MANANGEMENT RESPONSE	
Evaluation title:	Evaluation of UNHCR's Engagement in Situations of Internal Displacement (2019-2023)
UNHCR evaluation reference:	EvO/2024/01
Entity that commissioned the evaluation:	Evaluation Office (Geneva)
Due Date for Management Response:	15 May 2024
Date Management Response Completed:	04 July 2024
Coordinator of the Management Response:	Axel Bisshop, Principal Advisor on Internal Displacement
Management Response cleared by:	Raouf Mazou, Assistant High Commissioner, Operations

General comments on the evaluation: *(Comments for consideration by deputies, and to be put forward to the SET. These have been summarised from the various divisional comments and edited by the Evaluation Office and Principal Advisors Office)*	Efforts in strengthening UNHCR's role in situations of internal displacement are being addressed in ongoing organizational processes including the 5-year Focus Area Strategic Plan on IDP engagement, the forthcoming 5-year strategies for the Global Protection, Shelter, and CCCM clusters, the management response to the IASC IDP review, and UNHCR's institutional plan for durable solutions. The evaluation report stands out for its valuable insights, rigorous analysis, and commitment to stakeholder consultations. The feasibility of addressing some of the recommendations may be limited due to the following critical challenges: • **Resource constraints**: Implementing some of the recommendations will be hindered by limitations in trained personnel, or budget within operations. • **Adapting to diverse contexts**: Maintaining consistency in our approach across operations with varying contexts and engagement by other actors presents a significant challenge given the growing scope of overall needs, the inter-agency modality and approach necessitating consistency across agencies, and the varying capacity and willingness of governments across contexts. • **Working across population groups:** Striking a balance between fulfilling our refugee mandate with operational delivery and effective coordination in inter-agency efforts for IDPs remains challenging. Most contexts respond to mixed settings and demands a carefully calibrated context-specific programming which at times is financially challenging. • **Data**: The crucial role of data in informing programmatic interventions, strategy, and solutions, is important in the fulfilment of UNHCRs response to some of the recommendations. Gaps in collective efforts towards data for internal displacement still require enhancing and systematisation. The possibility of nationally owned data remains challenging in most contexts, leaving a gap in the inclusion of IDPs in social protection mechanisms. UNHCR will continue to strengthen its data expertise through partnerships, capacitating governments where feasible and refining systems for consistent and reliable data and analysis.

			Strategic positioning	
RECOMMENDATION 1:			Promote UNHCR's comparative advantage in protection as the key element in how UNHCR is positioned in situations of internal displacement. Operationalize UNHCR's strategic positioning through the consistent provision of protection technical expertise and advocacy at global and country levels, through operational delivery of services and through its cluster leadership roles.	
Management response:			X Agree ☐Partially agree ☐Disagree	
Reasons (if partially agree or disagree):				

	Top-line planned actions	**By whom**	**Comments**	**Expected completion date**
1	Promote country leadership in utilizing UNHCR's comparative advantage on protection as the key element for UNHCR in situations of internal displacement	DIP (lead) together with Regional Bureaux	In line with two of the suggested actions to ensure protection is central to UNHCR's engagement with IDPs and a consistent approach to leadership on centrality of protection, DIP will capacitate senior managers in operations and regional bureaux on protection leadership, including through dissemination of a 'Protection Leadership' note and related exchanges, together with follow-up efforts in line with UNHCR's co-championship on centrality of protection within the IASC.	Q4 2024
2	Proactively equip country offices to operationalize UNHCR's strategic positioning through protection technical expertise	DIP (lead) together with Regional Bureaux	In line with the recommendation to operationalize UNHCR's strategic positioning through protection technical expertise and advocacy at global and country levels, including sustaining and expanding UNHCR's capacity on law and policy, DIP will continue to provide coordinated and systematic support to country offices, including on development of IDP-specific laws and policies and an annual Global Report on IDP Law and Policy, through co-leading of the IDP Protection Expert Group (IPEG), and the maintenance of a global community of practice on IDP protection.	Q4 2024
3	Support country offices with IDP advocacy, leveraging protection monitoring and analysis and the distinctive roles of UNHCR and cluster-level advocacy	DIP (lead) together with Regional Bureaux and in collaboration with GDS and DER	In line with suggested actions to provide IDP protection monitoring and analysis, continue to develop country-level advocacy messages and leverage the distinctive roles of UNHCR and cluster-level advocacy, DIP will support country offices on protection monitoring and analysis, as well as advocacy, with a view to clearly communicate and advocate on protection risks faced by IDPs and other affected communities, including through the production of Protection Briefs and cluster-level Protection Analysis Updates.	Q4 2024
4	Completion and roll-out of the IDP focus area strategic plan and its implementation.	DSPR (lead), inter-divisional Multifunctional	The 5-year Focus Area Strategic Plan (FASP) on IDP engagement offers guidance and operational clarity around UNHCR's role and specific contribution to both protection and solutions in different operating contexts. Central to this is a core set of protection programming outputs, which UNHCR will prioritize for an operational response in all	Q2 2024

