

UNHCR Evaluation Management Response	
Evaluation title:	Evaluation of UNHCR's Emergence Response to the influx of Syrian Refugees into Turkey: 1 January 2014 – 30 June 2015
UNHCR evaluation reference:	ES/2016/03
Entity that commissioned the evaluation:	Evaluation Service
Date of Management Response:	9 February 2017

General comments on the evaluation:	In general, UNHCR Turkey agrees with most recommendations contained in the evaluation report. Although the evaluation covers the period January 2014 – June 2015, the majority of the recommendations are still helpful to increase the effectiveness and efficiency of UNHCR's response to the Syrian refugees in Turkey. Notwithstanding, these recommendations are to be seen against the backdrop of the Government's strong leadership in the management of the refugee response and in full appreciation of the scale of the operation in question involving the largest single refugee caseload in the world over a large territory. Furthermore, implementation of some of the recommendations is contingent upon the availability of resources and depends on the operational context and their continued relevance, due to the evolving situation.
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RECOMMENDATION 1:	UNHCR Turkey should work with the Turkish Government to revise the overall coordination architecture at national, provincial and municipal levels, in order to optimize the effectiveness, efficiency and coherence of the Syrian refugee response					
Management response:	✓ Agree □ Partially agree □ Disagree					
Reasons (if partially agree or disagree):						
Unit or function responsible:	Management (Mgt) + Inter-Agency Coordination (IA) Unit					
Top line planned actions	By whom	Potential limitations, risks and constraints	Expected completion date	Progress		
				Status	Comments	
1.1	Increase coordination with all governmental institutions working in the Syrian refugee response through MFA as the main interlocutor of UNHCR	Mgt	•	Continuous	UNHCR has a daily exchange with the relevant counterparts at MFA on coordination	

1.2	Strengthen IA coordination mechanisms and coordination structures both in Ankara and in the field	Mgt	•	Completed	Completed	
RECOMMENDATION 2:		UNHCR Turkey should reassess its thematic coordination roles, in particular in education, cash and livelihoods, and be ready to share or step back where other actors have strong capacity and/or mandates to lead.				
Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		It is critical that UNHCR remains engaged as co-lead in certain thematic areas where the protection aspect remains central to responding to the needs of refugees and where UNHCR still runs large interventions. This is the case in education and cash. In education the UNHCR perspective on refugee rights and children's access to education is a critical complement to UNICEF's large scale implementation of educational activities; for this reason a co-leading function will remain. Similarly in cash, the coordination of the basic needs working group remains a co-led function between UNHCR and WFP.				
Unit or function responsible:		Interagency Coordination (IA)				
Top line planned actions		By whom	Potential limitations, risks and constraints	Expected completion date	Progress	
					Status	Comments
2.1	Maintain co-leadership with WFP in basic needs and UNICEF in education. Develop clear terms of reference for these roles.	IA	<ul style="list-style-type: none"> Taking on these co-leading functions requires investment in human resources and time. An investment that has been prioritized but will need to continue. 	Ongoing throughout the duration of the implementation of the 3RP and other joint plans.	Co-leading functions have been established and are ongoing. UNHCR experts in education and CBI are playing a key role in supporting coordination priorities.	Establishing leadership in thematic areas is critical to overall leadership of the response.
RECOMMENDATION 3:		UNHCR globally should increase investment in the professionalization of its coordination function				
Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		This recommendation was correct and relevant in 2013 but the MENA Bureau and UNHCR globally have since taken important measures such as developing of an inter-agency coordination tool kit, establishing and roll-out of the Refugee Coordination Model and providing basic and advanced trainings directly to staff charged with discharging the coordination function. The joint UNHCR/OCHA Note on coordination in "mixed				

		situations” has also been provided to field operations. Furthermore, UNHCR created or reinforced dedicated coordination units in operations with extensive inter-agency coordination needs. These units were supported by dedicated coordination staff in select Regional Offices and the Inter-agency Coordination Service in HQ, contributing to the reinforcement of the function at a country, regional and global level. UNHCR is committed to continue to professionalize and improve its coordination functions to the benefit of persons of concern.				
Unit or function responsible:		UNHCR HQ				
Top line planned actions		By whom	Potential limitations, risks and constraints	Expected completion date	Progress	
					Status	Comments
3.1	Establish a Senior Inter-Agency Coordinator tasked with strengthening the coordination infrastructure and skill set in the region and inform global decision-making	MENA Bureau		2016	Completed	Staff member took up function as of January 2016 and continues to inform and strengthen country, regional and global processes.
3.2	Development and roll-out of coordination trainings	IASC, GLC			Completed	
3.3	Strengthening of relevant coordination units globally	Bureaux, Mgt			Ongoing	
3.4	Review and clarification of UNHCR's coordination role and related policy development	Mgt			Completed	
RECOMMENDATION 4:		UNHCR Turkey should continue strengthening its HR capacity in order to support the continuing growth of its programming and protection commitments in Turkey. Specifically: (a) UNHCR Turkey should intensify efforts to recruit mid-level managers and officers with 21st century skills, including information management, cash-based interventions, modern HR management, and strategic communications; and (b) UNHCR in Turkey should maintain the current policy of staffing key positions with national officers, wherever appropriate				
Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		On the recommendation in part (b) the Representation reserves its view that filling of the key staff positions should be well balanced between international staff (who bring diversity, wider experience) and mid-level				

