a Hygiene Promotion working group.	Minutes for hygiene promotion working group bi-weekly meetings.

**Recommendation 12:**

**Undertake a detailed capacity assessment of the RWB for the management of the Tierkidi/Kule water system** and put in place a plan to address capacity gaps. Ensure that a detailed contract is in place detailing how bulk water tariffs will be determined, how often they will be revised and how service provision will be regulated.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
Business Plan development for the water scheme.	UNHCR Ethiopia / Regional Bureau for Africa  UNICEF Ethiopia	2016	In progress	Consultants have been engaged by UNICEF to: 1) Conduct a willingness and ability to pay analysis for the host community component of the scheme in Itang.  2) Develop a tariff scheme for the	Consultant's report.



				refugees' component (to be covered through implementing partners).	
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**Recommendation 13:**

**Speed up the upgrading of refugee shelter conditions, by putting in place milestones for the development of semi-permanent tukuls or suitable upgrade shelters, as well as actions to be taken if milestones are not met, especially in Kule and Tierkidi.** Permanent shelter construction should be accelerated reviewing the selection and number of implementing partners engaged and/or by undertaking a DPSM mission to evaluate the need for an upgraded emergency shelter option including its design, if relevant. Monitoring should be improved with progress delays and quality issue triggering specific course correction measures.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

**If disagree, explain the reason why:**

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
Continued acceleration of the shelter implementation activities	UNHCR Ethiopia / Regional Bureau for Africa	2018	In progress	Revision of the shelter strategy to have more involvement of refugee and thereby speed up implementation;  Partner selection done to have one shelter partner per camp under UNHCR's funding	Revised Shelter Strategy  MFT recommendations for 2016 projects
Ongoing Implementation of revised shelter strategy	UNHCR Ethiopia / Regional Bureau for Africa	2016	In progress	Shelter strategy revised with standardised refugee participation that recognises and supports the needs of vulnerable individuals.	Revised Shelter strategy  PPAs and budgets that reflect the revised strategy, which classify beneficiaries into able bodied and vulnerable for better assistance and participation

**Recommendation 14:**

**Standardise shelter support, including refugee participation, and ensure that protection principles are fully incorporated.** Refugee participation should be standardised, and should be designed such that it does not impact negatively on their safety or essential family and childcare of female-headed households. Resources should be invested, where necessary, in organizing and support refugee participation mechanisms. This might include, for example, community and/or block meetings to organize sharing of tasks between neighbouring households according to ability.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
New Shelter Strategy to incorporate community participation in the setting of criteria for beneficiary selection and the construction work	UNHCR Ethiopia / Regional Bureau for Africa	Dec 2016	In progress	Shelter Working Group work with community services and protection staff in the camps to ensure community participation in shelter construction  Protection WG shared new shelter strategy to ensure involvement of	Shelter strategy for 2016

				protection partners	
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**Recommendation 15:**

**Ensure that there is high quality supervision and coordination in the shelter sector with the necessary continuity** ideally at the Addis and the Gambella levels in view of the high budget and expenditures in the sector and the impact on the well-being of refugees. Co-ordination by a partner, in concurrence with the relevant technical unit at HQ and in consultation with agencies active in the response, could also be envisaged.<sup>2</sup>

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

**If disagree, explain the reason why:**

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<sup>2</sup> As per guidance contained in the recently issued UNHCR Emergency Handbook, in line with the Refugee Coordination Model.

