

## UNHCR Evaluation Management Response

<b>Evaluation title:</b>	Decentralised Evaluation of UNHCR's Livelihoods Programme Djibouti (2015-2018)		
<b>UNHCR evaluation reference:</b>	ES/2019/13		
<b>Entity that commissioned the evaluation:</b>	Livelihoods programme/nit Djibouti		
<b>Due date of Management Response:</b>	10 March 2020		
<b>Management Response approved by (senior manager in commissioning entity):</b>	Name: <b>Mr. Yohondamkoul Sakor</b>	Job title: <b>Country Representative</b>	Country/Office: <b>UNHCR Djibouti</b>
<b>Date:</b>	29 May 2020		

<b>General comments on the evaluation:</b>	<p>UNHCR Djibouti highly appreciates the recommendations made by the evaluation team as they will guide the office in taking the appropriate steps to strengthen the livelihoods and economic inclusion sector of the operation to maximise benefits for refugees and their hosts. Djibouti being a CRRF country, as well as with most of the refugees in protracted situation, it is imperative for the operation to implement the recommendations in order to make the refugees self-reliant and be less dependent on humanitarian assistance. The operation notes that focus of the implementation of the recommendations will on both the actions to be taken as well as the resources required (financial, technical and material) to implement those actions. UNHCR Djibouti will, therefore, solicit support of the Regional Bureau and ultimately the Headquarters in its efforts to contribute to the socio-economic advancement of refugees and hosts communities in line with the Global Compact on Refugees.</p>
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<b>RECOMMENDATION 1:</b>	<p><b>Institute a participatory process to revise and integrate the livelihood strategic plan within a broader country office inclusion strategy.</b> <i>(When: Begin process by early 2020)</i></p> <p>All operational units should have a cohesive strategy for coordination, advocacy, and monitoring, evaluation and learning objectives for including PoC in national social service programmes, financial systems and workforce development. The country office should have a united approach with integrated outreach and partner engagement, placing country office connectivity with PoC and their host communities front and centre. Involve staff, stakeholders and PoC in the design of this strategy, such as through Theory of Change workshops and feedback sessions.</p>
<b>Management response:</b>	<p><input checked="" type="checkbox"/> Agree    <input type="checkbox"/> Partially agree    <input type="checkbox"/> Disagree</p>
<b>Reasons (if partially agree or disagree):</b>	

<b>Unit or function responsible:</b>		International Protection and Solutions/Thematic Operational Support Djibouti, Programme Delivery/Operations Djibouti				
<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>
1.	Advocacy with government for revision of administrative policies at the relevant Ministries for refugee inclusion in national socio-economic services.	CRRF unit Protection unit in coordination with key partners	The revision of administrative policies at the ministerial/ departmental levels to align with the refugee law and the two related decrees is crucial for effective inclusion of refugees in national systems. These revisions can take time to be achieved because they normally follow a legislative procedure. Advocacy efforts already started for these revisions to be done will have to continue.	December 2021	Ongoing	
2.	Hold a workshop with stakeholders to take stock of progress in the implementation of the livelihoods strategy and to revise it.	CRRF unit Programme unit in coordination with key partners	The implementation of livelihoods activities has been stalled due to the coronavirus pandemic. It will take some time for the sector's activities to resume as the country moves from emergency phase to transition/recovery phase.	March/ April 2021	Proposed	
<b>RECOMMENDATION 2:</b>		<p><b>Re-align operational functions in accordance with the revised livelihood strategic plan. (When: Begin late 2019).</b> Consider a change management consultant to guide a restructuring process involving, at minimum, the following recommended actions:</p> <ul style="list-style-type: none"> <li>• Support the government to re-invigorate the sectoral groups that have incorporated CRRF-related activities, including revisiting the membership, governance and roles and responsibilities of those groups. The CRRF senior advisor should lead this process.</li> <li>• Increase dedicated staff time for LEI work. Two options are suggested: a) recruit a senior (P4/P5) livelihoods and economic inclusion officer and increase regional support to spearhead the coordination and MEL emphasis of work in the CO; or b) provide at least 50 percent time of a senior regional expert in support of the CO, stationed in Djibouti City (or nearby if regional) and ideally embedded in ONARS, ADDS or other appropriate government office. These personnel should have experience in strategic coordination, private sector engagement, financial inclusion and workforce development and inclusion. The person(s) in this role should coordinate with the government on regular refugee population-based surveys through national systems or survey firm consultancies.</li> <li>• In collaboration with ONARS, develop a workplan to establish community-based organisations of PoC, as a means for POC engagement and to highlight POC voice.</li> <li>• In collaboration with ONARS, develop a knowledge management system for tracking the progress of POC inclusion and sharing information among operational partners. Ideally, this knowledge management system should be housed</li> </ul>				

