

Evaluation Management Response	
Evaluation title:	Evaluation of UNHCR/UNICEF BluePrint for Refugee Children
Evaluation reference:	EvO/2023/19
Entity that commissioned the evaluation:	Independent Evaluation Offices of UNICEF and UNHCR
Due Date for Management Response:	31 March 2024
Date Management Response Completed:	25 July 2024
Coordinator of the Management Response:	Hazel De Wet (UNICEF) and Sara Baschetti (UNHCR)
Management Response cleared by:	Raouf Mazou, Assistant High Commissioner, Operations (UNHCR), and Ted Chaiban, Deputy Executive Director, Humanitarian Action & Supply (UNICEF)

General management comments on the evaluation:	<p>The evaluation served as an iterative external assessment, focusing on identifying transformative partnership strategies with the potential for global scalability. The results underscored the Blueprint's significant impact on enhancing program efficacy, streamlining collaborative advocacy efforts, and strengthening trust between the involved organisations. This positive momentum laid the foundation for establishing the Strategic Collaboration Framework (SCF).</p> <p>A noteworthy outcome of the evaluation is integrating most of its recommendations into the SCF. Undoubtedly, conscientious efforts have been exerted to ensure that the envisioned changes stemming from the SCF's signing seamlessly integrate into the operational practices of the two organizations. However, it is evident that additional work is required to fully embed the SCF as an integral component of field operations.</p>
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RECOMMENDATION 1:	Leadership: Ensure that the partnership continues to benefit from strong leadership at all levels
Management response:	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree
Reasons (if partially agree or disagree):	
Unit or function responsible:	Partnership and Coordination

Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Conclude conversation on the data sharing agreement	Global Data Service team of UNHCR and Data, Analytics, Planning and Monitoring team of UNICEF	Strong leadership exists for both organisations at all levels. Work is ongoing towards strengthening the compatibility of global systems (data, sectoral implementation, planning etc.) and shared responsibilities (funding, monitoring etc.). The discussions between the two agencies are already ongoing, and the data-sharing team has been established to reach a common framework. Collaboration of data sharing will continue through the JCT and related coordination structures.	End of 2024	In progress	

RECOMMENDATION 2:		Ensure that lessons from the Blueprint are institutionalized to strengthen the rollout of the SCF and inform partnership-brokering approaches more widely in the future				
Management response:		<input checked="" type="radio"/> Agree <input type="radio"/> Partially agree <input type="radio"/> Disagree				
Reasons (if partially agree or disagree):						
Unit or function responsible:		Partnership and Coordination				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Joint Coordination Team (JCT) to act as a repository of all partnerships	Partnership Coordination Services (PCS) and Office of Emergency Programmes (EMOPS)	As the Letters of Understanding (LoUs) are signed at the Country Level, the technical team of JCT ensures that all lessons learned are incorporated into the LoU and its work planning stage while ensuring they are in accordance with the letter and spirit of the SCF. The respective country office teams and regional office/bureaux are actively supported by the JCT technical team to streamline the partnership and incorporate best practices from the Blueprint.	December 2025	In progress	The JCT – through its regular coordination role – is entrusted with ensuring that the lessons learned from the Blueprint are institutionalized and incorporated throughout the SCF rollout. The lessons learnt from the Blueprint are already incorporated in the SCF at large. The JCT and the technical team continues to collaborate closely with RB's and COs on drafting

						LOs. The JCT is also developing a checklist to ensure that the Letters of Understanding (LoUs)/Action Plans, which are meant to operationalize the SCF at the country level, are developed in accordance with, and in the spirit of, the SCF and lessons learnt during Blueprint implementation.
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RECOMMENDATION 3:	Clarify intentions with respect to, and recognise the importance of funding to support initiatives to make transformative changes in refugee children’s inclusion					
Management response:	<input checked="" type="radio"/> Agree <input type="radio"/> Partially agree <input type="radio"/> Disagree					
Reasons (if partially agree or disagree):						
Unit or function responsible:	Partnership and Coordination					
Top-line planned actions	By whom	Comments	Expected completion date	Progress		
				Status	Comments	
Develop a Joint Fund Raising reference note	DER and EMOPS	<p>Based on the lessons learned from the Blueprint, UNICEF and UNHCR are looking into the aspects of developing a joint fundraising reference note also covering the SCF technical sectors. UNHCR DHC and UNICEF DED have already requested their respective technical (public and private) resource mobilization teams to discuss and develop key elements of joint efforts for senior leadership follow up and provide a normative reference note that consolidates good practices, addresses common concerns, language/terminologies for the use of Country office and regional teams when doing joint resource mobilization. Written exchanges and dedicated meetings are currently taking place or being planned for this purpose.</p> <p>Regional offices/bureaus are also encouraged to develop joint fundraising strategies for their localized context.</p>	December 2024	In progress	Regular dialogue/meetings have been organized between UNICEF PPD and UNHCR Fundraising team at senior level (Director/Division Head). At Regional level, , one such example is the Joint Response Plan for the Gulf of	

