

## UNHCR Evaluation Management Response

<b>Evaluation title:</b>	Decentralised Evaluation of UNHCR's Livelihoods Programme Senegal (2017-2018)		
<b>UNHCR evaluation reference:</b>	ES/2019/12		
<b>Entity that commissioned the evaluation:</b>	Livelihoods and Economic Inclusion Unit (DRS) with financial support from the Evaluation Service		
<b>Due date Management Response:</b>	15 June 2020		
<b>Management Response approved by (senior manager in commissioning entity):</b>	<b>Name:</b> Mme Monique Ekoko	<b>Job title:</b> MCO Representative	<b>Country/Office:</b> Multi Country Senegal
<b>Date:</b>	11 June 2020		

<b>General comments on the evaluation:</b>	The Representation acknowledged receipt of the evaluation and will ensure completion of the recommendation.
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<b>RECOMMENDATION 1:</b>	<b>Focus on scalability and sustainability.</b> Efforts to ensure that the MYMP is implemented will go a long way to maintaining a focus on scalability and sustainability. The CO should continue its efforts to do so.					
<b>Management response:</b>	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree					
<b>Reasons (if partially agree or disagree):</b>	.					
<b>Unit or function responsible:</b>	Representative, DRS					
Top line planned actions	By whom	Comments	Expected completion date	Progress		
				Status	Comments	
Work to ensure a functioning asylum system and to ensure that refugees have the relevant documentation has an indirect impact on livelihoods, well-being and economic inclusion.	Revive the strategy that will ensure and sustain the implementation of our areas of focus	MFT Head of Field Office Senegal Snr Protection Officer / Programme Officer	- <b>Recruitment of a livelihood staff</b> dedicate to the project and focus on livelihood economic inclusion Documentation advocacy to have a better assistance of POCS and follow up with CNRRPD AND OFADEC.	31 December 2020	To be discussed	

<b>RECOMMENDATION 2:</b>	<b>Recommendation regarding collaboration with Government.</b> UNHCR should make sure refugees are included in the Plan Sénégal Emergent (PSE) "unique register" which is for all vulnerable refugees and citizens and is the basis of all social support and access to public programmes.				
<b>Management response:</b>	<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
<b>Reasons (if partially agree or disagree):</b>	Refugees and already included in the PSE, we need follow up				
<b>Unit or function responsible:</b>	Country Representative (Dakar)				
Top line planned actions	By whom	Comments	Expected completion date	Progress	
				Status	Comments
Ensure that vulnerable refugees' inclusion in the PSE is effective and we will ensure constant follow up on its effectiveness or implementation.	Head of Field Office Senegal /Senior Protection Officer	Through the collaboration with the Government , we will ensure follow up of the pledges for inclusion in the NDP, social support access to health, services and specifically also follow up to make sure refugees are included in the Plan Sénégal Emergent (PSE) "unique register" which is for all vulnerable refugees and citizens and is the basis of all social support and access to public programmes.	31 December 2020	To be followed	Although Refugees are included the office will follow up and monitor.

<b>RECOMMENDATION 3:</b>	<b>Recommendation on partnering and engagement.</b> It is important that UNHCR is actively engaged with the national coordinating mechanisms that exist. By so doing, UNHCR can help Government and various local and international NGO understand refugees' unique needs and circumstances. This engagement will also serve as a starting point for strengthening existing relationships and developing new partnerships				
<b>Management response:</b>	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
<b>Reasons (if partially agree or disagree):</b>					
<b>Unit or function responsible:</b>	Country Representative, DRS				
<b>Top line planned actions</b>	<b>By whom</b>	<b>Comments</b>	<b>Expected completion date</b>	<b>Progress</b>	
				<b>Status</b>	<b>Comments</b>
Ensure participation and inclusion of refugees needs and circumstances in national NGO plan and panel and various local and international NGO.	Head of Field Office Senior Protection Officer Programme Officer	Engagement and ensure the strengthening of existing relationships and developing new partnerships with private and public sector	31 December 2020	Participation to UNCT	
<b>RECOMMENDATION 4:</b>	<b>Recommendation on Livelihoods and Economic Inclusion.</b> Continue to transition out of small-scale programme implementation by ensuring that refugee families and groups are connected to relevant community development programmes in their host communities as outlined in the MYMP – including activities that will help build absorptive and adaptive capacities.				
<b>Management response:</b>	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
<b>Reasons (if partially agree or disagree):</b>					
<b>Unit or function responsible:</b>	Country Representative, DRS				
<b>Top line planned actions</b>	<b>By whom</b>	<b>Comments</b>	<b>Expected completion date</b>	<b>Progress</b>	
				<b>Status</b>	<b>Comments</b>
Follow up with the partners on way forward to ensure that refugee families and groups are connected to relevant community development programmes in their host communities as outlined in the MYMP	Head of Field Office Senior Protection Officer Programme Officer	GIE pledges will continue to ensure acceptance of the documentation of refugees for the formalization.	31 December 2020	To be continued	

<b>RECOMMENDATION 5:</b>	<b>Recommendation on monitoring progress related to LEI.</b> UNHCR should develop and implement a system to monitor livelihood outcomes and inclusion.				
<b>Management response:</b>	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
<b>Reasons (if partially agree or disagree):</b>					
<b>Unit or function responsible:</b>	Country Representative, DRS				
Top line planned actions	By whom	Comments	Expected completion date	Progress	
				Status	Comments
Design of a monitoring tool with support from RB Program (Monitoring, Health and Livelihoods officers)	Head of Field Office Senior Protection Officer Programme Officer		31 December 2020	To be done	With the COVID19, it will be difficult to ensure physical monitoring of our projects. Hotline system is in place in all the countries for refugees feedback and complaint mechanisms for CBI modalities interventions are in place through agreement with telephony company.
<b>RECOMMENDATION 6:</b>	<b>Recommendation on HQ/RB support.</b> UNHCR Senegal has experience advocating for change, collaborating with the Government, and implementing the MYMP strategy, but needs adequate resources to continue. Additionally, capacity building support could be used in relation to assessment and monitoring of economic inclusion and self-reliance. In particular: <ul style="list-style-type: none"> <li>• HQ/RB should facilitate opportunities for information exchange and sharing of learning between UNHCR Senegal and other CO;</li> <li>• HQ/RB should ensure that the CO has both the human and financial resources it needs to follow through on their part of the MYMP strategy; and</li> <li>• HQ should revisit and revise its assessment and monitoring strategy, particularly for LEI, but also around PoC</li> </ul>				

	inclusion and integration in social services, financial, and workforce inclusion. It is important to have an adequate system to monitor livelihood outcomes and inclusion at the CO level, but this requires support and capacity building from HQ/RB.				
<b>Management response:</b>	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
<b>Reasons (if partially agree or disagree):</b>					
<b>Unit or function responsible:</b>	Country Representative, Regional Bureau (Dakar)				
Top line planned actions	By whom	Comments	Expected completion date	Progress	
				Status	Comments
RB to continue promoting exchange of good practices, facilitate knowledge sharing and, provide remote technical support and capacity building	RB - LEI officer	Budget constraints may block creation of new post.,	31/12/2020	On going	