



**JUNE 2017 : UPDATE ON IMPLEMENTATION**

**UNHCR's MANAGEMENT RESPONSE MATRIX TO:**

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| <b>Title</b>                              | <b>Evaluation of UNHCR's Response to the L3 South Sudan Refugee Crisis in Uganda and Ethiopia</b>  |
| <b>Reference</b>                          | <b>PDES/2016/01</b>  |
| <b>Overall response to the evaluation</b> | <p><b>[In a couple of paragraphs please explain whether you agree with the broad conclusions of the review/evaluation and if you found it of good or poor quality in terms of methodology, clarity, usefulness of the key findings and recommendations]</b></p> <p>In general, the Bureau agrees with most recommendations made by the PDES evaluation. Many of the recommendations are relevant for operations to be more effective and efficient in delivering protection and assistance during the emergency phase of operations. However, with regard to the implementation of these recommendations, these are subject to many various elements, i.e. dedicated resources, inclusion into the UNDAF development agendas, availability of updated policies and processes, etc.</p> <p>A few of the recommendations hinge on the availability of funding and timeliness for the allocation of resources. When operations are faced with competing priorities to meet life-saving activities with limited resources, it is challenging to be able to sufficiently meet the needs. In addition, during the height of the emergency, not all resources could be rapidly allocated, which required a constant and phased manner of resource allocation processes, and thereby, making it difficult for operations to effectively plan in a holistic manner and pursue long lasting solutions or cost effective delivery. For these reasons, some of the processes will require revision and overhaul of the way the organisation dedicates and releases resources during the emergency phase.</p> <p>In addition, recommendations that touch on development aspects and linking with the government health and education facilities will require investment of more time and more resources to have a longer term impact. It is not realistic for</p> |

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|                                      | operations to comply with these recommendations within a time period of one year when inclusion of the humanitarian agenda and in the UNDAF agenda requires more time, and the development planning cycle ranges from 3 to 5 years.  |
| <b>Planned use of the evaluation</b> | <p><b>[In a couple of paragraphs please outline what actions you will take as a result of this review/evaluation such as 1) improvement of a programme or policy; 2) generating knowledge]</b></p> <p>As noted below with the responses from operations and divisions on the recommendations, further updating and refinement of policies and procedures on setting standards and guidance on protection aspects, WASH and health will ensure the effective protection of persons of concern and the delivery of services during the emergency phase. It is noted that these revisions and updating will not be a one-time effort but an ongoing process.</p> <p>With the recommendations, it is envisaged that operational delivery and review will be improved and enhanced. The updating of policies will serve as guidance to other operations which may face emergencies in the future and ensure that the Bureau and the technical divisions would be able to adequately support the field in times of need.</p> |

**Recommendation 1:**

**Documentation, including birth registration, should be made a protection priority given existing national laws that facilitate documentation to all.** Critical protection outcomes are linked to registration, such as documentation. Steps should be taken to ensure that even after the handover to the Government the registration can still provide UNHCR with the required data and that a verification exercise is undertaken to serve as the basis for documentation provision.

**Management Response to Recommendation 1.**

Agree  Partially Agree  disagree

**If disagree, explain the reason why:**

| Actions Planned   | Responsible Department / Service / Office                                     | Expected Completion Date   | Status (not started, in progress, completed, cancelled) | Actions Taken   |
|---|---|--|---|---|
| <p>Continuous registration of new arrivals and issuance of refugee ID cards and household attestation.</p> <p>Completion of verification exercise grace period and issuance of refugee ID cards to refugees who completed the exercise.</p> | <p>UNHCR Uganda / Regional Bureau for Africa</p> <p>Field office Adjumani</p> | <p>Continuous exercise (registration of new arrivals, and issuance of refugee ID cards and household attestation).</p> <p>Continuous exercise (registration of new born babies in the settlements and issuance of birth notification / certificates.</p> | <p>In progress</p>                                      | <p>Verification exercise was conducted in Rwamwanja, Adjumani and Arua in November and December 2015, and refugee ID cards were issued to all refugees who were above 16 years old, and verified during the exercise.</p> <p>Currently, verification exercise grace period is still going on in Kiryandongo. For the remaining settlements in the country, each will be verified sequentially as per the GoU agreed plan.</p> <p>The district local government has been registering new born babies in the settlements, and started issuance of birth notifications for refugee children.</p> |

**A. UGANDA**

**Recommendation 2**

Develop an integrated **community-based protection** and **community mobilization strategy** across sectors linked with consistent coordination on community incentive schemes and based on assessments (participatory, mapping of existing structures) across partners in order to create consistency and coherence.

