

| UNHCR Evaluation Management Response | | | |
|---|--|--|---|
| Evaluation title: | Evaluation of UNHCR's Response to Multiple Emergencies in the Central Sahel Region: Burkina Faso, Niger, Mali | | |
| UNHCR evaluation reference: | EvO 2022/11 | | |
| Entity that commissioned the evaluation: | Evaluation Office | | |
| Due date of Management Response: | 25 January 2023 | | |
| Coordinator of Management Response: | Rose Delima Duterte | Senior Operations Coordinator | Regional Bureau for West and Central Africa |
| Management Response approved by (<i>senior manager in commissioning office</i>): | Raouf Mazou | Assistant High Commissioner for Operations | Geneva, Headquarters |
| Date: | 17 July 2023 | | |

| | |
|--|---|
| General comments on the evaluation: | <p>UNHCR welcomes the evaluation recommendations for UNHCR's response to multiple emergencies in the Central Sahel Region: Burkina Faso, Niger, and Mali. UNHCR will continue to pursue its efforts to achieve the expected impact of the evaluation recommendations that depend also on the engagement and collaboration of other actors. It is noted that of the 5 recommendations, as summarized below:</p> <ol style="list-style-type: none"> 1. Application of multi-year regional strategy. 2. Need for robust regional fundraising and advocacy plan. 3. Application of systems and tools to facilitate implementation of the emergency and IDP policies. 4. Enhancement of engagement with partners, counterparts and POCs towards durable solutions. 5. Strengthening information systems, monitoring and evaluation, and knowledge management. <p>UNHCR senior management agrees with the first four and partially agrees with number 5, which is indicative of the alignment between the evaluation recommendations and the strategic directions for the Sahel region.</p> <p>Concerning recommendation 5, Strengthening information systems, monitoring and evaluation, and knowledge management, senior management partially agrees as alternative measures exist that meet the objectives of this particular recommendation, as elaborated here below:</p> |
|--|---|

| | |
|--|---|
| | <ul style="list-style-type: none"> · In the 2023 Emergency Policy, CORE is the information and reporting tool adopted to monitor population flows. Actions to sensitize Bureau and country operations will be undertaken, including with RB DIMA and External Relations colleagues. · Early warning, forecasting and risk analysis is undertaken as per Emergency Preparedness Guidance and Enterprise Risk Management. · The Refugee Coordination Model incorporates external relations reporting guidance, in line with appeals and regular reporting on needs, requirements and achievements. |
|--|---|

| | |
|--------------------------|---|
| RECOMMENDATION 1: | <p>The three Sahel operations must be guided by a multi-year regional strategy considering the scale and trend of the crisis and coordinated by the Bureau (RB), with clear oversight and accountability.</p> <ol style="list-style-type: none"> i. Country plans need to be reviewed and set clear and attainable objectives aligned with the regional strategy, providing measurable commitments to implementing the IDP policy and enabling durable solutions across the triple nexus). ii. Country Offices need to clearly articulate how political, structural, and cultural barriers in each country can impact operations and develop mitigation measures accordingly. iii. At the regional level, The RB should improve and institutionalize internal reporting from Country Offices and evaluation of performance against regional objectives. This should serve to facilitate oversight and accountability and facilitate regional coordination. iv. As part of the regional strategy, well-functioning information flows and monitoring systems must be coupled with effective coordination, referral, and response mechanisms to ensure protection is afforded to populations of concern. Further investment in resources and capacity building as it relates to responding to protection cases is still needed. COs need to plan for and clearly document how engagement with POCs is leveraged to ensure appropriateness of UNHCR-supported goods and services. |
|--------------------------|---|

| | |
|-----------------------------|--|
| Management response: | X Agree Partially agree Disagree |
|-----------------------------|--|

| | |
|--|---|
| Reasons (if partially agree or disagree): | <i>[add only if partially agree or disagree was selected]</i> |
|--|---|