		team based in HQ	operating context. The plan distinguishes between a *principal role* deployed in all IDP contexts based on its protection and sectoral/cluster expertise and leadership; a *targeted role* deployed in consideration of the presence and capacity of other actors; and a *catalytic role* where UNHCR mobilizes other actors to address the needs of IDPs.	
5	Establish clear strategies for assigning and maintaining predictable cluster leadership.	DRS DIP and DER	The Protection, CCCM and Shelter clusters are actively integrating IASC review recommendations into the development of their respective five-year strategies. These global strategies will aid in building capacity of over 1000 partners in, Protection, Shelter and CCCM in IDP operations where these clusters are active. An internal Tri-cluster approach will be developed to leverage synergies.

The 5yr plan includes an output on predictable leadership among the three UNHCR-led Clusters in conflict settings, adequate coordination for Protection, Shelter and CCCM clusters. | Q4 2024 |
| 7 | Pilot simplified approaches to emergency preparedness tailored to contexts in a continued/cyclical emergency situation. | DESS (lead) together with Regional Bureaux | DESS will leverage its emergency risk overview to identify high-risk countries. In collaboration with Regional Bureaux (RBs), DESS will identify suitable country operations to pilot a streamlined contingency plan prototype with a focus on preparedness actions and budgets. | Q4 2024 |
| 8 | Strengthening data governance | GDS | Realigning the Global Data Service under the leadership of the Assistant High Commissioner for Protection towards strengthening UNHCRs collective capacity to better use and analyze existing streamlined data across all systems. | Ongoing |

RECOMMENDATION 2:	**Equity and working across population groups** Enhance UNHCR's approach to equity and needs-based programming across population groups with practical guidance for Country Offices to support consistent and equitable resource allocation and decision-making processes in country and regional plans and strategies, bearing in mind UNHCR's mandate for refugees.
Management response:	☐Agree ☐Partially agree X Disagree
Reasons (if partially agree or disagree):	The recommendation to enhance equity and needs-based programming across population groups is disagreed due to several complexities. While it is agreeable that needs-based equitable response is important, the reality in the various contexts is that resource allocation and funding do not always match the growing needs. Furthermore, state responsibility and collective UN resources within the IASC response structure must also be considered in addressing a holistic and accountable approach to aid delivery. UNHCR's IDP policy already lays emphasis on integrated programming across population groups. UNHCR will focus on clear communication messages that can outline if and when we are unable to provide the requisite programmatic response and will adopt a practical approach towards the implementation of the IDP Policy to the best extent possible. This includes mainstreaming area-based approaches that focus on geographical needs regardless of population type. Leveraging the upcoming 5-year Focus Area Strategic Plan, which prioritizes key areas for predictable and consistent IDP response, also seek to ensure optimized resource allocation and streamlined programming according to UNHCR's perceived added value in different IDP contexts. Moreover, the focus on prevention and mitigation, through the conceptualisation of the Route-Based Approach which works in countries of origins, can result in improving conditions and preventing IDPs from fleeing. UNHCR will build on synergies within its refugee response to support with IDP response.

