

UNHCR Evaluation Management Response			
Evaluation title:	Mozambique Country Strategy Evaluation		
UNHCR evaluation reference:	EvO/2023/18		
Entity that commissioned the evaluation:	Evaluation office		
Due date of Management Response:	04/05/2024		
Coordinator of Management Response:			
Management Response approved by:	Name: Chansa Kapaya	Job title: Regional Bureau Director	Country/Office: RBSA
Date:	[add date MR is filled and submitted to evaluation manager]		

General comments on the evaluation:	[add any general remarks by the commissioning office on the evaluation findings, recommendations]
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RECOMMENDATION 1:	<p><u>Prioritize and support protection mainstreaming.</u></p> <p>Support the HCT in the roll-out and implementation of the newly published HCT protection strategy. This should include coordinating and organizing protection mainstreaming joint workshops with other sectors; developing protection mainstreaming guidelines; and continuing to build the capacity of key government actors in protection and protection mainstreaming.</p>
Management response:	<p><input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree</p>
Reasons (if partially agree or disagree):	<p><i>The recommendation is partially agreed to in relation to the fact that the roll-out and implementation of the HCT protection strategy is the responsibility of the Humanitarian Coordinator and the HCT but, as recommended, UNHCR as an agency and as lead agency of the Protection Cluster can provide support. Protection mainstreaming will equally be fully supported by UNHCR and the Protection Cluster but mainstreaming protection in the various clusters falls under the accountability of the different clusters and UNHCR cannot be held accountable for lack of support in organising related workshops or implementing relevant tools.</i></p> <p><i>In addition, since the period of the evaluation ended in 2022, various activities related to protection mainstreaming were subsequently implemented. Protection mainstreaming workshops, led by the Protection Cluster, were conducted together with other clusters (Food Security and Livelihoods (FSL), Nutrition, CCCM, Shelter/NFIs and Health) in Mozambique. In addition, the Food Security and Livelihoods Cluster, with the Protection Cluster's leading role, has developed its protection mainstreaming guides/checklists. Some of these clusters endorsed and made the checklists available online, while some others did not.</i></p> <p><i>The HCT Protection Strategy was endorsed in June 2023.</i></p>
Unit or function responsible:	Mozambique country operation

Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Protection Cluster to support the WASH and Education Clusters to develop protection mainstreaming checklists for the services and activities they are delivering, as well as monitoring thereof.	Protection Cluster co-chaired by UNHCR	Limitations of funds would not necessarily allow dedicated workshops to support this activity. However the PC will still support the other clusters via ad hoc meetings if formal workshop cannot be organised.	December 2024	Planned	
2	Support Nutrition, CCCM, Shelter/NFI and Health Clusters to finalize the protection mainstreaming checklists that are either in draft or internal format and to develop its monitoring plan.	Protection Cluster co-chaired by UNHCR	Limitations of funds would not necessarily allow dedicated workshops to support this activity. Food, Security and Livelihoods Cluster also to be supported to develop a monitoring plan.	December 2024	Planned	
3	Continue protection mainstreaming activities of INGD and Local Disaster Risk Reduction Committee members (in priority districts/provinces).	Protection Cluster co-chaired by UNHCR	Activities are planned in the workplan linked to the Partnership Framework Agreement between UNHCR and INGD.	December 2024	Planned	
4	Conduct advocacy for the implementation of and reporting on HCT protection strategy by HCT members through all coordination structures.	UNHCR, Protection Cluster co-chaired by UNHCR and AoRs	Implementing the HCT Protection strategy is the responsibility of all humanitarian actors. However, UNHCR as lead protection agency will support the Humanitarian coordinator through advocacy and provision of technical support to encourage all the members of the HCT to indeed report implementation.	May 2026	Ongoing	
5						
6	Advocate with the HC for the national Protection Cluster to be attending the national HCT as an observer.	UNHCR, Protection Cluster	The Protection Cluster at A-HCT (Cabo Delgado) is attending related meetings and providing protection updates and information to the A-HCT members. At national level, the Protection Cluster used to attend HCT meetings in 2021 but was asked by the previous HC not to attend further HCT meetings. Since then, no agreement has been reached so that the Protection Cluster could resume participation in the meetings.	December 2024	Ongoing	
7	Regularly support the ICCG, A-ICCG, HCT and A-HCT through provision of information on identified protection concerns, including on issues covered through	Protection Cluster co-chaired by UNHCR		May 2026	Ongoing	