| | |
|--------------------------------------|--|
| Unit or function responsible: | <i>Regional Bureau, Country Operations in Mali, Burkina Faso and Niger</i> |
|--------------------------------------|--|

| | | | | | |
|---------------------------------|----------------|-----------------|---------------------------------|-----------------|-----------------|
| Top-line planned actions | By whom | Comments | Expected completion date | Progress | |
| | | | | Status | Comments |

| | | | | | | |
|---|---|-----------------------------------|---|--------------|-----------|---|
| 1 | Update Central Sahel Strategy and ensure its implementation. | RB | Set clearer, straightforward orientations on the way forward. | October 2022 | Finalized | Central Sahel strategy updated with clear orientations for 2022-2023, The main orientations are already imbedded into the existing Country Offices multiyear strategies. |
| 2 | Develop the triple nexus roadmap as one of the annexes to the United Nations Interim Development Plan (UNIDAP). | Burkina Faso CO | The United Nations Interim Development Plan (UNIDAP) is being finalized and one of its annexes focuses on durable solutions across the triple nexus. Moreover, Burkina Faso just finalized recently, a joint National Strategy for Recovery for IDPs and Host Communities which includes HDP nexus interventions. | June 2023 | Ongoing | UNHCR Burkina Faso is the co-chair of the UN Program Management Team (UN/PMT) of the UNCT and as such, is very well engaged in the development process of the roadmap on the operationalization of the triple nexus annex. Upon its completion, the UNIDAP including its annexes will be adopted by all stakeholders and implemented. |
| 3 | Update of country risk registers. | Burkina Faso, Mali and Niger COs. | Country Operations periodically update their risk registers to reflect barriers that may jeopardize the implementation of their programmes and the corresponding mitigation measures. | June 2023 | Ongoing | In addition to the country risk register update, a regional workshop on risk management and risk mitigation dedicated to the 3 Central Sahel countries were recently organized. |
| 4 | Conduct a situational risk assessment workshop. | RB | The objective of this risk assessment was to support operations with similarities in risk picture and responding to the Sahel situation in undertaking a joint assessment of risks and areas of uncertainty which could affect negatively or positively the achievement of protection | August 2023 | Ongoing | Workshop was conducted, report is being finalized and follow up actions. |

| | | | | | | |
|--|---|---|--|-----------------|---|--|
| | | | solutions as outlined in the Sahel strategy. | | | |
| RECOMMENDATION 2: | <p>The Sahel operations must be supported by a robust regional fundraising and advocacy plan before, during and after emergency declarations to sustain activities.</p> <ul style="list-style-type: none"> i. Country Offices need to pro-actively adjust priorities based on forecasted growth of needs by POCs and considering resources availability. ii. The RB must increase advocacy with donors to promote operational and financial flexibility during emergency declarations. iii. In the context of protracted crises, HQ must allocate resources to strengthen the financial and operational transition from emergency declaration period to post-declaration operations. | | | | | |
| Management response: | X Agree Partially agree Disagree | | | | | |
| Reasons (if partially agree or disagree): | <i>[add only if partially agree or disagree was selected]</i> | | | | | |
| Unit or function responsible: | <i>Regional Bureau, Country Operations in Mali, Burkina Faso and Niger, Division of Strategic Planning and Results (DSPR)</i> | | | | | |
| Top-line planned actions | By whom | Comments | Expected completion date | Progress | | |
| | | | | Status | Comments | |
| 1 | Resource mobilization strategy | RB External Engagement Section Country Operations - Develop a multi-year regional resource mobilization strategy. - Support Central Sahel operations to develop country resource mobilization strategies. | September 2023 | Ongoing | - Regional resource mobilization strategy finalized in October 2022 with the objectives to increase funding levels, expand donor base and increase flexibility of funding. Increased funding flexibility, which will allow to support solutions while at the same time being able to quickly allocate funding towards new emergencies, will be pursued through thematic and situational fundraising and advocacy for higher level of earmarking. The strategy also envisages appeals for new emergencies to be able to mobilize urgent funding needs. | |