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
To enhance the level of coordination at central level and harmonize approaches county-wide	UNHCR Ethiopia / Regional Bureau for Africa	December 2016	In progress	Sectorial coordination meetings regularly held;	Shelter strategy for 2016

**Recommendation 16:**

Explore opportunities for strategically steering UNHCR's education programming towards integrating refugee children into national education systems as UNHCR's strategic and long-term direction for refugee education that will give refugee children a longer term perspective.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
Strengthening integration of refugee education in the national system	UNHCR Ethiopia / Regional Bureau for Africa	Dec 2016	In progress	Tools developed, data collection ongoing in the camps	Education work plan and M&E framework 2015 - 2018

**Recommendation 17:**

**Utilize UNHCR's existing education strategy in Ethiopia to its full potential so that it can** be applicable in emergency situations as early as possible by further expanding education opportunities beyond the first four years in primary and facilitating partner support and buy in into this strategy. Develop action points on how to gradually expand access beyond the first four years of primary education and expand learning to capture more youth and adolescents.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
<p>Improve preparedness and response capacity</p> <p>Children aged 7–14 years have access to education</p> <p>Expand access to secondary education for refugee children and young people</p>	<p>UNHCR Ethiopia / Regional Bureau for Africa</p>	<p>Dec 2018</p>	<p>In progress</p>	<p>Weekly inter agency meetings held;</p> <p>Rapid mapping exercise and gap-analysis of education stakeholders;</p> <p>Infrastructure development;</p> <p>Employ qualified teachers;</p> <p>Integrate refugees with host communities;</p>	<p>National Education Strategy 2015 – 2018</p> <p>Education Work plan and Monitoring and Evaluation Framework</p>

				Provision of educational facilities	
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**Recommendation 18:**

**Strengthen education programming as part of UNHCR’s comprehensive protection strategy and delivery to increase an integrated programming response, further building longer term education capacities within the UNHCR office in Gambella.**

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

**If disagree, explain the reason why:**



Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
<p>Conduct yearly situation analysis on minimum safe learning environments</p> <p>Improve the physical safety conditions of school facilities in line with minimum safety standards</p> <p>Increase the supportive role of female teachers</p> <p>Prevention of Sexual Exploitation and Abuse (PSEA) and promotion of child protection in schools</p>	<p>UNHCR Ethiopia / Regional Bureau for Africa</p> <p>Gambella Sub office</p>		<p>In progress</p>	<p>Participated in the Child Protection mainstreaming workshop</p> <p>Joint needs assessment done July 2015</p> <p>Teacher trainings</p>	<p>Joint needs assessment report July 2015</p> <p>Teacher training reports</p> <p>Teacher training TOR</p>

### C. SYSTEMIC

#### **Recommendation 1:**

**In an L3 emergency, consider appointing a dedicated Regional Refugee Coordinator to be co-located in the region with peers from other UN agencies,** instead of the current practice of “dual hatting” HQs-based Deputy Directors and Regional Refugee Coordinators. While in the South Sudan emergency the dual hatting did not constitute a serious obstacle to coordination, opportunities for greater and more consistent partnerships may have been missed owing to the fact that the RRC was not based in Nairobi.

#### **Management Response to Recommendation**

Agree  Partially Agree  Disagree

#### **If disagree, explain the reason why:**

In late 2015, ODMS undertook an analysis of the Regional Refugee Coordinator (RRC) role and function, completing comprehensive draft Operational Guidelines by February 2016. In drafting, ODMS consulted with a range of entities in UNHCR, including Divisions, Regional Bureaux, and current or past RRCs. In this draft document:

ODMS concluded that there is a general advantage to locating the RRC function in, or, as close as possible to the affected region, and resourcing the RRC function with a RRC support team.

Regarding dedicated vs dual-hatting for the individual in the RRC role, ODMS concluded that the context-specificities of the RRC role resisted a clear conclusion regarding a single type of preferred candidate for the role of RRC. Instead, ODMS presented a range of comparative advantages and disadvantages among the types of set-up for exercising the RRC function, including dedicated standalone individual or as dual-hatted role. Regarding the dual-hatted role, ODMS concluded that individuals already engaged in a relevant line function bring benefits to the RRC role. ODMS further disaggregated advantages and disadvantages between specific shared roles, including the RRC dual-hatting as also a Bureau Director, a Bureau Deputy Director or as a Regional Representative.