**Management Response to Recommendation**

Agree  Partially Agree  disagree

**If disagree, explain the reason why:**

| Actions Planned   | Responsible Department / Service / Office | Expected Completion Date | Status (not started, in progress, completed, cancelled) | Actions Taken   |
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| Partners to agree on common approaches to involve community structures for self-management. | UNHCR Uganda / Regional Bureau for Africa | October 2015             | Completed   | Workshop for all partners held to agree on management of community structures |

**Recommendation 3:**

**Strengthen case management for Child Protection and SGBV** through enhanced coordination, information sharing, finalization of SOPs and capacity building of partners. Case management procedures should - to the extent possible - link to national systems, processes and be inclusive – this will also contribute to sustainability and coherence with UNHCR’s ReHope strategy. Efforts have already been taken to increase the utilization of SGBV response services, these efforts should continue.

**Management Response to Recommendation**

Agree  Partially Agree  disagree

**If disagree, explain the reason why:**

| Actions Planned   | Responsible Department / Service / Office | Expected Completion Date | Status (not started, in progress, completed, cancelled) | Actions Taken  |
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| UNHCR conducted a revision of Child protection SOPs. All partners were involved in 2015 and early 2016. A copy of SOPs and case management procedures | UNHCR Uganda / Regional Bureau for Africa | June 2016                | Completed   | Two draft SOPs and Individual Case Management (ICM) documents are available. Manager consultation will take place throughout as further requirements are identified and SoPs are developed as necessary. |

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| <p>has been shared widely and disseminated through the Child Protection Working Group. The two documents (SOPs and Case management) have included the views of the district office in line with ReHoPE.</p> | <p>UNHCR Uganda</p> |  |  |  |
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**Recommendation 4:**

**Harmonise policies and procedures for the identification, referral and follow-up on persons with specific needs across partners.** Put measures in place to ensure collaboration and coordination among partners dealing with people with specific needs.

**Management Response to Recommendation**

Agree  Partially Agree  disagree

**If disagree, explain the reason why:**

| Actions Planned  | Responsible Department / Service / Office                               | Expected Completion Date | Status (not started, in progress, completed, cancelled) | Actions Taken  |
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| <p>Harmonization of PSN (Persons with Special Needs) data collection from the border to the settlement.</p> <p>Systematic validation of collected data from the field to update status</p> | <p>UNHCR Uganda</p><br><p>UNHCR Uganda / Regional Bureau for Africa</p> | <p>Ongoing</p>           | <p>Completed</p>  | <p>All PSNs are identified and registered at the border reception centre through daily registration. All PSNs are captured on a daily basis and information used during bio-metric registration in RIMs. Thereafter, they receive ID cards and other documentation in the transit centre. These documents are updated during the annual validation exercises in the refugee settlements.</p> <p>Coordination with OPM and partners in place.</p> |

**Recommendation 5:**

**Strengthen and systematize accountability to affected populations as a cornerstone of the centrality of protection.** An action plan of how to implement accountability mechanisms based on the current structures and processes is required to ensure transparent communication and expectation management with people of concern, including participation in planning, implementation and monitoring across sectors.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

**If disagree, explain the reason why:**

| Actions Planned   | Responsible Department / Service / Office | Expected Completion Date | Status (not started, in progress, completed, cancelled) | Actions Taken  |
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| Establish complaint boxes in settlements<br><br>Introduce Multi-Functional Teams<br><br>Improve refugee participation in the planning and implementation monitoring processes | UNHCR Uganda / Regional Bureau for Africa | Ongoing                  | Completed, but replicated regularly                     | UNHCR and LWF established a complaint mechanism system. LWF hired a community liaison officer in charge of complaints since the last quarter of 2015.<br><br>UNHCR introduced Multi-functional teams- approach comprising Protection, community services and field. The MFT is involved in monitoring of activities implemented by all the partners. They consult with refugees on a daily basis.<br><br>Refugees are also involved in planning of the annual programme, assessment and midyear evaluations. |