| | | | | | | |
|---|---|--------------------------------|--|----------------|---------|--|
| | | | | | | - Development of operations' resource mobilization strategies and plans ongoing, in line with regional objectives. |
| 2 | Resource mobilization training | RB External Engagement Section | - Resource mobilization training of operations' donor relations focal points. | September 2023 | Ongoing | - Training of resource mobilization focal points completed in January 2023. - Specific resource mobilization session for Central Sahel operations by September 2023. |
| 3 | External communication on the Sahel situation | RB External Engagement Section | - Regular external reporting on the Sahel situation for donors and partners. - Multi-media communication to maintain visibility on the situation. | September 2023 | Ongoing | - The regional communications strategy for 2022-2024 and the annual regional action plan for 2023 have been designed, aimed at enhancing our advocacy in The Sahel with strong protection underpinning and in support of our mobilization efforts. - A regional training was successfully conducted with all operations in The Sahel represented, focusing on media engagement, digital advocacy, and storytelling. - Collaboration with global teams has increased, effectively positioning The Sahel among global priorities. - There has been a notable increase in the production of multimedia content regarding The Sahel, and these have been globally disseminated. - Content collection missions have been planned for Mali, Niger, and Burkina Faso, and are set to be carried out as scheduled. |

| | | | | | | |
|--|--|-----------------|---------------------------------|-----------------|-----------------|--|
| | | | | | | <ul style="list-style-type: none"> - Both internal and external reporting has been streamlined and made more efficient, ensuring clear and timely communication of key developments and information. - These enhancements have contributed to the improvement of coordination, decision-making processes, and the overall efficacy of our efforts in The Sahel region. |
| RECOMMENDATION 3: | <p>The Sahel operations must be supported by systems and tools that facilitate and promote the roll-out, adoption, and implementation of the emergency and IDP policies.</p> <ul style="list-style-type: none"> i. The RB, with support from the Division of Emergency, Security and Supply (DESS), must operationalize the policies to guide Country Office leadership on how to deliver on core commitments and goals. ii. For this the RB should develop short knowledge acquisition and exchange opportunities, including case-based examples of good practices, and potential mentorship opportunities. iii. The RB must further develop mechanisms to track Country Offices progress toward commitments and goals outlined in the policies to serve the dual purpose of learning and accountability (see also recommendation 1.c). iv. In the context of emergency declarations, HQ and RB should design a more adaptive support mechanisms tailored to Country Office capacities, experience, and other contextual factors. | | | | | |
| Management response: | X Agree Partially agree Disagree | | | | | |
| Reasons (if partially agree or disagree): | <i>[add only if partially agree or disagree was selected]</i> | | | | | |
| Unit or function responsible: | <i>Regional Bureau, Division of Emergency, Security and Supply (DESS)</i> | | | | | |
| Top-line planned actions | By whom | Comments | Expected completion date | Progress | | |
| | | | | Status | Comments | |

| | | | | | | |
|--------------------------|---|--|---|------------------|---------|--|
| 1 | Increase awareness of the new policy on Emergency Preparedness and Response and its associated Emergency Preparedness guidance among operations | Snr Emergency Officer RB and DESS | <ul style="list-style-type: none"> - Disseminate and explain the policy and the guidance. - Organize an emergency training workshop with the participation of countries from West and Central Africa. - Organize a Situational Emergency Training (SET) for Central Sahel Countries. | September 2023 | Ongoing | <p>Workshop organized in collaboration with DESS and the RBWCA in March 2023.</p> <p>A SET is planned for July 2023 in Bamako, Mali with participants from Burkina Faso and Niger.</p> |
| 2 | Co-lead the regional protection working group | Snr Protection Coordinator | To maintain a regional forum between UNHCR and partners to encourage knowledge acquisition and exchange opportunities across the region with a focus on emergencies. Led by UNHCR and co-led by DRC. | On monthly basis | Ongoing | Monthly reports shared with countries under the RB responsibility. |
| 3 | Strengthen the roll out of P21 | Snr Protection Coordinator | <ul style="list-style-type: none"> - Expand and strengthen the partners involved in the data collection and analysis. - Increase the geographical coverage. | December 2023 | Ongoing | 33 partners joined P21 allowing for common data analysis and advocacy. |
| RECOMMENDATION 4: | | <p>The Sahel operations must improve engagement with partners, counterparts and POCs towards durable solutions.</p> <p>i. In the context of rapidly changing nature of displacement, the RB, with support from HQ, must allocate more resources to strengthening the coordination capacities of Country Offices.</p> | | | | |