		national staff (who possess knowledge of the language, country and its specificities). Therefore, the action below is on part (a) of the recommendation.				
Unit or function responsible:		Human Resources (HR) + Management (Mgt)				
Top line planned actions		By whom	Potential limitations, risks and constraints	Expected completion date	Progress	
					Status	Comments
4.1	Continue efforts to recruit staff (both UNHCR and Affiliate Workforce) with 21st century skills in Info-management, CBI, modern HR management and strategic communications in cooperation with DPSM and GLC, based on the requirements of the operation.	HR, Mgt	<ul style="list-style-type: none"> Limited availability of relevant skill sets on cash-based intervention and strategic communications profiles 	Mid 2017	Completed - Information Management, CBI, HR Management Ongoing – Strategic communications	Significant progress has already been made in Information management, CBI and HR management fields
RECOMMENDATION 5:		UNHCR Turkey should support the Government to conduct a comprehensive vulnerability assessment in conjunction with a validation exercise planned to take place in the near future, taking care to ensure that the hard-to-reach populations (which are also likely to be among the most vulnerable) are included				
Management response:		✓ Agree □ Partially agree □ Disagree				
Reasons (if partially agree or disagree):						
Unit or function responsible:		Verification, Management (Mgt)				
Top line planned actions		By whom	Potential limitations, risks and constraints	Expected completion date	Progress	
					Status	Comments
5.1	Provide technical expertise to Directorate General for Migration Management (DGMM) to develop a verification project to verify the 2.7 million Syrian refugees in Turkey under temporary protection (TP). This is a DGMM project.	DGMM & UNHCR registration experts	<ul style="list-style-type: none"> No sufficient bilingual staff, adequate premises, and the large number of people to be verified 	End 2017 – Early 2018	Ongoing	
5.2	Identify, record and refer persons with specific needs	DGMM		2018	Ongoing	

	through the verification project, for follow up and service provision.					
5.3	Consult with DGMM on further support that can be provided to their future plans with respect to vulnerability assessment	Mgt			Continuous	UNHCR's related positioning and support will be attuned to the Government's future plans.
RECOMMENDATION 6:		Pending a comprehensive national vulnerability assessment of Syrian refugees in Turkey, UNHCR Turkey should assemble all of the existing needs and vulnerability assessments, and the results of various refugee-centred consultations, and build a composite portrait of the vulnerabilities of the Syrian refugee population				
Management response:		✓ Agree □ Partially agree □ Disagree				
Reasons (if partially agree or disagree):						
Unit or function responsible:		Information Management (IM), Inter-Agency Coordination (IA), Protection and Policy Development (PDU) Units				
Top line planned actions		By whom	Potential limitations, risks and constraints	Expected completion date	Progress	
					Status	Comments
6.1	Build a portrait of vulnerabilities of the Syrian refugee population in Turkey built following assembling existing assessments and analysis.	Information Management Working Group (IMWG) Coordinator: UNHCR IMO	<ul style="list-style-type: none"> The national legislation incorporates provisions strictly limiting collection of personal data by third parties. Due to these legal limitations, Government can restrict assessments which are not allowed to be publically shared in Turkey. 	Throughout 2017 (assessments assembled) End 2017 – Early 2018 (analysis completed and portrait built)	IMWG is currently mapping various types of needs and vulnerability assessments through its members, and their partners.	Limited response from Group members due to constraints mentioned earlier. Next steps is to work with partners to identify the type of analytical product that would be of value to all. Once this is identified,

						collecting the information might be easier considering a concrete outcome has been defined.
6.2	Present RAIS as a useful tool to the Government and propose UNHCR support in case its use is envisaged	Mgt		Completed		
RECOMMENDATION 7:		UNHCR Turkey, in conjunction with other stakeholders, should facilitate the creation of a managed central online repository of data, research and analytical material on Syrians in Turkey, possibly to be housed in an established university				
Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		UNHCR Turkey has already created a repository of research and analytical materials on Syrians in Turkey as produced and published by different entities. These materials have been analysed by the Office for the development of appropriate interventions. Universities in Turkey have sufficient technical capacity to house such materials and they do not need UNHCR's facilitation to create such online data.				
Unit or function responsible:		Inter-Agency Coordination (IA), Information Management (IM) and Policy Development (PDU) Units				
Top line planned actions		By whom	Potential limitations, risks and constraints	Expected completion date	Progress	
					Status	Comments
7.1	Carry on consultations with the DGMM's Migration Research Centre to house these materials in line with its mandate.	Information Management Working Group Coordinator/UNHCR Turkey IM Unit manages and updates information on repository (Data Portals – dataportal.un	<ul style="list-style-type: none"> Despite encouragement of the inter-agency / humanitarian actors not many documents or information are being shared by actors to put up on the portal. There are ongoing discussions between partners within the coordination structure on modalities of sharing such information with 	Ongoing, grows as more information is shared	Two different Inter-Agency, UNHCR-hosted data portals already exist where various forms of information on refugees in Turkey exist: the Syria Regional Refugee Response Portal and the Refugee/Migrant Mediterranean Response Portal. UNHCR is currently the focal point for uploading	The portal also does not currently include documents produced by research, academic or other national institutions.