	<i>protection mainstreaming checklists and the HCT protection strategy advocacy action plan.</i>					
RECOMMENDATION 2:	<u>Responsible disengagement and exit strategy in IDP response.</u> In close collaboration with GoM and key stakeholders, document and communicate an exit strategy that will support responsible disengagement objectives in the IDP response. This should have a clear focus on localization and strengthening the national structures and systems towards durable solutions.					
Management response:	<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree					
Reasons (if partially agree or disagree):	<i>In 2023, with the increase of returns as well as stronger acceptance of local integration, there was a focus on Solutions. However, as of early 2024, there have been further displacements due to increased insurgency by NSAGs. The GoM supported by joint security apparatus have not been able to decisively deal with the insurgency and with the planned withdrawal of SAMIM forces and the resumption of gas extraction, the security situation might continue to be volatile. In addition, ongoing attacks will continue to damage government services and their access. As a result, it is anticipated that there will be a mixed situation where some IDPs will continue to return or seek local integration in areas of displacement while new displacements will continue and require immediate humanitarian support.</i>					
Unit or function responsible:	<i>Mozambique country operation</i>					
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	<i>Assessment of displacement patterns and needs</i>	<i>GoM, A-HCT, Development Partners (AfDB, GIZ, etc).</i>	<i>UNHCR through protection and solutions monitoring as well as the Protection Cluster through their on-going analyses, as well as all information made available through the HCT are keeping abreast of displacement, return movements, humanitarian and protection needs. There is a current gap on information and coordination on development support provided by relevant actors, but this is beyond UNHCR's purview.</i>	<i>Quarterly, Weekly (Dec 2026)</i>	<i>Ongoing</i>	
2	<i>Capacity building</i>	<i>Humanitarian and development partners</i>	<i>Identify the institutions to be involved. Conduct advocacy and training of local actors.</i>	<i>Phased out approach. (Dec 2026)</i>	<i>Ongoing</i>	
3	<i>Increase the number of partnerships with local partners (line ministries, national institutions, or local NGOs.</i>	<i>Programme, Protection and Solutions</i>	<i>Partnerships with local actors are increasing where feasible, although there are issues of weakness in the national systems themselves as well as in the capacity of local actors</i>	<i>Phased approach, annually Jan 2025</i>	<i>Ongoing</i>	
4	<i>Support implementation of UNCT pledges</i>	<i>Protection and Solutions</i>	<i>UNHCR will actively support implementation of UNCT pledges to support inclusion into UN planning documents as well as national systems to enhance engagement of other actors</i>	<i>May 2026</i>	<i>Ongoing</i>	

			<i>when relevant for protection, assistance, and solutions for forcibly displaced and stateless persons</i>			
4	<i>Strengthen collaboration of the Protection Cluster with local actors</i>	<i>Protection Cluster</i>	<i>Enhance collaboration with local authorities.</i> <i>Enhance participation of local protection organisations as members of the Protection Cluster.</i>	<i>May 2026</i>	<i>Not started.</i>	
RECOMMENDATION 3:		<u>Adapting tools and approaches to the HDP nexus.</u> Further expand UNHCR's role in the HDP nexus while adapting tools and processes to be more appropriate for the HDP nexus. UNHCR should also establish more strategic partnerships with development actors and ensure durable solutions are more coherently and jointly pursued.				
Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		<p>(i) The evaluation should acknowledge the significant strides UNHCR has made in strengthening partnerships with development actors and international financial institutions in Mozambique; a commitment underscored by the appointment of a dedicated Development Officer in 2022.</p> <p>(ii) Development funding in Mozambique exhibits a strong emphasis on climate change and resilience, driven by the country's vulnerability to climate-related hazards such as cyclones, floods, and droughts. With the increasing frequency and intensity of these climatic shocks, coupled with Mozambique's socio-economic challenges, addressing climate change and building resilience has become paramount for sustainable development in the country.</p> <p>(iii) On this note, there remains a crucial aspect for UNHCR to fully leverage its potential on the HDP nexus: technical expertise within its workforce related to climate change adaptation, disaster risk reduction, and resilience-building. This expertise will enable the organization to engage more meaningfully with development actors and to tap into funding targeted at climate change adaptation and resilience-building. In conclusion, the operation acknowledges the merit of this recommendation to some extent.</p> <p>(iv) While considerable progress has been achieved within the HDP framework, it is evident that further advancements are impeded by a deficiency in technical expertise necessary to effectively navigate the climate change domain.</p>				
Unit or function responsible:		<i>Mozambique country operation</i>				
Top-line planned actions		By whom	Comments			Progress