| | <ul style="list-style-type: none"> ii. Country Offices, with support from RB, must develop plans for communication and engagement with POCs that consider community tensions, misinformation, and rapidly changing availability of resources for operations. iii. Country Offices must allocate resources to assess and strengthen the expertise of implementing partners and counterparts in areas aligned with UNHCR's core commitments and goals, notably protection. | | | | | |
|--|--|----------------------------------|--|-------------|-----------|---|
| Management response: | X Agree Partially agree Disagree | | | | | |
| Reasons (if partially agree or disagree): | <i>[add only if partially agree or disagree was selected]</i> | | | | | |
| Unit or function responsible: | <i>Regional Bureau, Country Offices in Mali, Burkina Faso and Niger, Division of Resilience and Solutions</i> | | | | | |
| Top-line planned actions | By whom | Comments | Expected completion date | Progress | | |
| | | | | Status | Comments | |
| 1 | Develop plans for communication and engagement with communities | Burkina Faso, Niger and Mali COs | | August 2023 | Ongoing | Diversification of communication channels and tools with forcibly displaced clearly reflected in Burkina Faso's 2023 community-based protection strategy. |
| 2 | Assess partners' capacities/expertise to implement UNHCR's programme and develop capacity enhancement plan | Burkina Faso, Niger and Mali COs | Capacity enhancement plans developed per country operation. | August 2023 | Ongoing | Burkina Faso is about to sign a small-scale agreement with a Consortium of NGOs to evaluate UNHCR-funded partners' capacity in terms of the fields of implementation of the operation's roadmap on Area-based-approach with the localization and three-cluster as levers. |
| 3 | Evaluate the protection cluster in Burkina Faso. | RB Snr Protection Coordinator | Evaluation to be carried out jointly by the Global Protection Cluster and the Regional Protection Working Group. | March 2023 | Finalized | Report finalized with clear action points to be implemented throughout 2023. |

| | | | | | | |
|--|---|--|--|-----------|-----------------|--|
| 4 | Organize deep dive sessions on the Sahel with the WB, AFD and JICA. | RB Snr Development Officer | Strengthen existing collaboration and explore areas for further collaboration. | June 2023 | Ongoing | Deep dive sessions with the WB and AFD held. A regional exchange on the Sahel with JICA is planned for June 2023 |
| RECOMMENDATION 5: | | <p>Emergency declarations must be accompanied by a strengthening of information systems, monitoring and evaluation, and knowledge management adapted to the operational environment.</p> <ul style="list-style-type: none"> i. DESS and RB should develop Monitoring, Evaluation and Learning (MEL) surge roster and increase MEL capacities such as MEL Toolkit of Country Offices as part of emergency preparedness plan. ii. DESS and RB should develop clear monitoring and evaluation frameworks, including indicators and methodologies, to capture and leverage critical information and performance indicators, forecasting and early warning, and protection monitoring. iii. RB and Country Offices should assess the impact of internal capacity-building efforts to inform future investment in additional human and financial resources for training and technical support. | | | | |
| Management response: | | Agree X Partially agree Disagree | | | | |
| Reasons (if partially agree or disagree): | | <p>Upon reviewing the conclusions para 170-172, the following recommendation and actions are alternatively proposed: Emergency declarations, as per the Emergency Policy, are to be accompanied by a strengthening of information systems including CORE, additional resource mobilization and external reporting. The updated Emergency Preparedness Guidance and ERM offer risk analysis tools to assess emergency risks. (para 172).</p> <ul style="list-style-type: none"> i) In the 2023 Emergency Policy, CORE is the information and reporting tool adopted to monitor population flows. Actions to sensitize Bureau and country operations will be undertaken, including with RB DIMA and External Relation colleagues. ii) Early warning, forecasting and risk analysis is undertaken as per Emergency Preparedness Guidance and Enterprise Risk Management. iii) The Refugee Coordination Model incorporates external relations reporting guidance, in line with appeals and regular reporting on needs, requirements and achievements. | | | | |
| Unit or function responsible: | | <i>Regional Bureau, Division of Emergency, Security and Supply (DESS), ERM, GDS, DER, Country Operations in Mali, Burkina Faso and Niger.</i> | | | | |
| Top-line planned actions | | By whom | Comments | | Progress | |