		hcr.org)	an external audience.		material shared by the humanitarian community.	
RECOMMENDATION 8:		UNHCR Turkey should continue to provide technical (including interpreter) support to DGMM for continuous improvement and implementation of Syrian registration				
Management response:		✓ Agree □ Partially agree □ Disagree				
Reasons (if partially agree or disagree):						
Unit or function responsible:		Registration (Reg), Verification, Policy Development (PDU), Programme (Prog) and Supply Units				
Top line planned actions		By whom	Potential limitations, risks and constraints	Expected completion date	Progress	
					Status	Comments
8.1	Support the verification exercise through provision of equipment and personnel	Verification, Prog, Supply	<ul style="list-style-type: none"> Lack of funding, political will, operational constraints 	2018	Ongoing	
8.2	Continue providing interpreter support to Provincial Directorates for Migration Management	PDU, Prog, Supply	<ul style="list-style-type: none"> Lack of qualified interpreters, lack of funding 	2018	Ongoing	
8.3	Continue providing interpreter support for registration	Reg, Prog, Supply	<ul style="list-style-type: none"> Lack of qualified interpreters, lack of funding 	Continuous	Ongoing	
RECOMMENDATION 9:		UNHCR Turkey should negotiate with AFAD to obtain a private office space in each temporary accommodation centre, where UNHCR field staff can hold regular office hours and meet confidentially with refugees in order to monitor welfare concerns				
Management response:		✓ Agree □ Partially agree □ Disagree				
Reasons (if partially agree or disagree):						
Unit or function responsible:		Management (Mgt), Liaison and Southeast Field Office				
Top line planned actions		By whom	Potential limitations, risks and constraints	Expected completion	Progress	
					Status	Comments

				date		
9.1	Carry on discussions with the Government to ensure unrestricted access for UNHCR officials to the refugees in camps in order to fulfil the mandate and commitment with respect to technical support and advisory role	Mgt, Liaison		Completed		
9.2	Ensure uniform implementation across all camps and provinces	Southeast Field Office		Ongoing		
RECOMMENDATION 10:		UNHCR Turkey should increase its resettlement efforts, but any additional spending on resettlement should not be at the expense of ensuring the protection of Syrians who are likely to be staying in Turkey for some time				
Management response:		✓ Agree □ Partially agree □ Disagree				
Reasons (if partially agree or disagree):						
Unit or function responsible:		Management and Resettlement (RST) Units				
Top line planned actions		By whom	Potential limitations, risks and constraints	Expected completion date	Progress	
					Status	Comments
10.1	Continue discussions with RST countries and HQ for increased support to Turkey with resettlement and other legal pathways	Mgt, RST	<ul style="list-style-type: none"> Funding availability Availability of RST quota 	Continuous	Compared to RST submissions in 2014 less than 16,000, UNHCR made, nearly 29,000 RST submissions in 2016.	Despite the increase in resettlement efforts, solutions are available only for a small percentage of refugee population in Turkey. Therefore, the need for support and