	<p>in ONARS. UNHCR should advocate for resources to be mobilised for this activity.</p> <ul style="list-style-type: none"> <li>Assign the advocacy work to a team led by senior management so that the advocacy functions align better with strategic opportunities at the country office programme level.</li> </ul>				
<b>Management response:</b>	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
<b>Reasons (if partially agree or disagree):</b>					
<b>Unit or function responsible:</b>	UNHCR Representation Djibouti, Programme and CRRF/Operations Djibouti, International Protection and Solutions/Thematic Operational Support Djibouti				
<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>
1.	Advocacy with the government to strengthen sectoral groups that have incorporated CRRF-related activities.	CRRF unit	The advocacy efforts will continue as the government makes efforts to progressively return sectoral groups in which CRRF-related activities have been incorporated	December 2021	Ongoing
2.	Recruit a P3 Livelihoods and Economic Inclusion Officer for the operation.	Management	The socio-economic context of Djibouti requires the recruitment of a livelihoods officer to exclusively oversee and manage the sector's activities.	Q1 2021	Proposed
3.	Develop a workplan with community-based structures in refugee villages and in Djibouti city to actively participate in livelihoods and economic inclusion programme.	CRRF unit Protection unit Livelihoods focal points in field offices	The participation of refugees in all aspects and phases of the in livelihoods and economic inclusion programming will contribute to maximise results for them.	March/ April 2021	Proposed
<b>RECOMMENDATION 3:</b>	<p><b>Conduct an assessment on employment readiness with regard to literacy, language, and other skills required in the labour market. (When: 2020 Q1.)</b> The results should inform efforts to ensure that PoC are supported to develop the skills and language competencies that are in demand. Employment readiness needs must be assessed by gender, age group, ethnic group and region, and take into consideration the differences in opportunities in Djibouti versus settlements.</p>				
<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>		International Protection and Solutions/Thematic Operational Support Djibouti, Programme Delivery/Operations Djibouti				
<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>
1.	Develop a plan for a comprehensive, quantitative livelihoods survey in the refugee operation.	Programme unit CRRF unit/RB	The livelihoods sector in the refugee operation lacks quality data and this poses a lot of challenges for effective programming. The survey will cover assessment regarding literacy, language, vocational and other skills required in the labour market. RB EHAGL can support in the design and analysis of the survey.	July 2021	Proposed	Consultations will be held with the Regional Bureau as first step.
<b>RECOMMENDATION 4:</b>		<b>In designing employment readiness activities, prioritise the development of PoC governance, social capital, and women's economic empowerment, including women's savings and loans associations. (When: 2020 Q1.)</b> UNHCR also should focus on strategic and technical gap areas that limit policy implementation such as credentialing equivalence, licensing and professional/vocational association membership.				
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<b>Reasons (if partially agree or disagree):</b>						
<b>Unit or function responsible:</b>		Programme Delivery/Operations Djibouti				
<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>
1.	Plan and organise group skills training such as formation of associations and social organizations for women, men and youth groups in both refugee and host communities.	Programme unit/RB	These trainings can be organised when the sector's activities start after the emergency phase. UNHCR will work together with implementing partner ADDS to realize these trainings. RB EHAGL can support on with best practices training development for saving groups and loan associations. Global Guidelines for savings groups are being finalised.	July 2021	Proposed	
2.	Develop a plan to facilitate access to financial services for refugees.	Programme unit/RB	UNHCR will work together with ADDS and CPEC on developing plans for improving access to financial services, where feasible at par with host community and special protection considerations.	June 2021	Proposed	
<b>RECOMMENDATION 5:</b>		<b>Conduct partnership capacity/gap assessments, especially in the priority areas of employment readiness, worker protection, financial services and workforce inclusion. (When: 2020 Q2.)</b> The reinvigorated CRRF coordination, supported by an advocacy/knowledge management technical advisor, should undertake one such assessment, to include potential private sector				