| | | | Expected completion date | Status | Comments |
|---|--|--|--------------------------|---------|--|
| 1 | Review, prepare and utilize CORE when emergencies are declared. | DIMA / External Engagement | September 2023 | Ongoing | CORE products have already been developed for coastal countries, namely Benin, Côte d'Ivoire, Ghana and Togo, affected by the situation in Burkina Faso. The same is done in Chad and CAR for the situation in Sudan. IM staff in the West and Central Africa region were made aware of the CORE tools at the DIMA regional workshop in March 2023. However, it is important to organize a presentation to deepen their knowledge of these products. |
| 2 | Early warning, forecasting and risk review/analysis is undertaken as per Emergency Preparedness Guidance and Enterprise Risk Management. | RB Snr Emergency Officer, Risk Manager and multi-functional team with DESS | June 2024 | Planned | Based on quarterly catch-up calls discussions/outcomes, follow-up calls are organized with country operations to review and validate risks |

| | | | | | | |
|---|--|--|--|---------------|---------|---|
| 3 | Engage in external relations reporting as per RCM and HRP guidance. | External Engagement Pillar, with support of multi-functional team and country operations | External Engagement pillar will, in accordance with RCM, and with multi-functional team utilize reporting templates to regularly gather, analyse and disseminate information. | June 2024 | Planned | External reporting based on RCM ongoing for the Sudan situation in Chad and CAR and will be pursued in the event of future emergencies. |
| 4 | Support Operations to develop and maintain effective M&E Plan for their multi-year strategies. | Snr Programme Monitoring Officer Snr Evaluation Officer | <p>The focal points will be responsible for coordinating and supporting evidence-generating activities including, but not limited to:</p> <ul style="list-style-type: none"> - Guide staff on timelines, requirements, and monitoring and evaluation roles using the Plan, Get, Show Results cycle. - Support results managers in developing the M&E plan and selecting indicators for the results framework. - Provide ongoing support to results managers in monitoring activities, data analysis, and quality assurance. - Assist results managers in reporting actuals, ensuring data quality, and analysing results data. <p>Review yearly CO Multi-year strategies focusing on:</p> <ul style="list-style-type: none"> - Means of verification - M&E costed activities - M&E priorities | December 2023 | Ongoing | Multiyear strategies reviews are conducted on an annual basis. For 2024 plans the review took place the 2 nd quarter of 2023 and clear recommendations to maintain effective M&E plans shared with Country Operations. |

| | | | | | | |
|---|--|--|---|---------------|---------|--|
| | | | <p>Ensuring:</p> <ul style="list-style-type: none"> - Consistency and accuracy of Indicators - Appropriate means of verification established for all the indicators - M&E priorities are costed and aligned with evidence gaps | | | |
| 5 | Identify capacity gaps and training priorities | | Map and assess operations impact of internal capacity-building efforts to inform future investment in additional human and financial resources for training and technical support | December 2023 | Ongoing | |