						solidarity for improvement of living conditions in the host country will continue.
RECOMMENDATION 11:		UNHCR Turkey should work with UN Women, UNFPA, UNICEF and leading NGOs, and in close collaboration with Turkish Government authorities and academic institutions, to conduct a comprehensive study of the “State of Syrian children in Turkey,” with a particular emphasis on collecting information on child labour and early marriage				
Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		The conduct of such study is contingent upon the concurrence and support of the Government.				
Unit or function responsible:		Policy Development (PDU)+ Child Protection (CP) + Inter-Agency Coordination (IA) Units				
Top line planned actions		By whom	Potential limitations, risks and constraints	Expected completion date	Progress	
					Status	Comments
11.1	Continue discussions within Protection WG	IA, CP		Continuous	Discussions ongoing within the Child Protection and GBV Sub-working Groups	
11.2	Engage with relevant authorities, including Ministries of Family and Social Policies, Labour and Social Security, National Education and Youth and Sports	PDU, Protection	<ul style="list-style-type: none"> Sensitivity of the issues in question. 	Subject to discussions with the relevant authorities	UNHCR has already raised its willingness to cooperate in these two fields.	
RECOMMENDATION 12:		UNHCR Turkey should step up its efforts regarding child protection and SGBV in particular combating two forms of child exploitation that are considered to be widespread among Syrians in Turkey: child labour and early marriage. A clear child protection action plan needs to be developed with the Government, UNICEF and other partners, and its implementation needs enhanced coordination and substantial investment from Government line ministries, UNHCR, other agencies and INGOs, as well as from the refugees themselves				
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:		Policy Development (PDU)+ Protection (Prot) + Child Protection (CP) + Inter-Agency Coordination (IA) Units				
Top line planned actions		By whom	Potential limitations, risks and constraints	Expected completion date	Progress	
					Status	Comments
12.1	Set up a Child Protection Working Group at national level to have a dedicated forum to coordinate and advocate on child protection issues.	UNHCR (IA unit) and UNICEF	<ul style="list-style-type: none"> Limited coordinated approach between the 2 UN agencies; separate relationships with Government authorities in charge to pursue a child protection action plan. 	Throughout 2017	The working group is set up with ToRs. Work plan to be developed in 1st quarter of 2017.	
12.2	Set up a child labour task force at the Inter-Agency level	Child Protection, Basic Needs, Livelihoods and Education sectors	<ul style="list-style-type: none"> Overall interest in a cross-sectoral approach to work on the issue but will need strong leadership to run such a task force in the mid to long term. 	First meeting will take place during February 2017	Leadership, ToRs, work plan and clear tasks will be defined in first meetings.	
12.3	Continue to support to the GBV working group led by the Ministry of Family and Social Policies at national level	UNHCR and UNFPA	<ul style="list-style-type: none"> MoFSP's initially limited engagement of humanitarian actors in the development of a common vision and action plan; insufficient available data 	Working group is expected to continue throughout 2017.	SOPs on referral of GBV cases being finalised (1st quarter of 2017). 3RP response plan to constitute the bulk of the work plan of the Working Group.	
12.4	Set up a Child Marriage Task Force	IA, Prot	<ul style="list-style-type: none"> Limited scope for the involvement of I/NGOs. Lack of coordination between agencies 	Q1-Q2 2017		

			<ul style="list-style-type: none"> Limited availability of different departments and units within government institutions, as well as UN agencies. 			
RECOMMENDATION 13:		UNHCR Turkey should work with MoFSP, UN Women, UNFPA and academic institutions to conduct a country-wide age, gender and diversity analysis to underpin the 3RP and provide the foundations for a Gender Strategy integrated within the Protection and Solutions Strategy, that in turn can frame more effective action plans for Community-based Protection, Child Protection and SGBV				
Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		The conduct of such analysis is contingent upon the concurrence and support of the Government				
Unit or function responsible:		Policy Development (PDU)+ Protection (Prot) + Inter-Agency Coordination (IA) Units				
Top line planned actions		By whom	Potential limitations, risks and constraints	Expected completion date	Progress	
					Status	Comments
13.1	Discuss a country wide age, gender and diversity analysis	Members of the GBV working group under the leadership of MoFSP	<ul style="list-style-type: none"> Limited interest from MoFSP or UN Agencies to dedicate sufficient time and resources to produce or publish such analysis; 	To be discussed within the GBV working group or as part of bilateral work plan between UNHCR and MoFSP		
13.2	Engage with SGBV WG members and authorities for conducting a country-wide analysis	IA, PDU	<ul style="list-style-type: none"> Difficulty to engage Government and other stakeholders in comprehensive researches throughout the country 	2017		
13.3	In the absence of an analysis, engage with SGBV WG members for drafting a IA GBV	IA, Prot, PDU	<ul style="list-style-type: none"> Lack of data allowing quality country-wide AGD analysis may limit 	Q3-Q4 2017		

	strategy based on available information		the scope of the draft strategy			
RECOMMENDATION 14:		UNHCR Turkey should adopt a more structured approach to needs assessments, analyses, strategies and action plans, thereby facilitating priority-setting and the addressing of key analytical gaps concerning child protection and SGBV				
Management response:		✓ Agree □ Partially agree □ Disagree				
Reasons (if partially agree or disagree):						
Unit or function responsible:		Policy Development (PDU)+ Protection (Prot) + Inter-Agency Coordination (IA) + Information Management (IM) Units				
Top line planned actions		By whom	Potential limitations, risks and constraints	Expected completion date	Progress	
					Status	Comments
14.1	Finalize the Child Protection strategy and ensure regular updating	Prot		30 Nov 2016	Completed	
14.2	Finalize the SGBV strategy and ensure regular updating	Prot	<ul style="list-style-type: none"> Lack of data allowing quality country-wide AGD analysis on GBV limits the scope of the strategy 	31 Dec 2016	Completed	
14.3	Reinforce the sharing of existing or planned needs assessments, analyses, strategies and action plan at the Inter Agency level	Partners participating in Inter Agency coordination	<ul style="list-style-type: none"> Possible reluctance by partners to share their existing data or their plan to collect data. 	Throughout 2017	Ongoing effort to have a repository of existing information at the inter agency level.	
14.5	Conduct focussed Community-Based Protection (CBP) missions and analyses of needs and gaps and engage through Refugee Outreach Volunteers (ROVs) with a view to crafting the most appropriate action	Prot		Throughout 2017		