**Recommendation 6:**

**Operationalize and develop a fund raising plan for the ReHope strategy in order to ensure a solution orientation of the response as well as sustainability.** Efforts made in this regard need strengthening in light of expected resource decreases and ongoing conflict in South Sudan which makes return unlikely in the foreseeable future and the running costs of the various structures (reception, health, etc.) built by UNHCR and its partners difficult to sustain in the medium-term. The ReHope strategy with its focus on sustainable livelihoods for refugees and host communities and enhancing integrated social service delivery capacity in refugee hosting areas, is good platform, even if it still needs operational details and final approval from the Government.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

| Actions Planned | Responsible Department / Service / Office | Expected Completion | Status (not started, in progress, completed, cancelled) | Actions Taken |
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| <p>Consultancy for ReHoPE strategy development planned for June/July 2016 as a first step towards the operationalization.</p> <p>Consultancy planned for livelihood strategy /operationalization plan for ReHoPE. The formation of a UN inter-agency/ World Bank design team to finalize operationalization plan.</p> <p>Review of UNDAF for a ReHOPE macro-framework and budget</p> <p>Develop a multi-year plan that fits within Government of Uganda 5 year development plan</p> <p>Strong linkages between humanitarian and development actors</p> | <p>UNHCR Uganda / Regional Bureau for Africa</p> | <p><b>Date</b></p> <p>ReHoPE strategy completed by end June 2017 in time for the Uganda Solidarity Summit on Refugees.</p> <p>Operationalization and fund raising plan completed by Dec. 2016/ Jan. 2017 (14m and plans for 17m in 2017. List of ReHOPE projects (42m) submitted to HQ.</p> <p>Macro-framework based on UNDAF completed end March 2017. Exercise has informed further UN ReHope plans and costing of UN ReHope 2017 - 2020.</p> | <p><b>cancelled)</b></p> <p>Completed.</p> | <p>ReHoPE strategic framework has been finalised in June 2017. CRRF Secretariat will provide technical support and overall coordination role. ReHoPE prominently featured as one of the main themes of the Uganda Solidarity Summit on Refugees held on 22-23 June 2017, Kampala, Uganda.</p> <p>Review of UNDAF for a ReHOPE macro-framework and bilateral meetings for validation held with majority of UN Agencies.</p> <p>Private Sector partnership ongoing. Private Sector was invited and attended both the launch of the CRRF in Uganda and the workshop held after that. Private Sector also held side events during Uganda Solidarity Summit on Refugees.</p> |
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| Partnership with private sectors |  |  |  |  |
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**Recommendation 7:**

**Fully operationalize the community health and nutrition outreach system.** UNHCR needs to provide strong leadership to resolve the issue around incentive payments for community volunteers. With a functional community system the full continuum of prevention and treatment of malnutrition could be realized as well as reducing the burden on the health system through community-level identification and treatment of diseases.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

| Actions Planned  | Responsible Department / Service / Office                        | Expected Completion Date  | Status (not started, in progress, completed, cancelled) | Actions Taken  |
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| Community health structures- Tools, remuneration and scope of work discussed and agreed with all stakeholders in the Public Health Sector, November 2015 | UNHCR Uganda / Regional Bureau for Africa                        | December 2015   | Completed   | <ul style="list-style-type: none"> <li>•VHT programme components</li> <li>•Training/capacity building</li> <li>•Tools and reporting developed</li> <li>•Equipping of the VHTs</li> <li>•Recruitment procedure and ownership</li> <li>•Remunerations</li> </ul> |
| Train, motivate and facilitate Village Health  | UNHCR Sub Office Mbarara, UNHCR Offices Hoima, Adjumani and Arua | A review is scheduled in 2016 that will take stock of the achievements of the action agreed | Ongoing [The refugee operation continued                | 1,439 VHTs fully trained and facilitated as per the  |

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| <p>Teams (VHTs) in order to provide community based health and nutrition services, including community based disease surveillance.</p> <p>In consultation with the Ministry of Health, there is need to introduce a monthly incentives for Village Health Teams</p> <p>Conduct regular integrated health and nutrition outreach service delivery</p> |  | <p>Ongoing – Jan – Dec 2017</p> | <p>responding to the emergency, new refugee influxes necessitated the continued capacity building of the VHTs]</p> <p>Completed</p> <p>Ongoing</p> | <p>Government of Uganda training curriculum for new VHTs. The programme has allocated adequate resources, henceforth, new VHTs continue to be trained as new arrivals come in.</p> <p>Incentives were introduced as per the VHT guidance</p> <p>Ministry of Health has changed the strategy to paid Community Health Extension Workers (CHEWS) but VHTs will be gradually phased out as the CHEWs get fully trained and deployed</p> |
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**Recommendation 8:**

**Strengthen the prevention, early diagnosis and treatment of malaria.** By significantly reducing the burden on the health care system and lowering mortality rates related to the disease, this intervention could have wide ranging positive consequences on the overall health and nutritional status of the refugee population. Priority areas to focus on are ensuring that each household has mosquito nets in proportion to need and that there are hang-it-up campaigns; increasing the use of rapid diagnostic testing at the community level and strengthened community messaging.