As the RRC function could be anchored in the larger concept of the Refugee Coordination Model (RCM), ODMS transmitted the draft guidance document in March 2016 to the RCM Task Force, by document form and by a presentation/discussion with the Task Force, chaired by the Inter-Agency Coordination

Service, for their review, finalisation and release, if appropriate.

<b>Actions Planned</b>	<b>Responsible Department / Service / Office</b>	<b>Expected Completion Date</b>	<b>Status (not started, in progress, completed, cancelled)</b>	<b>Actions Taken</b>	<b>Supporting Documents</b>
Draft guidance prepared regarding analysis and conclusions regarding the role of the RRC and its functions	DHC / ODMS	ODMS actions completed	ODMS actions completed	Draft guidance prepared regarding analysis and conclusions on the role of the RRC and functions	The draft guidance document regarding RRC appointments and functions (ODMS version or any later update) may be obtained from Inter-Agency Coordination Service

**Recommendation 2:**

**Explore how to further simplify Budget Committee submissions and processes** in line with a recently instituted Working Group. While in the case of this emergency the decision-making process by the Budget Committee for OL increases (increase in authorized budgets) was relatively quick, all the involved actors complained that the process remains cumbersome and time-consuming. The Working Group could also try to tackle the issue of earmarked funds arriving late in the year for construction or services that cannot be implemented before the closure of the financial year with a view to having a more predictable and timely (i.e. before the end of the year) decision on an extension of the implementation period.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
Regarding the Budget Committee submission processes, PBS has drafted a new BC submission template which aims to:	DHC / DFAM	Third quarter, 2016	In progress		New BC submission template

<ul style="list-style-type: none"> <li>• Improve the quality and completeness of the submissions without making it too cumbersome for the requester;</li> <li>• Allow AHC-O and BC members to make a more informed decision on resource allocation by showing a comprehensive view of the proposed revised budget/s, more details on costs calculation and information on expenditure.</li> </ul> <p>This is currently being shared for feedback and will then be incorporated into the work of the RAF working group.</p>					
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**Recommendation 3:**

**Embed the centrality of protection further in UNHCR's emergency response and ensure that UNHCRs mandate is adequately reflected in staffing, resources and assistance programmes.** Guidance on the centrality of protection needs to part of the emergency response package and protection mainstreaming guidelines need to be developed and put in place for large-scale emergencies and applied across sectors.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

<b>Actions Planned</b>	<b>Responsible Department / Service / Office</b>	<b>Expected Completion Date</b>	<b>Status (not started, in progress, completed, cancelled)</b>	<b>Actions Taken</b>	<b>Supporting Documents</b>
DESS will take (or has already taken) the following-up action in 2016:  - Development of a guidance note on protection and accountability to affected populations, developed by DESS in	DESS		Completed		

<p>partnership with DIP and other agencies under the umbrella of the IASC Emergency Directors Group (published in April 2016).</p> <p>- Review, update, and test the protection module of the Workshop on Emergency Management (WEM) to incorporate lessons learned in 2015 (completed in March 2016)</p> <p>- Work with DIP to review recurrent lessons relating to protection delivery in emergencies in 2015, and agree key actions.</p> <p>- Work with DIP to ensure that pending</p>			<p>Completed</p> <p>To be initiated</p>		
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**Management Response to Recommendation**

Agree  Partially Agree  Disagree

**If disagree, explain the reason why:** The issue of the different prevalence measured when using weight for height (WFH) and oedema (the standard for reporting Global Acute Malnutrition (GAM)) and using Mid-Upper Arm Circumference (MUAC), especially in long-legged pastoral populations has been discussed for many years. The discussion goes beyond the nutritional status of refugees and as such can only be really examined in detail with a wider range of partners including the participation of academia.