	plans					
14.6	Conduct participatory assessments and focussed group discussions with children, adolescents and youth	Prot		Planned for 2017 – done in 2016	Completed	
RECOMMENDATION 15:		UNHCR Turkey should work with UNICEF and MoNE to prepare a comprehensive action plan for refugee education that would (a) be based on a situation assessment and analysis of the learning needs and expectations of Syrian children (which could be included within a report on the “State of Syrian children in Turkey” as recommended elsewhere); and (b) include a tripartite agreement on educational approaches, including use of curriculum and languages of instruction, with the Government of Turkey				
Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		<p>Since the evaluation was conducted, the Ministry of National Education has articulated a clear strategy for the provision of education to Syrian refugees. MoNE’s new strategy focuses on the inclusion of Syrian children in the national system. This was supported by a new UNHCR / UNICEF convergent approach already agreed in mid-2015.</p> <p>UNHCR has advocated, along with other actors, for the establishment of clearer coordination structures for education provision and the articulation of a long term “theory of change” for the provision of refugee education.</p>				
Unit or function responsible:		Education + Policy Development (PDU) Units				
Top line planned actions		By whom	Potential limitations, risks and constraints	Expected completion date	Progress	
					Status	Comments
15.1	Continue to engage with MoNE in order to ascertain status of policy and legislative decisions.	Education Unit & PDU, with UNICEF	<ul style="list-style-type: none"> Government policy, although favouring integration in the national system, may face implementation challenges. Already overwhelmed capacity of Turkish schools is likely to affect the speed of integration. 	Completion is subject to agreement on processes issues by the government of Turkey.	In progress	In progress
15.2	Recommend to MoNE that a working group comprised of	Education Unit, with	<ul style="list-style-type: none"> Diversity of 	February 2017	Planned	

	government, agencies, UN and key bilateral donors to the education response be established	UNICEF	stakeholders			
RECOMMENDATION 16:		In support of this comprehensive education action plan, UNHCR Turkey should prioritise education according to the agreed division of labour by scaling up its staffing and its programming for non-formal education, Turkish language training and higher education. In order to facilitate the inclusion of refugees in government schools, UNHCR should also increase the provision of school transport, conditional cash assistance linked to education in order to support children at particular protection risk, and supplies for refugee children in government schools				
Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		<p>The 2017/18 3RP education chapter, and activities for which UNHCR is appealing for funding, centre on the provision of informal education, language teaching, promoting access to higher education and supporting the strengthening of government capacity to respond to the current refugee situation.</p> <p>Since 2015, there has been an agreed division of labour between UNHCR and UNICEF, with UNICEF assuming primary responsibility for addressing needs in the formal schooling sector and UNHCR focusing on higher education, vocational education and Turkish language education. With the assumption that UNICEF and MoNE will have put in place a system of conditional cash grants for education for Syrian refugees, UNHCR could look into covering some of the gaps through CBI in 2017. With the government's emphasis on promoting inclusion in the national system, UNICEF's programming will increasingly shift to address the needs of Syrians (and vulnerable Turks) in Turkish schools, with UNHCR focusing on the core areas listed above.</p>				
Unit or function responsible:		Education and Human Resources (HR) Units				
Top line planned actions		By whom	Potential limitations, risks and constraints	Expected completion date	Progress	
					Status	Comments
16.1	Review the education unit organigram and establish new national and international posts as required for planned programme implementation	Education Unit, HR	<ul style="list-style-type: none"> Additional posts for supporting education programme delivery will need to be created. Funding challenges 	December 2017	In progress	UNHCR's 2017 agreements with education partners reflect the priorities listed above
RECOMMENDATION 17:		UNHCR Turkey should work with its partners to develop a Strategic Communications Action Plan to underpin the Protection and Solutions Strategy as recommended elsewhere, with a primary emphasis on supporting social cohesion, and a secondary emphasis on fund-raising				

Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		<p>The recommendation is partially accepted. While it is important to ensure coherence and coordination for all communications and external relations interventions in the operation, the very different target audience, respectively Turkish public, UN system and partners, refugees and donors are best served by specific strategies and action plans targeted to them.</p> <p>Outreach to the host community in Turkey and UN partners and external partners including donors has been enhanced through use of a wide and diversified range of channels, in addition to traditional media and social outreach along with establishment of the Information Management and Donor Relations Units.</p>				
Unit or function responsible:		Communication with Communities (CwC), Public Information (PI), Donor Relations (DR), Protection (Prot)				
Top line planned actions		By whom	Potential limitations, risks and constraints	Expected completion date	Progress	
					Status	Comments
17.1	Prepare a Communication with Communities Strategy	CwC, Prot		2017	Ongoing	
17.2	Incorporate the elements of proactive strategic communications in UNHCR's Turkey Urban Strategy and in the 3RP in order to address possible social cohesion challenges	PI, DR, CwC			Completed	
17.3	Strengthen horizontal coordination among all communication related actions of UNHCR Turkey	PI, DR, CwC, IM		Throughout 2017	A review was done in 2016 and implementation is ongoing	
RECOMMENDATION 18:		UNHCR Turkey should actively engage with municipal authorities in all refugee-hosting regions, inventory the relevant services provided by municipalities (including MHPSS, SGBV referral mechanisms, community centres and refugee support groups), and then (a) work with municipal governments to anticipate and manage risks of social tension, and (b) enhance existing municipal capacity to include refugees				
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:		Multi-functional Teams (MFT), Programme (Prog), Protection (Prot), Community Based Protection (CBP)				