**Management Response to Recommendation**

Agree  Partially Agree  disagree

If disagree, explain the reason why:



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| <p>management</p> <p>b) Construction of pharmacies – drug storage houses</p> <p>c) Medical referral SOPs review in line with current challenges</p> <p>d) Referral data base</p> <p>e) Training on rational use of medicine by end of 2016</p> <p>f) Distribution of Long Lasting Insecticide Treated Nets</p> |  | <p>b) Construction of pharmacies – drug storage houses –</p> <p>c) Medical referral SOPs review in line with current challenges</p> <p>d) Referral data base</p> <p>e) Training on rational use of medicines by end of 2016</p> <p>f) Distribution of Long Lasting Insecticide Treated Nets</p> | <p>SoPs and medicines management SoPs are in existence.</p> <p>d) Referral database has been established.</p> <p>e) Completed by 31 December 2016</p> <p>f) Completed 31 March 2016</p> | <p>data at health facilities.</p> <p>d) Use the SOPs on medicines.</p> <p>e) Rational medicine use strengthened at all locations by Partners in 2016</p> <p>f) Partners to strengthen health promotion activities.</p> |
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**Recommendation 9:**

**Conduct an analysis of the drug procurement process** in Uganda to identify the key points of delay in the lines of procurement. Create an action plan to implement changes required to streamline the procurement and delivery of drugs.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

| Actions Planned  | Responsible Department / Service / Office | Expected Completion Date | Status (not started, in progress, completed, cancelled) | Actions Taken   |
|--|---|--------------------------|---|---|
| Place international medicines and medical supplies procurement order in time with an 8 month lead period | UNHCR Uganda / Regional Bureau for Africa | May of every year        | Completed   | Medicines and medical supplies international procurement Order for 2017 submitted to HQs in May already.<br><br>Bottleneck analysis completed and shared. |

**Recommendation 10:**

**Immediately begin regular water quality monitoring and develop an appropriate water safety plan for each settlement.** Water quality at every water point, plus a random sample of households' stored water, should be conducted regularly. Ideally a single partner should be designated in each camp to minimize coordination and accountability issues. Anonymized results of household tests should be shared as part of awareness raising activities. Sanitary surveys of water points should be conducted by trained water committee members on a monthly basis. Where sanitary surveys or water quality testing indicate contamination of water facilities, intensified testing should be instigated until the issues is seen to be resolved.

**Management Response to Recommendation**

Agree  Partially Agree  disagree

**If disagree, explain the reason why:**

| Actions Planned   | Responsible Department / Service / Office                        | Expected Completion Date         | Status (not started, in progress, completed, cancelled) | Actions Taken   |
|---|--|----------------------------------|---|---|
| Water quality checks at source and Households to be done every month and shared at WASH working group | Adjumani office<br><br>UNHCR Uganda / Regional Bureau for Africa | To be done regularly every month | Completed   | Each settlement has a focal point Agency assigned with the responsibility to monitor water quality and reports back including corrective actions taken.<br><br>Partners have taken concrete steps to establish feedback mechanisms at settlements and ensured monitoring of |

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|  |  |  |  | sources by the community structures set. |
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**Recommendation 11:**

**Develop a formal operation and maintenance strategy for water supply** that includes the phasing in of water user fees, tariff setting, management and maintenance. The strategy should be developed in close collaboration with the District Water Offices for Arua, Adjumani and Kiryandongo, UNICEF and partners involved in water supply provision. It must be compliant with Ugandan policy and regulations. A strong sensitization effort and participatory planning involving the water committees should be undertaken as soon as possible, as budgets reductions take hold. UNHCR needs to engage more strongly with UNICEF on this.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

**If disagree, explain the reason why:** We partially agree with the recommendation concerning the introduction of the water user fees, tariff setting, management and maintenance, however this recommendation will not be feasible in the areas where refugees are continuously arriving and have very limited access to generate any sort of income. Access to land, which is the major source of livelihoods for most of the refugees, is also becoming problematic. Introduction of the user fees among new arrivals will need to be closely linked to attaining of some degree of sustainable livelihoods after a reasonable period of the PoC's stay in Uganda.

| Actions Planned  | Responsible Department / Service / Office | Expected Completion Date | Status (not started, in progress, completed, cancelled) | Actions Taken  |
|--|---|--------------------------|---|--|
| Harmonization of approach at district level                    | UNHCR Uganda / Regional Bureau for Africa | Dec 2017                 | In progress (for Kiryandongo)                           | Mapping out all facilities and community structures in place.  |
| Developing of strategy adopted by all stakeholders in District |   | Aug 2016                 | Completed   | A water management strategy has been developed in particular to phase out water trucking agreed by all sector leads. |