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
<p>UNHCR has been engaging in projects to examine the data in more detail through the collection and provision of data from nutrition surveys and also were instrumental in the organization</p>	<p>DPSM</p>	<p>Completed</p>	<p>Completed</p>	<p>In UNHCR operations for the most part, MUAC is used for community screening, where admissions to nutrition centres can be done with either MUAC or WFH or both, however some operations especially in major emergencies do move to MUAC only programming. Nutrition surveys will include the measurement of weight and height (to calculate) WFH and MUAC but the GAM prevalence reported is always WFH and oedema.</p> <p>The community based management of malnutrition (CMAM) projects in UNHCR operations follow the</p>	<p>ENN MUAC WHZ meeting December 2012  <a href="http://files.ennonline.net/attachments/1398/muac-wfh-reportweb.pdf">http://files.ennonline.net/attachments/1398/muac-wfh-reportweb.pdf</a></p> <p>ECHO SAM Round table November 2015  <a href="http://files.ennonline.net/attachments/2436/ECHO-SAM-Technical-Roundtable2015.pdf">http://files.ennonline.net/attachments/2436/ECHO-SAM-Technical-Roundtable2015.pdf</a></p>

<p>of a two-day expert meeting on the subject in December 2012 on the same matter (UNHCR provided technical inputs as well as co-funded the consultation).</p> <p>UNHCR are also keeping abreast of various research projects looking into alternatives to the measurement of malnutrition (technical roundtable organized by ECHO in November 2015).</p>				<p>recommendations of the technical consultations except in exceptional circumstances where national protocols may go against these.</p>	
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**Recommendation 5:**

**Develop a latrine strategy for environments with high water tables and rocky soils**, which are commonly encountered in refugee settlements. The strategy should include guidance on how to manage the increased cost of latrines in these difficult environments and whether it is acceptable to allow a higher persons-per-latrines ratio. Standard designs and bills of quantity should be developed to facilitate rapid budgeting and decision-making during emergencies.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
Waste To Value Sanitation Solutions Project, funded by Gates Foundation	DPSM	Nov 2017	Started Sept 2015, and implementation now in progress	Waste to Value Sanitation Solutions Project commenced whereby a number of sanitation options for environments with high water tables and rocky soils are being pre-tested to enable development of standard designs and bills of quantity. The	Gates Fund Project documents  Design Document

				programme is being implemented in Ethiopia and Kenya. The results will be included in the UNHCR WASH manual.	
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**Recommendation 6:**

**Put in place organizational standards, mechanisms and procedures on education programming in emergencies** to ensure that education is an essential and timely intervention with adequate staffing and resourcing. UNHCR to develop staffing benchmarks for education that inter alia take into account the number of children for which education programming is required.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

**If disagree, explain the reason why:**

**DESS comments:** Partially agrees to this recommendation. This work will be undertaken by DIP. DESS will support by ensuring that guidance prepared by DIP is incorporated in the Emergency Handbook and that ES standby staff promote early establishment of education programmes during field deployments.

**DIP comments:** Agrees to this recommendation.

Actions Planned		Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
<p><b><u>DESS comments:</u></b>  DESS has established a Refugee Emergency Response Agreement with NRC to be able to offer education in emergencies should an operation identify education gaps and opt to trigger such an arrangement.</p> <p><b><u>DIP comments</u></b></p> <p>1. The Education Sector will revise the 2012-2016 Education Strategy</p>	<p><b>Responsible Department / Service / Office</b></p> <p>DESS/ DIP</p>	<p>1. December 2016, contingent on</p>	<p>1. In progress</p> <p>2. Not started</p>	<p>1. The Education Sector completed an Education in</p>	<p>1. UNHCR digital Handbook entry 166 - Education Emergency</p>