				Expected completion date	Status	Comments
1	External Engagement on climate Financing	External Engagement	External Engagement Strategy completed and aligned with the operation's Multi-Year Strategy 2024 – 2026. Climate financing options will be continuously pursued.	December 2024	ongoing	
2	Staff Review to explore expertise in Climate domain.	Management	Assess the feasibility of creating technical expertise within its workforce related to climate change adaptation, disaster risk reduction, and resilience-building.	December 2026	ongoing	
3	Domestication of some global collaboration framework at country level	Protection and Solutions	As part of inclusion into national protection systems, strengthening partnerships and domestication of global partnership agreements with key UN development entities.	December 2025	ongoing	
4	Mapping and analysis of existing guidance and tools	External Engagement	Revisiting available inventory of guidance and tools on peacebuilding and conflict-sensitive approaches.	December 2024	Not started	
RECOMMENDATION 4:		Leveraging resources available within Mozambique. With support from RBSA and with UNHCR headquarters, develop a multi-year resource mobilization plan that will guide resource mobilization and further leverage funding opportunities available for Mozambique primarily in the HDP Nexus space.				
Management response:		<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		Recommended action already completed.				
Unit or function responsible:		Mozambique country operation and RBSA				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Strategy to be Completed	External Engagement Unit led by Senior External Relations Officer	External Engagement Strategy completed and aligned with the Operation's Multi-Year Strategy 2024 – 2026.	March 2024	Completed and approved by Representative	
2						
3						
RECOMMENDATION 5:		Staffing review in response to the evolving needs and contexts. To align more effectively with the new Multi Year Strategy and given the evolving context and needs of people that UNHCR serves, undertake periodic staff reviews (every 2-3 years) including mapping out required skill sets and competencies with support from RBSA.				

Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		<i>The operation received some reasonable staffing strength in 2023 (after a few years of working in the IDPs situation in Mozambique) to cope with additional requirements mainly due to IDPs situation in Mozambique and there was further alignment when the Multi-Year Strategy (2024-2026) was developed and approved in 2023. While the annual staffing adjustments are being made at least on annual basis in line with contextual requirements/challenges, but major staffing review is only expected during the last year of the Multi-Year Strategy (2026) when discussions on new Multi-Year Strategy will resume and also in order to keep sustainability and operational delivery in line with the current Strategy.</i>				
Unit or function responsible:		Mozambique country operation and RBSA				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Staffing review	Management team	<i>The staffing review exercise takes place based on the evolving context in the country, the needs of the people we serve and the prioritized direction of the operation in line with Multi-Year Strategy (2024-2026) currently in place. Right-sizing of the staffing is one of the most important exercises that need the consultation of respective managers in the sub/field offices and respective units. Substantial staffing review will be carried out during the last year of the strategy, i.e. 2026 of the Strategy while adjustments/small changes are made on annual basis. Senior management (the Representative, the Deputy Representative (Protection), the Assistant Representative (Operations) and the Heads of Offices) will lead the exercise.</i>	December 2026	Ongoing (small adjustments on annual basis while the substantial review in 2026)	