**Recommendation 12:**

**Revise the hygiene promotion strategy to focus on reinforcing priority public health messages through a more appropriate mix of communication channels.** House to house promotion needs to be reinforced with a mix of community events (discussions, competitions, drama etc.) and mass media (poster at strategic sites) that raise interest and awareness. The strategy should increase emphasis on linking behaviours to new facilities such as household latrines and hand-washing facilities.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

| <b>Actions Planned</b>  | <b>Responsible Department / Service / Office</b> | <b>Expected Completion Date</b> | <b>Status (not started, in progress, completed, cancelled)</b> | <b>Actions Taken</b>   |
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| Discussion at Hygiene Promotion Working Group on options of communication channels and enhancement of public health messaging | UNHCR Uganda / Regional Bureau for Africa        | December 2016                   | Completed  | Production of IEC materials (sign boards) done and placed at strategic points, Posters being developed and to be placed in various points in June. |

**Recommendation 14:**

**Conduct a survey of the type and condition of shelters.** The survey should determine the proportion of refugees with adequate shelter and the types and frequencies of issues with shelter design and construction. The survey should also be used to assess the satisfaction of PSN's in particular with the design of their shelters. The unit of measure of the population-based survey should be the family, and the survey should also assess the number of people residing in shelters and the frequency of sharing between families.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

| Actions Planned   | Responsible Department / Service / Office | Expected Completion Date | Status (not started, in progress, completed, cancelled) | Actions Taken  |
|---|---|--------------------------|---|--|
| Continued acceleration of the shelter implementation activities | UNHCR Uganda / Regional Bureau for Africa | Completed                | Completed.  | <p>Development of the shelter strategy that took into consideration the involvement and participation of refugees.</p> <p>Shelter strategy developed with standardised refugee participation mechanism that recognises and supports the needs of vulnerable individuals.</p> <p>Site planners and shelter officer's assess the different typologies of shelters. Based on this introduced improvements on shelter packages and support. Note that this was done only at sub-regional level and not at country level so there is no consolidated country wide report.</p> |

**Recommendation 15:**

**Develop a Shelter Strategy for Uganda.** The strategy development should be based on consultations with refugees from different areas and different age, gender and diversity backgrounds and should identify different options to deal with local material shortages, refugee participation, shelter-related protection issues and monitoring requirements.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

| Actions Planned  | Responsible Department / Service / Office | Expected Completion Date | Status (not started, in progress, completed, cancelled) | Actions Taken   |
|--|---|--------------------------|---|---|
| New Shelter Strategy to incorporate community participation in the setting of criteria for beneficiary selection and construction work | UNHCR Uganda / Regional Bureau for Africa | By 2016.                 | Completed.  | Shelter Working Group worked with community services and protection staff at camp level, consulted with refugees from different areas and different age, gender and diversity backgrounds and identified different options to deal with local material shortages, refugee participation, shelter-related protection issues and monitoring requirements. |

**Recommendation 16 :**

**Develop an action plan for strengthening access to post-primary education** for refugee children and adolescents in line with UNHCR's objective to achieve integration into national services and in light of possible durable solutions. The post-primary education action plan should be linked to the livelihoods and self-reliance programming, including vocational training.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

**Partially Agree**

If disagree, explain the reason why:



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| <p>gradual cost-sharing approach (payment of fees, utilities, teacher salaries) to secondary education to increase enrolment and completion of secondary school.</p> <p>3) Support initiatives like that of Panyadoli SS which runs vocational skills from their secondary school. NOTE: This is part of the request to the Multi Donor Funding but no funds have been availed yet.</p> <p>4) Integrate secondary school access and retention interventions with livelihoods (and tertiary) programmes to leverage support and “community champions”</p> <p>5) An assessment of adolescent development needs to be carried out in partnership with UNICEF.</p> |  | <p>annex to this assessment needs to be carried out in the 04 new settlements and the urban. This is planned for the last quarter of 2017.</p> | <p>opportunities being identified. NOTE: will replicate what was done I Panyadoli SS and do the same for other schools once multi donor funding available.</p> <p>4) Ongoing with tertiary (DAFI scholars), but as a strategic approach, not yet started.</p> <p>5) In progress.</p> |  |
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**Recommendation 17:**