RECOMMENDATION 3:	**Prioritization** Streamline Country Office decision-making on programming priorities by establishing a standardized process with transparent criteria. This approach should adapt to the unique needs and challenges of each operational context. Focus investments on impactful areas identified through this process, leveraging dedicated national cluster coordinators and continuous engagement in long-term initiatives like policy advocacy and evidence-based program design. Ensure strong strategic alignment with inter-agency priorities outlined in HRP/cluster strategies and UNHCR's specific contributions towards those goals.			
Management response:	X Agree Partially agree ☐ Disagree			
Reasons (if partially agree or disagree):				
	Top-line planned actions	**By whom**	**Comments**	**Expected completion date**
1	Completion and roll-out of the IDP focus area strategic plan and its implementation note.	DSPR (lead), inter-divisional Multifunctional team based in HQ	The 5-year Focus Area Strategic Plan (FASP) on IDP engagement offers guidance and operational clarity around UNHCR's role and programming priorities in different operating contexts. The plan distinguishes between a principal role deployed in all IDP contexts based on its protection and sectoral/cluster expertise and leadership; a targeted role deployed in consideration of the presence and capacity of other actors; and a catalytic role where UNHCR mobilizes other actors to address the needs of IDPs.	Ongoing
2	Update UNHCR's programme hand-book to support country operations in decision-making processes for resource allocation and multi-year planning in IDP contexts.	DSPR, DIP, DRS, DESS	In conjunction with the 5-year IDP Focus Area Strategic Plan for engagement with development actors, operational guidance will be developed that includes Area-Based Approach and provide clarification on what UNHCR will do more of or differently in mixed-settings.	Q4 2024

RECOMMENDATION 4:	**Durable Solutions** Implement clearer programme and thematic boundaries for UNHCR's role in durable solutions for IDPs. Provide UNHCR staff with consistent guidance on the intended scope and content of UNHCR's engagement in this area, with the aim of consolidating UNHCR's contribution to solutions for IDPs around its protection know-how. Beyond UNHCR's core area of competence in protection, set clear conditions and criteria for its engagement in solutions for IDPs.			
Management response:	☒ Agree ☐Partially agree ☐Disagree			
Reasons (if partially agree or disagree):				
	Top-line planned actions	**By whom**	**Comments**	**Expected completion date**
1	Issue and disseminate guidance on prioritization to support programme design toward sustainable programming.	DSPR (lead), DESS and DRS	Such guidance would build on the prioritization logic of the UNHCR's Focus Area Strategic Plan and additional guidance on sustainable programming.	Q4 2024
2	UNHCR will consolidate its contributions to solutions for IDPs in relevant countries	DIP in collaboration with GDS, DRS and the Regional Bureaux	1. Roll-out of a Protection Risk Assessment Tool for situations where solutions are being identified/explored for IDPs 2. Enhanced Intentions Surveys through support to country operations conducting intentions surveys using a strengthened approach. Strive to stabilize JIPS country level work as they bring together intention and protection as well as socio economic analysis to support national partners' production of IDP data. 3. Mobilize support, through Regional Bureau and Country Operations, to implement the International Recommendations on IDP Statistics including through capacity development, guidance provision, peer-to-peer workshops and direct technical support.	Ongoing
3	Build socio-economic data and analysis towards advocating for the systematic inclusion of IDPs with national and development-oriented plans and strategies.	DRS	Leverage data partnership (Joint Data Center) and initiatives with the World Bank in enabling policy shifts through evidence-based analysis.	Ongoing

RECOMMENDATION 5:	**Learning and tracking results at outcome level** Enhance UNHCR's RBM with a consistent focus in all internal displacement situations on monitoring outcomes for IDPs in UNHCR operations including in multi-agency initiatives. Build into the system the means to track less visible results including protection dividends of UNHCR interventions and results of UNHCR roles in convening, cluster leadership, advocacy and evidence provision.		
Management response:	☒ Agree ☐Partially agree ☐Disagree		
Reasons (if partially agree or disagree):			

	Top-line planned actions	**By whom**	**Comments**	**Expected completion date**
1	DSPR to coordinate the finalization of results framework with the focus area strategic plan, enabling better analysis on IDP programming within COMPASS.	DSPR, Divisions, and RB	The introduction of this result framework will enable UNHCR to plan and monitor with more specificity its contribution to outcomes as well as enabling monitoring of advocacy efforts (the 'less visible results' referenced above). This will enhance COMPASS analytical capability for IDP programming.	Q3 2024