<p>as part of a comprehensive Protection and Solutions Strategy that will be launched in 2016/2017. The revision will take into account challenges related to appropriate emergency phase education programmes and preparedness assessments, planning and coordination and make reference to existing support documents and mechanisms. The revised Education in Emergencies segment of the Strategy will take into account</p>		<p>delivery of the 3 strategy evaluations currently underway and associated directives from Protection/Solutions</p> <p>2. December 2016</p> <p>3. December 2016</p> <p>4. September 2016</p> <p>5. In its APR conclusions in 2016, the Troika requested Divisions to revise their staffing benchmarks. DIP is in the process of reviewing and revising staffing benchmarks for protection, including education. This work is ongoing in 2016.</p>	<p>(materials for adaptation already developed)</p> <p>3. Not started (materials for adaptation already developed)</p> <p>4. In progress</p>	<p>Emergencies checklist appropriate for experts and non-experts for the <i>Protection in Emergencies Toolkit</i> in 2013 and revised guidance for Education in Emergencies for the <i>UNHCR Digital Handbook</i> in December 2014. The handbook includes a section on key decision points, the first of which addresses coordination.</p> <p>2. UNHCR has developed stand-by partner agreements for emergency education deployments with NRC and Save the Children; dedicated funding for NRC deployments should help to regularize the availability of deployees .</p> <p>3 In collaboration with UNICEF HQ, UNHCR Education HQ developed a global LOU with prescriptive roles and responsibilities - guidelines for joint emergency responses in</p>	<p>Standard (<a href="https://emergency.unhcr.org/entry/53853/emergency-education-standard">https://emergency.unhcr.org/entry/53853/emergency-education-standard</a>) and Education in Emergency Key decisions (<a href="https://emergency.unhcr.org/entry/53602/education-in-emergencies">https://emergency.unhcr.org/entry/53602/education-in-emergencies</a>)</p> <p>2. Protection in Emergencies Toolbox: Education checklist</p> <p>3. WEM Education in Refugee Emergencies PowerPoint presentation</p> <p>4. GLC Education in Emergencies Training (p. 64 of the GLC catalogue)</p> <p>5. UNICEF - UNHCR cooperation in refugee operations / LoU Action Plan / Guidance for Technical Areas / Education</p> <p>6. Education Brief 1: Education and Protection</p>
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<p>significant changes in humanitarian funding mechanisms and provide prescriptive programme indicators to guide UNHCR, partner and sister agency planning.</p> <p>2. The Education Sector will adapt the guidance provided for the Digital Handbook for an Education and the WEM and GLC training presentation materials in an Education in Refugee Emergencies Brief, conduct a webinar to promote</p>				<p>refugee emergency contexts (2014).</p> <p>4. The Education Sector provided presentation material for a WEM training segment on Education in Emergencies in June 2015.</p> <p>5. The Education sector has produced documentation that complements the 2012-2016 Education Strategy, as well as webinars to promote dissemination of the documentation. Much of the guidance produced since the 2012-2016 strategy specifically addresses operational planning and processes that should be prioritized from emergency phases of operations forward. Education Briefs are all available on the current (May 2016) UNHCR Education website. A new website with all available resources, including links to</p>	<p>7. Education Brief 2: Out-of-School Children in Refugee Settings</p> <p>8. Education Brief 3: Curriculum Choices in Refugee Settings</p> <p>9. Education Brief 4: Mainstreaming Refugees in National Education Systems</p> <p>10. Education Brief 5: Refugee Teacher Management</p> <p>11. Education Brief 6: Secondary Education for Refugee Adolescents</p> <p>12. Education Brief 7: SDG4</p> <p>13. Momentum for Education in Emergencies and Protracted Crises: Linking global education efforts with national processes. Information for UNHCR Colleagues working in Education</p>
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<p>dissemination of the Brief, and archive the webinar and Brief on new website.</p> <p>3. The Education Sector will adapt UNHCR-UNICEF LOU Action Plan into an Education Guidance Brief, including recommendations for education coordination in line with the UNHCR Coordination Model, conduct a webinar to promote dissemination of the Brief, and archive the webinar and Brief on new website.</p>				<p>documents, policies, webinars and presentations will be launched by September 2016.</p> <p>6. The Education Sector has conducted one Education in emergencies workshop and two regional Education and Protection Workshops (West /Central Africa &amp; East &amp; the Horn of Africa)</p>	<p>14. Sustainable Development Goal 4 Quick Guide - References to Refugees and Education in Crisis in SDG 4 Policy Documents</p>
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4. The Education Sector will make all materials relevant to Education in Emergencies and protracted contexts available on the new UNHCR Education website. Request Broadcast dissemination of new site and site parameters.