**Streamline education data management across** locations and define key education indicators and data collection mechanisms. Set up education data management system and advocate for the integration of education data into district education information management systems.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

| Actions Planned  | Responsible Department / Service / Office        | Expected Completion Date             | Status (not started, in progress, completed, cancelled) | Actions Taken  |
|--|--|--------------------------------------|---|--|
| <p>1) Education data management training for Uganda colleagues to build capacity in the area of data collection and analysis, and identification of key indicators.</p> <p>2) Work with district education officers to ensure greater utilisation and sharing of data. Support DEO to advocate for inclusion of refugees statistics within the Ministry.</p> | <p>UNHCR Uganda / Regional Bureau for Africa</p> | <p>1) By 2016</p> <p>2) Ongoing.</p> | <p>1) Completed.</p> <p>2) In progress.</p>             | <p>1) Training done. Monitoring ongoing and planned. Whole country training (including participation from the DLG, Partners and Field Colleagues) was carried out in 2nd quarter of 2016. Agreement reached on reporting on indicators and frequency and reporting lines.</p> <p>2) Draft country action plan with district education colleagues for advocacy within district local government and at the Ministry. UNHCR country education strategy (initial) workshop held in May 2017, with participation from MoES, DLG, partners and field colleagues.</p> <p>3) One training was conducted by the regional office on E-data management in December 2015. A second training on e-data management was organized by UNHCR Uganda in May for a larger team at country level.</p> <p>5) Adjumani District Local Government through the Education Department organized a training for all education actors. Data collection was a key subject.</p> |

**Recommendation 18:**

**Strengthen coordination on education programming** and put measures in place that ensure that education policies and programmes of the response are agreed among partners and fully in line with national Ugandan policies.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

| Actions Planned  | Responsible Department / Service / Office        | Expected Completion Date  | Status (not started, in progress, completed, cancelled)   | Actions Taken  |
|--|--|---|---|--|
| <p>1) UNHCR in collaboration with the district Education Office agreed on leadership and coordination role where the district chairs the meetings in line with ReHoPE.</p> <p>2) Review of UNHCR Uganda education strategy 2013-2016 in line with Ministry's Education Sector Strategic Plan (ESSP).</p> <p>3) Education in Emergency strategy to be developed (and complement country strategy) to ensure coordinated response to education in emergency needs.</p> | <p>UNHCR Uganda / Regional Bureau for Africa</p> | <p>1) December 2015</p> <p>2) By end 2017 i.e. October/November</p> <p>3) By end 2017</p> | <p>1) Completed, but a continuous action</p> <p>2) In progress.</p> <p>3) In progress – planning level.</p> | <p>1) The venue, chairing and guidance are currently co-chaired with the district of education office. UNHCR allocated funding for the district education office to facilitate the coordination function.</p> <p>2) Review of strategy begun at settlement level and an initial whole country workshop was held in May 2017 with participation from MoES, DLG, Field colleagues, Partners, and UNICEF.</p> <p>3) Agreement with Education in Emergency Working Group to develop at strategy.</p> |

**A. ETHIOPIA**

**Recommendation 1:**

**Conduct a performance review of the current IPs per sector and camp**, in line with the UNHCR policy on Selection and Retention of Partners for Project Partnership Agreement. The Addis Ababa Representation, with support from the Bureau, DPSM and UNHCR Ethiopia technical specialists, should carry-out a review of the comparative advantage and operational capacity of IPs per sector and camp with a view to rationalizing presence and reduce the current fragmentation.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

| Actions Planned   | Responsible Department / Service / Office          | Expected Completion Date | Status (not started, in progress, completed, cancelled) | Actions Taken   |
|---|--|--------------------------|---|---|
| <p>The Call for proposals was launched in November 2015.</p> <p>UNHCR, through the multi-functional teams (MFTs) conducts multi-sectoral review partners and partnerships in liaison with ARRA.</p> | <p>UNHCR Ethiopia / Regional Bureau for Africa</p> | <p>31 December 2015</p>  | <p>Completed</p>  | <p>The exercise was completed for all sectors.</p> <p>Multifunctional team was created to review proposals and draft recommendations to IPMC in Addis.</p> <p>17 partners were selected for sectors in six sites.</p> |