						Guinea for refugees, asylum-seekers, internally displaced persons and host communities was presented to donors for \$145.2 Million USD on 4th of March by the Regional Directors of West and Central Africa for UNHCR, UNICEF, WFP and IOM.
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RECOMMENDATION 4:		Develop a ‘meaningful and useful’ approach to monitoring and measuring changes in the inclusion of refugee children				
Management response:		<input checked="" type="radio"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):						
Unit or function responsible:		Partnership and Coordination				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Identify the core measurable output indicators	DER and EMOPS	Core measurable UNHCR and UNICEF indicators – which are already part of both organization’s regular annual reporting mechanisms – were identified and incorporated into the SCF. This approach reduced the reporting burden on country offices, which was also a major finding of the Blueprint evaluation since these are already reporting against these indicators as part of their annual reporting exercise.	September 2024	In Progress	Reporting issues continued to be a challenge due to UNICEF and UNHCR’s differing systems. UNHCR is currently introducing a new set of core output-level indicators, which will be able to uniformly present measurable results by both agencies.

						The new set of core output indicators has been cleared by UNHCR and technical teams are engaged for finalizing the revised set of indicators to monitor progress against the SCF.
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RECOMMENDATION 5:		Continue global level joint advocacy on refugee children’s inclusion, building on the work begun by the Joint Coordination Team (JCT) and subject matter leads during the Blueprint pilot period				
Management response:		<input checked="" type="radio"/> Agree <input type="radio"/> Partially agree <input type="radio"/> Disagree				
Reasons (if partially agree or disagree):						
Unit or function responsible:		Partnership and Coordination				
Top-line planned actions	By whom	Comments	Expected completion date	Progress		
				Status	Comments	
1 Among the 10 existing target countries to address childhood statelessness, select a few countries for strengthened joint advocacy to secure solutions and results at the country level. Also continue jointly supporting the development of interagency messages on refugee protection and inclusion in child protection.	Division of International Protection (DIP) and PD/Child Protection	During the internal review of the SCF implementation in 2023, it was agreed that a good place to start advocacy around statelessness work that is ongoing between the two agencies.	December 2024	In progress	UNICEF and UNHCR selected countries are good place to enact “iBelong Coalition” where both agencies are jointly advocating for every child’s right to a nationality. On-going discussions on joint advocacy already underway in a few countries –	

RECOMMENDATION 6:	Sustain momentum for the UNHCR-UNICEF partnership during the transition from the Blueprint initiative to the roll-out of the SCF
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Management response:		<input checked="" type="radio"/> Agree <input type="radio"/> Partially agree <input type="radio"/> Disagree				
Reasons (if partially agree or disagree):						
Unit or function responsible:						
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Joint ASG level steering committee maintains momentum of the Blueprint Initiative and its transition to SCF	ASGs	The SCF signing by Principals involved the leadup by ASG level steering committee and joint Director level engagement reflecting institutional commitment by UNICEF and UNHCR.	15 Feb 2023	Completed	
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RECOMMENDATION 7:		Mitigate the risks of the partnership being negatively influenced by personal attitudes and perceptions				
Management response:		<input checked="" type="radio"/> Agree <input type="radio"/> Partially agree <input type="radio"/> Disagree				
Reasons (if partially agree or disagree):						
Unit or function responsible:						
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Clear communications about the institutional prioritisation of the partnership	AHC-O and DED	Send a joint email to all regional directors sharing an update on progress and reiterate the institutional focus on SCF during their regular engagements with Directors and field missions	October 2024	In progress	After signing the SCF, the Principals of the two agencies sent a joint message. Besides, JCT and the technical team are in regular contact with the RBs and COs.
2	Partnership objectives are visible in country planning	Regional Directors and	Strengthening SCF should be visible in all planning documents, including joint work plans, UNCT country planning documents	December 2025	In progress	As the SCF rollout takes place, the country offices are

	documents	Country Representatives				aligning their planning to joint workplans.
3	Internal Communication & Advocacy Strategy developed and implemented	EMOPS (in collaboration with GCA) and DER	An internal communication and advocacy strategy is being developed through a specialized company and support of Global Communication & Advocacy (GCA) division and collaboration of DER team.	June 2024	In Progress	ToR for a consultant to develop a communication and advocacy strategy published

RECOMMENDATION 8:		Continue to build capacities and knowledge within both agencies for successful implementation of the partnership				
Management response:		<input checked="" type="radio"/> Agree <input type="radio"/> Partially agree <input type="radio"/> Disagree				
Reasons (if partially agree or disagree):						
Unit or function responsible:						
Top-line planned actions	By whom	Comments	Expected completion date	Progress		
				Status	Comments	
1	10 trainings on protection made available on UNICEF training platform; including a video prepared by UNHCR on the foundation of refugee protection for child protection actors.	UNHCR training, UNICEF AGORA team	The data for all trainings have been shared with UNICEF. The training has been uploaded on the UNICEF platform called Agora. A joint online learning series for UNHCR and UNICEF on inclusion in national child protection systems is being repeated in 2024.	March 2024	Completed	
2	1 Online self-paced training module on the UNICEF-UNHCR SCF partnership is developed and launched	UNICEF & UNHCR training teams	An online training module is being developed in multiple languages for creating understanding of the UNICEF-UNHCR SCF and its implementation for field and country office teams	October 2024	In progress	