5. In its Annual Programme Review conclusions in 2016, the Troika requested Divisions to revise their staffing benchmarks. DIP is in the process of reviewing and revising staffing benchmarks for protection,

including education. This work is ongoing in 2016.					
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**Recommendation 7:**

After the first phase of the emergency (3-6 months) **ensure that there is high quality supervision with the necessary technical and coordination skills and continuity (at least one year) for “technical” sectors, particularly if they have high budgets.** Co-coordination by an experienced partner, in concurrence with the relevant technical unit at HQ and in consultation with agencies active in the response, should also be institutionalised, in light of recent guidance.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

**If disagree, explain the reason why:**

**DESS comments:** DESS does not have responsibility for surge staffing beyond the initial emergency phase, but will take note of and advocate for implementation of this recommendation through the Human Resources cells established for each emergency operation.

**DPSM comments:** Agrees to this recommendation.

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
<p>Finalization of Operational guidelines on UNHCR technical specialist to be finalized in 2016.</p> <p>Monitoring the process during the Annual Programme Review.</p>	DESS/DPSM	2016	Completed	<p>Finalization of operational guidelines.</p> <p>Technical staffing review conducted during APR process for 2017 and discussed with the bureau.</p> <p>Attendance of human resource task forces in emergencies.</p>	<ol style="list-style-type: none"> <li>1. UNHCR/OG/2016/1 operational guidelines on UNHCR technical specialists for PH, Nutrition and WASH and Shelter and Settlement</li> <li>2. UNHCR/HCP/2015/1 Policy on emergency response activation, leadership and accountability.</li> <li>3. Refugee coordination model</li> </ol>

**Recommendation 8:**

**Carry-out an assessment on the utilization of the Affiliate Workforce** including contractual arrangements with a view to understanding the drivers leading to excessive turn-over which hampers the necessary continuity to ensure quality coordination and leadership particularly in the technical sectors.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

Actions Planned	Responsible Department / Service / Office  DHRM	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
				DHRM has commissioned an "Analysis of Flexible Workforce Arrangements in UNHCR" which was undertaken by an independent consultant. Although the report, which is now finalised, is broader in scope than this recommendation, it covers also the issue at stake and	

				therefore DHRM considers this recommendation as implemented.	
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**Recommendation 9:**

**Ensure that updated Contingency Plans are in place with a realistic assessment of sites of an adequate size to receive the forecasted refugee influx.** Prior to the crisis when drafting Contingency Plans site pre-identification should be carried out in cooperation with governmental authorities.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

**If disagree, explain the reason why:**

<b>Actions Planned</b>	<b>Responsible Department / Service / Office</b>	<b>Expected Completion Date</b>	<b>Status (not started, in progress, completed, cancelled)</b>	<b>Actions Taken</b>	<b>Supporting Documents</b>
<p>Representatives are responsible for ensuring that preparedness actions (including contingency planning where necessary) are undertaken with the support of the Bureau (see the Annex 1 Part 1 of the Policy on Emergency Response Activation, Leadership and Accountabilities (UNHCR/HCP/2015/1). DESS monitors and supports preparedness activities, inter alia through the High Alert List on Emergency Preparedness and associated support / training missions, and is currently developing a Global Preparedness</p>	<p>DESS/Representatives</p>		<p>Ongoing</p>		

Strategy (this is being undertaken by the Emergency Preparedness Unit).					
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