**Recommendation 2:**

**Define protection priorities for the ongoing response and align protection and sectorial interventions under an overall protection chapeau.** This includes a mapping of protection coordination requirements at all levels and a review of protection staffing and responsibilities.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

| Actions Planned   | Responsible Department / Service / Office   | Expected Completion Date | Status (not started, in progress, completed, cancelled) | Actions Taken   |
|---|---|--------------------------|---|---|
| Revision of country-wide protection strategy<br><br>Gambella Protection strategy to be developed.<br><br>Sub-sectoral Protection strategy in Child Protection, SGBV, Education, and Livelihoods | UNHCR Ethiopia / Regional Bureau for Africa | December 2015            | Completed (periodically reviewed)                       | Revision of country-wide protection strategy was initiated in Addis Ababa in July 2015<br><br>Gambella Protection strategy was drafted and shared at Protection Working Group in December 2015. Due to the change of the situation, protection priorities are periodically reviewed with contingency plan and updated as necessary.<br><br>Sub-Sectoral Protection strategy is updated as necessary for Child Protection, SGBV, and Education |

**Recommendation 3:**

**Invest in strengthening SGBV service provision and improve data collection and analysis through the roll-out of GBV-IMS with service providers through partner training, functioning case management, community mechanisms and awareness raising campaigns.**

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

| Actions Planned   | Responsible Department / Service / Office  | Expected Completion Date  | Status (not started, in progress, completed, cancelled) | Actions Taken   |
|---|--|---|---|---|
| GBV services strengthened and stabilised in all the six camps in Gambella.<br><br>GBVIMS rollout for May 2016 | UNHCR Ethiopia / Regional Bureau for Africa<br><br>(UNHCR Gambella - Protection SGBV unit) | Stabilised SGBV services from January 2016, and GBVIMS roll out by May 2016 | Completed   | GBV strategy and SOPs used for strengthening the GBV services and to stabilise interventions were updated during 2015. The rollout of GBVIMS for protection partners in Gambella who signed GBV Data Sharing Protocol was done in May 2016. |

**Recommendation 4:**

**Advocate strongly for the rapid processing of nationality screening procedures** in order to quickly decongest transit centres. UNHCR must support nationality screening and to the extent possible, harmonize approaches on nationality screening across operations in Ethiopia and establish a monitoring mechanism and procedures in cooperation with appropriate partners for tracking the application of nationality screening.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

| Actions Planned  | Responsible Department / Service / Office   | Expected Completion Date | Status (not started, in progress, completed, cancelled) | Actions Taken   |
|--|---|--------------------------|---|---|
| Continued advocacy for the implementation of the nationality SOPs at the national level. | UNHCR Ethiopia / Regional Bureau for Africa | End of 2017              | In progress   | The SOPs document is with ARRA for review since 2015. |
| Establishment of nationality screening committees in Gambella                            | BO Addis Ababa/SO Gambella                  | 2016                     | Completed   | Establishment of nationality screening mechanism at   |

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| <p>with the participation of ARRA, UNHCR and the regional Government, at a minimum, to allow nationality screening based on a structured questionnaire.</p> <p>Regular consultation with South Sudan for the latest COI information to support nationality screening</p> |  | <p>No completion date as it is continuous process</p> | <p>Completed</p> | <p>entry points and camps (September 2016)</p> <p>Nationality screening mechanism was introduced to L1 registration from September 2016</p> <p>Regular consultations are being held.</p> |
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**Recommendation 5:**

**Streamline child protection case management** and facilitate child protection standards and coordination among partners. Simplified procedures, agreed data sharing protocols, child protection programming standards and clear roles and responsibilities among child protection partners should be established through UNHCRs coordination.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

| Actions Planned   | Responsible Department / Service / Office  | Expected Completion Date   | Status (not started, in progress, completed, cancelled) | Actions Taken   |
|---|--|--|---|---|
| <p>Case management</p> <p><b>CP Standards:</b> SOPs and guidelines established since 2012 and subsequently upgraded and reviewed in 2013, 2014 and 2015</p> <p><b>Information Sharing Protocol (ISP):</b> completed in 2015 with further revisions in 2016.</p> <p><b>Coordination:</b> roles and responsibilities for all participating partners clarified through the accountability matrix for Gambella, PPA documents also map out intervention areas per agency.</p> <p>TORs for coordination structures developed and finalised, 2012, 2015,</p> <p>Capacity building plan on child protection (CP)</p> | <p>UNHCR Ethiopia / Regional Bureau for Africa</p> <p>Gambella Sub Office: Protection Department</p> | <p>All items completed at various dates: SOPs finalised in 2016;</p> <p>ISP completed in 2015 with further revisions in 2016</p> | <p>Completed</p>  | <p>Sub Office Gambella took action in collaboration with partners to finalise, establish coordination structures and sign all documents, including taking note of the need for constant reviews.</p> <p>Gambella Child Protection SOPs Completed</p> <p>SOPs on unaccompanied and separated minors completed</p> <p>ISP Completed</p> <p>Coordination structures completed</p> <p>Accountability matrix completed.</p> <p>TORs of social workers and case workers harmonized</p> <p>TORs of Child protection committees developed across agencies and harmonized by the CPWG</p> <p>Capacity building for Gambella operation agreed upon</p> <p>Youth strategy for Gambella developed</p> |