Top line planned actions		By whom	Potential limitations, risks and constraints	Expected completion date	Progress	
					Status	Comments
18.1	Establish a Committee on Community Support Projects (CSP), develop an Action Plan, and implement CSPs in support of municipalities.	MFT	<ul style="list-style-type: none"> Lack of funding Lack of capacity Commitment by authorities 	Continuous	Ongoing	
18.2	Map the technical and human resources capacity of municipal community centers (CC) for the aim of filling the gaps, planning capacity building trainings for existing of staff	UNHCR / IPs	<ul style="list-style-type: none"> Lack of specialized service staff and difficulties to reach out to the refugee community across the country High turnover of staff Limited physical capacity of CCs 	2017-18	Partially started	Trainings to target areas with high concentration of Syrians. Enhanced cooperation with MoFSP. Mapping of municipal authorities engaged in the response of PoC is still ongoing.
18.3	Increase engagement with municipal authorities	CBP	<ul style="list-style-type: none"> Limited capacity in the field compared to the huge geographic area Interest to engage and sensitivities 	2017-18		
18.4	Conduct CBP missions engaging in focused group discussions with refugee communities, host communities and local authorities.	Prot		2016-2017	In progress	
18.5	Design, in collaboration with municipalities and refugee communities, projects to boost social cohesion	Prot		2017	In progress	

18.6	Diversify partnerships (e.g. civil society, host community, mukhtars, refugees, ROVs)	MFT / CBP		2017-18	In progress	
18.7	Support language / vocational / hobby courses through Community Support Projects	UNHCR / IPs	<ul style="list-style-type: none"> • Lack of trainers' capacity • Difficulty in reaching target groups • Lack of certification of trainings, transportation costs and lack of time causing reluctance to attend courses 	2017-18	In discussion	Need to work in cooperation with Provisional Education Centers (PECS). Dissemination of leaflets in Arabic to increase awareness on available language courses
18.8	Increase physical capacity of existing municipal community centers	UNHCR / IPs	<ul style="list-style-type: none"> • Time and budget consuming • Political sensitives in Izmir among the local and state authorities 	2017	In discussion	Aim is to make CCs more child and disability friendly to increase participation of women and identification of vulnerable individuals
18.9	Provide material assistance in support of municipal community center activities	UNHCR / IPs	<ul style="list-style-type: none"> • Increase in demand from host community and possible negative feedbacks • Unequal distribution of NFI assistance • Use of assistance for other purposes 	2017	Started in 2016	Need for monitoring of assistance in coordination with partners funded by UNHCR. Joint activities with the host community would contribute to

foster peaceful co-existence

RECOMMENDATION 19: Together with local partners, UNHCR Turkey should continue to support camps and municipalities in the establishment of representative and consultative mechanisms for refugees, and actively support the selection and training of effective refugee representatives

Management response: Agree Partially agree Disagree

Reasons (if partially agree or disagree):

Unit or function responsible: **Community Based Protection (CBP); Field Offices**

Top line planned actions		By whom	Potential limitations, risks and constraints	Expected completion date	Progress	
					Status	Comments
19.1	Engage with refugee communities and authorities in the provinces	CBP; Field Offices	<ul style="list-style-type: none"> Need to engage at local level refugees and/ authorities/local communities especially in urban setting 	2017	Ongoing	
19.2	Provide training on CBP targeting camp and municipal authorities	Prot, PDU	<ul style="list-style-type: none"> Needed time to develop confidence by authorities and stakeholders and full understanding of the CBP concept 	Q2 2017		
19.3	Expand and consolidate Refugee Outreach Volunteers (ROV) programme	Prot		2017	Ongoing	

RECOMMENDATION 20: To increase efficiency and sustainability, rather than invest in new community centres, UNHCR Turkey should (a) continue to use all existing community centres (UNHCR-funded and others) as platforms for outreach, so that they can extend coverage and enhance understanding of the persons of concern, and (b) support the Turkish authorities with their plans to increase the number of government-managed Community Centres