		Connectedness with other organizations		
RECOMMENDATION 6:		Build on UNHCR's progress in multi-agency approaches to internal displacement and resolve areas of tension at the international and country levels. Enhance ways of working with local organizations to support the localization agenda		
Management response:		☒ Agree ☐Partially agree ☐Disagree		
Reasons (if partially agree or disagree):				
	Top-line planned actions	By whom	Comments	Expected completion date
1	Advance with the localization agenda and extend and consolidate partnership and engagement with IDP organizations and local actors at global, regional and country level.	DER /DSPR Bureau and Country Offices	Provide direct funding to organizations led by displaced persons, via grants and Innovation fund for innovative projects coupled with technical support, mentoring, training, peer-to-peer learning, etc. Support donors and member States, UN agencies, NGOs, and other actors in implementing a localization pledge to increase and improve equitable partnerships with local actors, especially civil society organizations, in the areas of funding, capacity sharing, and inclusion in decision-making processes.	Q4 2024
2	Contribute to IDP data initiatives in partnership with other actors while also supporting government led IDP data initiatives, building government capacities for data collection, analysis and use in IDP situations	GDS (lead)	The Global Data Service in response to this evaluation and in response to the IASC IDP review will commit to enhancing IDP data both for operational data and official statistical purposes. This will include (1) leveraging its refugee registration capacity to support states in their leadership on IDP registration frameworks, (2) working together with the Danish Refugee Council (DRC) in co-hosting the Joint IDP Profiling Service (JIPS) to enhance their support of government-led IDP population data and (3) promoting the inclusion of IDP data into national statistical systems through the implementation of the International Recommendations of IDP Statistics under EGRISS.	Ongoing

RECOMMENDATION 7:	**Resource mobilization** Enhance resource mobilization efforts for situations of internal displacement, both through communicating to current and potential donors regarding UNHCR's role in internal displacement situations, and through addressing internal constraints to accessing resource mobilization opportunities.			
Management response:	☒ Agree ☐ Partially agree ☐ Disagree			
Reasons (if partially agree or disagree):				
	Top-line planned actions	**By whom**	**Comments**	**Expected completion date**
1	DRRM to continue lobbying at HQ with government/EU donors and work with Representatives to engage with local embassies to tap into country-based sources. DRRM to also work with regions and operations to provide guidance and support to senior management with UN/Pooled and inter-governmental sources of funding that traditionally provide funding to IDP situations (e.g. CERF and CBPF).	DER	DRRM in coordination with regions/operations will focus on a three-pronged approach: 1. Develop and update existing guidance and tools on fundraising and contribution management of CERF, CBPFs other local sources (e.g. fundraising tips and strategies for senior management; proposal development tools etc.) 2. Structured and regular briefings targeting senior management, interagency and external relations throughout the calendar year. 3. Ad-hoc support (briefings, proposal development support etc.) to targeted operations during new and protracted IDP emergencies	Q2 2025

RECOMMENDATION 8:		Workforce management Enhance UNHCR staff accountability, capacity, skills and expertise for internal displacement situations through training, guidance, recruitment and management processes.		
Management response:		☒ Agree ☐ Partially agree ☐ Disagree		
Reasons (if partially agree or disagree):				
	Top-line planned actions	**By whom**	**Comments**	**Expected completion date**
1	Review the inter-agency coordination training, including the selection process, to enhance it for 'fit for purpose' cluster coordination deployment capacity for emergency contexts and to strengthen the deployment capacity beyond individual cluster coordination to overall improve UNHCR's role in the inter-agency emergency response system (jointly with DER and Global Clusters).	DER (lead)/ DESS/DRS/DIP (Global Clusters)	Review the IASC course modules and make sure they are up to date/ fit for purpose - Formalize the selection criteria for IAC (Inter Agency Coordination) roster –systematize feedback on coordination training content (course evaluation) and learning outcomes (pre/post-tests) and post-deployment performance reviews / deployee to further strengthen UNHCR staff capacity. Create synergy between IAC training materials and learning objectives in light of other UNHCR trainings (including emergency training lead by DESS, etc.) to mainstream IAC learning objectives and harmonize learning outcomes across initiatives.	Q4 2024
2	Foster a culture of accountability to support employees fulfil their duties in a variety of situations including but not limited internal displacement via the embedment of people management principles in our enablers, programmes and initiatives to equip managers at all levels best respond to challenges.	DHR/GLDC		Q4 2024
3	Launch of Data Academy to enhance organisational data capacity and competencies	GDS	The Data Academy provides learning modules on IDP data and statistics. This will be an important tool to strengthen the understanding of IDP data in UNHCR.	May 2024, completed