	partnerships. UNHCR should also undertake its own assessment, including among the UN Country Team, to identify a joint advocacy and communications strategy.				
<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>	International Protection and Solutions/Thematic Operational Support Djibouti, Programme Delivery/Operations Djibouti				
Top line planned actions	By whom	Comments	Expected completion date	Progress	
				Status	Comments
1. Conduct gap assessments in the priority areas of employment readiness, worker protection, financial services and workforce inclusion in the refugee villages and among urban refugees.	CRRF unit Programme unit Livelihoods focal points in field offices/RB	This should be done as soon as possible. RB EHAGL can support with development of assessments and analysis.	June 2021	Proposed	The operation will seek guidance from the Regional Bureau to develop a template for such assessments.
<b>RECOMMENDATION 6:</b>	<p><b>Three main areas where UNHCR HQ and the Regional Bureau could provide capacity building to support the shifts reflected in the new livelihood strategy:</b></p> <ul style="list-style-type: none"> <li><i>(When: 2020 Q3: in coordination with the reworking of the global results-based monitoring framework overhaul):</i> Revisit the assessment and monitoring strategy for LEI, and perhaps more globally around inclusion and integration in social services, financial and workforce inclusion. Needed elements are a strategy for the collection, management, analysis and information dissemination; the measurement of programme coverage and outcomes; and adequate probability sampling, with stratification on POC age, ethnicity, gender and location. Implementing this strategy will require a realistic budget and training of country-level staff responsible for assessment and monitoring.</li> <li><i>(When: 2020 Q2.):</i> Guidance on how to do apply the “multi-year, multi-partner” (MYMP) planning approach to the Livelihood Strategy, including how to engage private sector partners, within the annual project cycle. Lessons learned from livelihood programmes in other CRRF contexts should be disseminated.</li> <li><i>(when: 2020 Q2):</i> Support the country office’s efforts to transition livelihoods programmes from small-scale projects to higher-impact projects aligned with the long-term strategy and CRRF context. A first step is to revise the LEI Strategic Plan in line with the MYMP and developing a corresponding operational plan and multi-year budget. This work should be done in partnership with ONARS, ADDS and the Chamber of Commerce as key operational partners, at a minimum, or a LEI subcommittee of the CRRF pilot committee.</li> </ul>				

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<b>Reasons (if partially agree or disagree):</b>						
<b>Unit or function responsible:</b>		DRS, Regional Bureau (Nairobi)				
<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>
1.	Revise the current LEI strategy and monitoring framework to upscale programming to a partnership focussed strategy	CRRF unit Programme unit Livelihoods focal points in field offices, with support from RB	The GCR unit at the RB as well UNCHR HQ could support in terms of training on sampling for better assessments. In addition, the RB has capacity to support the review of the LH strategy with a stronger focus on the GCR approach, focussing on facilitation and coordination across the humanitarian-development nexus.	Q3 2021		
2.	Develop evidence and market-based livelihoods and economic inclusion strategy	Country operation with support from RB	Once a suitable P3 LH officer has been hired, the RB will support the team with guidance and best practices to draft a GCR partnership focused LEI strategy.	Q3 2021		
3.	As part of the RBM revision process, UNHCR's results monitoring framework will allow for a multi-year planning schedule and collection of PoC-wide, systems-level change indicators including ones related to livelihoods and economic inclusion.	DSPR RBM Project, DRS Livelihoods and Economic Inclusion Unit	<p>The revised RBM will allow UNHCR operations, regional bureaux and HQ units to plan using a multi-year cycle, enabling longer-term planning and programming through the development of multi-year country strategies. Corporate reporting requirements and resource allocation will remain in annual cycles.</p> <p>Additionally, PoC population-wide, country-level indicators related to livelihoods and economic inclusion have been proposed to the RBM team and we foresee integration of indicators on: right to work, right to freedom of movement, poverty levels, unemployment levels and access to financial services. Integration of these measures within the revised RBM tool signifies that these indicators will be collected at the country level regularly and systematically. The next step of putting in place support structures and personnel to better equip operations to collect and report on such data is already underway with the hiring of data staff at country, regional and HQ levels.</p>	Revised RBM scheduled to launch in 2021 for 2022		