Management response:		✓ Agree □ Partially agree □ Disagree				
Reasons (if partially agree or disagree):						
Unit or function responsible:		Field Offices, Programme (Prog), Protection (Prot), Community Based Protection (CBP)				
Top line planned actions		By whom	Potential limitations, risks and constraints	Expected completion date	Progress	
					Status	Comments
20.1	Increase staff and physical capacity of government-managed community centers (CCs)	State with support of UNHCR and IPs	<ul style="list-style-type: none"> • Time and budget consuming • Procedural challenges 	2017	In discussion	As per recommendation, instead of focusing on increasing the number of CCs, focus on capacity building of existing CCs staff capacity, reception and physical conditions. Security measures to be considered as well
20.2	Increase outreach capacity, harmonize standards of quality and predictability of services by UNHCR-funded CCs and advocating with donors of other CCs for the same	UNHCR / IPs	<ul style="list-style-type: none"> • Limited coordination and information sharing among operational partners and IPs. • Need to further develop cooperation among NGOs • Limited funding could hinder expansion of outreach networks 	2017	Started with ASAM (IP) in 2016	UNHCR funded partners to work with other actors on referral and information dissemination on available services
20.3	Develop a service mapping tool which ensures to better inform	IA / IM	<ul style="list-style-type: none"> • The need for partners' commitment to share 	Mid 2017	In progress Service Mapping staff	

	refugees where they can access CCs and other services		information		recruited and platform developed.	
20.4	Provide support to existing community centres	Prog, Prot, Field	<ul style="list-style-type: none"> Lack of funding, operational context, lack of capacity and outreach 	Continuous	Ongoing	
20.5	Provide support to Social Service Centres under Ministry of Family and Social Policy (MoFSP)	Prog, CBP, Prot	<ul style="list-style-type: none"> Lack of funding, lack of capacity, operational constraints 	Dec 2017	Ongoing	
RECOMMENDATION 21:		Regarding Livelihoods, UNHCR Turkey should focus on where it can best add value: (a) upstream work on advocacy, policy dialogue/advice, and regulatory reform related to refugee employment, including the right to re-register where refugees have found work; (b) support for skills assessment (in conjunction with vulnerability assessment and registration); (c) continued investment in Turkish language training; and (d) promoting greater investment by other UN partners, INGOs, private sector bodies and the Government in the whole spectrum of market-driven and employment-oriented technical training (from life skills, to skills-specific, to certified formal vocational training in state institutions)				
Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		UNHCR Turkey partially agrees with the recommendation, with the understanding that part (d) of the recommendation suggests that UNHCR should only be involved in lobbying, language training and leave the actual hands-on work to other UN or other organisations. UNHCR Turkey operation started a comprehensive livelihoods programme in the first quarter of 2016, which has already yielded some results such as facilitation of issuance of work permits, launching of a refugee entrepreneurship programme vocational training programmes, provision of Turkish language classes, organizing work permit conferences and private sector events. The livelihoods efforts of UNHCR are much wider in scale, content and should remain so to address recurrent gaps in the system.				
Unit or function responsible:		Livelihoods Unit				
Top line planned actions		By whom	Potential limitations, risks and constraints	Expected completion date	Progress	
					Status	Comments
21.1	Launch vocational training and entrepreneurship programmes together with Turkish language training. Strengthen awareness raising activities for work permit	Livelihoods	<ul style="list-style-type: none"> Possible rising tensions between host communities and refugees and limited employment 	Livelihoods activities will be continuously implemented	In both 2016 and 2017 livelihoods activities are continuing in a strengthened and expedited manner. All	

	procedures and cooperation with Government actors. Establish cooperation with the private sector.		opportunities.	therefore there is no expected completion date	of the planned actions are launched and are ongoing. The positive outputs are being observed.	
RECOMMENDATION 22:		UNHCR MENA should move all the 3RP dashboards to a quarterly reporting cycle, and the analytical depth of the narrative quarterly reports should be enhanced to a quality that would provide a strategic quarterly briefing for senior managers of donor agencies, supplemented with offline tactical briefings to key donors				
Management response:		✓ Agree □ Partially agree □ Disagree				
Reasons (if partially agree or disagree):						
Unit or function responsible:		MENA Bureau / Director's Office in Amman (DOiA)				
Top line planned actions		By whom	Potential limitations, risks and constraints	Expected completion date	Progress	
					Status	Comments
22.2	Analyse and recommend with 3RP actors as to agreed reporting units and frequency	3RP Unit	<ul style="list-style-type: none"> If unable to come to a collective agreement which meets donor needs and regional capacity, 3RP reporting could be jeopardized 	First quarter, 2017	Underway	As of January 2017 and as agreed with the respective countries and regional stakeholders, 3RP reporting will be a simple monthly indicator report and quarterly narrative and analysis
RECOMMENDATION 23:		UNHCR Turkey should strengthen its programming efficiency either by investing in more programming capacity so it can manage a larger number of partner agreements in multiple sectors, or by simplifying the range of sectors and aiming for fewer and larger partner agreements				

Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		UNHCR does not agree with the recommendation on simplification of range of sectors and aiming for fewer and larger partner agreements, since the operational context, complexities and the scope of operation necessitate a wider range of partners to diversity the responses, reduce the risk and ensure adequate geographical coverage.				
Unit or function responsible:		Programme Unit together with the Implementing Partner Management Committee (IPMC)				
Top line planned actions		By whom	Potential limitations, risks and constraints	Expected completion date	Progress	
					Status	Comments
23.1	Strengthen programme management capacity by creation of an oversight mechanism through a Deputy Representative (Operations) and increase in number of programme staff both in Ankara and in the field	Mgt		Completed in 2016		
23.2	Increase the number of partners in strategic sectors	IPMC	<ul style="list-style-type: none"> Lack of funding, capacity of partners and operational context 	Dec 2017	Ongoing	Increased number of partners from 14 in 2016 to 25 in 2017
RECOMMENDATION 24:		Where it is determined that CRIs are more efficient than cash, UNHCR Turkey should ensure: (a) early agreement between UNHCR and the Government of Turkey on beneficiary targeting in areas where e-vouchers or cash assistance will be hard to put in place, (b) early definition of the scope of the winterization programme, and (c) early preparations for procurement and delivery of CRIs				
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:		Programme + Supply Units				
Top line planned actions		By whom	Potential limitations, risks and constraints	Expected completion date	Progress	
					Status	Comments

24.1	Provide core relief items (CRI) in the areas where cash assistance is hard to put in place (camps, new arrivals, rural areas)	Prog, Supply	<ul style="list-style-type: none"> Lack of funding, close coordination with relevant stakeholders 	Continuous / no end date	Ongoing	
RECOMMENDATION 25:		UNHCR globally should make it easier for national NGOs to work with them, in particular by: (a) including as many NNGO corporate management and head office costs as possible within the direct costs portion of project budgets; (b) prioritising NNGO partners for annual negotiation of agreements, to provide greater continuity of financing				
Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		<p>Over the years UNHCR has developed a very solid partnership with NNGO, with two thirds of its 900 diverse set of NGO partners being NNGOs. In 2016 alone, UNHCR channelled more than \$ 400 million (one quarter of funds implemented through partners) through national NGOs. The actual allocation of funds is informed by a multitude of factors such as presence, access to refugee areas, skill sets, complementary of capacities, availability and earmarking of resources, and operational necessities but in a number of locations, operations are led entirely by NNGOs. Direct administrative support is provided to the extent possible, which is regularly higher than for international partners.</p> <p>Furthermore and in line with its commitments made at World Humanitarian Summit and the Grand Bargain, UNHCR is striving to enhance capacities and empowerment of national humanitarian actors. To this end, UNHCR is working with UNICEF and WFP on the simplification and harmonisation of partnership agreements in consultation with NGO community and other stakeholders.</p>				
Unit or function responsible:						
Top line planned actions		By whom	Potential limitations, risks and constraints	Expected completion date	Progress	
					Status	Comments
25.1	Simplification and harmonisation of partnership agreements	DFAM	<ul style="list-style-type: none"> Internal and external reporting, due diligence and audit requirements 		Ongoing	
RECOMMENDATION 26:		Where it is determined that Cash-Based Interventions (CBI) are more efficient than in-kind assistance, (a) UNHCR Turkey should scale-up cash (in preference over e-voucher) assistance in those locations and sectors where UNHCR has a comparative advantage and in close coordination with other cash actors, and consider providing this assistance to women rather than to men; and (b) stop the provision of CRIs to out of camp populations once effective CBI schemes are properly in place				
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:		Cash-Based Interventions (CBI) Unit				
Top line planned actions		By whom	Potential limitations, risks and constraints	Expected completion date	Progress	
					Status	Comments
26.1	Establish a CBI programme for winter support for refugees from all nationalities	CBI	<ul style="list-style-type: none"> Lack of sufficient data on refugee population Availability of adequate funding 	Completed	Agreement made with PTT Bank. Referrals and assessments through partners ongoing. Referrals also received from the Government. Over 89,000 households / 440,000 individuals reached throughout Turkey 2 months of winter 2016-2017	
26.2	Devise a broader CBI Strategy for UNHCR Turkey	CBI	<ul style="list-style-type: none"> Lack of sufficient data on refugee population Availability of adequate funding Complex coordination with existing or foreseen other programmes 	Ongoing	Discussions continue on creation of a strategy defining UNHCR positioning and role in complementing the ongoing, wide-scale cash programme implemented by WFP	UNHCR could use CBI in order to address some protection related vulnerabilities.
RECOMMENDATION 27:		When revising the performance indicators, UNHCR globally should develop or adapt indicators to measure the performance of work done by UNHCR to support major host government and partner programmes (e.g. registration, camp management, education)				
Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		The current results framework used by UNHCR for program planning, monitoring and reporting contains already numerous performance indicators to report on activities carried out to support host government and partner programmes. UNHCR has initiated a revision of its Results-Based Management which will, inter alia, also include a review of its results framework. Additional indicators on support to Government and partner programmes to sufficiently capture performance in this area will be added if and where required.				

Unit or function responsible:						
Top line planned actions		By whom	Potential limitations, risks and constraints	Expected completion date	Progress	
					Status	Comments
27.1	RBM review	RBM review project		2020	Ongoing	