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| <p>established</p> <p>CP strategy in place,<br/>youth strategy finalized</p> <p>Child protection working<br/>group meetings held</p> <p>Information working<br/>group meetings<br/>established to harmonize<br/>CPIMS and ProGres data</p> |  |  |  |  |
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**Recommendation 6:**  
**Implement a response wide community mobilisation strategy** that builds on community structures, avoids parallel new structures and is effective in supporting protection (child protection, SGBV) and sectorial programming (health, wash, shelter).

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

| Actions Planned  | Responsible Department / Service / Office   | Expected Completion Date | Status (not started, in progress, completed, cancelled) | Actions Taken  |
|--|---|--------------------------|---|--|
| <p>Draft leadership guidelines developed</p> <p>Child Protection</p> | <p>UNHCR Ethiopia /<br/>Regional Bureau for Africa</p> <p>ARRA/ UNHCR/ PARTNERS</p> | December 2015            | Completed   | Draft submitted to ARRA for review in November 2015 and followed up. There has been no response to date. |

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| <p>Committee / SGBV Committee (women's committee) established in camps and clarification was given on their roles</p> <p>Design joint integrated health, nutrition, and WASH strategy</p> <p>Community Mobilisation strategy focused on existing community leadership structures. Their participation is ensured through the RCC, Child Protection Committees, and Women's groups.</p> <p>Clarifications of roles of CP committee members</p> |  | <p>SGBV Committee / Child Protection Committee established early 2015 (varied by camp)</p> <p>End of 2016</p> <p>Continued</p> | <p>Establishment of CP and SGBV Committee completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> | <p>Establishment of GBV and CP committees / Community mobilisation / training completed during 2016</p> <p>Led by UNHCR Addis health, nutrition and WASH teams with inputs from the field teams. Integrated strategy completed.</p> <p>Mobilisation strategy is a part of Leadership Guidelines drafted and submitted to ARRA review in November 2015. Action is taken to ensure harmonisation of messages and uniformity of approaches.</p> <p>Harmonized CP Committee ToRs developed</p> |
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**Recommendation 7:**

**Establish an accountability mechanism to persons of concern** through the development of systematic feedback and complaints mechanisms across UNHCR and partners, systems for communicating back on feedback received and participation of refugees in planning and monitoring of interventions across sectors.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

| Actions Planned  | Responsible Department / Service / Office   | Expected Completion Date | Status (not started, in progress, completed, cancelled) | Actions Taken  |
|--|---|--------------------------|---|--|
| 1) Distribution through food biometrics system with a case management desk                       | UNHCR Ethiopia / Regional Bureau for Africa | End of 2016              | 1) Completed  | Biometric system established in all except Nguenyyl camp. Case management provided by UNHCR /ARRA field staff.   |
| 2) Food post distribution monitoring and pre and post-test food monitoring/distribution meetings |   |                          | 2) Completed  | Food post distribution monitoring jointly done by UNHCR/WFP/ARRA with involvement of the Refugee Central Committee (RCC).  |
| 3) Establish feedback mechanism in all camps that are user friendly                              | Protection sector                           |                          | 3) In progress  | Partners have taken concrete steps to establish feedback mechanisms in the camps and ensure monitoring of the use of the mechanism. Focus group discussions with refugee children conducted by CP partners on feedback on CP programs. Regular contact and thematic meetings with RCC, Youth Group, Women's Group. |
| 4) Reinforcement of Refugee Central Committee (RCC) in camps                                     | UNHCR SO Gambella                           |                          | 4) Completed, but continued activity.                   | Protection Hotline was established in February 2016 by a partner and information disseminated.   |
|  |   |                          | 5) Completed  | Focus group discussions with refugee children conducted by CP partners on feedback on CP programs.<br><br>Case management desk receives complaints on sexual   |

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| <p>5) Establishment of a protection hotline as a direct channel for complaints / feedback</p> <p>6) Establish feedback and complaints' mechanism in the camp</p> | <p>Protection Sector</p> |  | <p>6) Completed except Nguenyiel</p> | <p>exploitation and abuse. Monthly GBV safety assessments are used to obtain feedback from refugees</p> <p>The complaint mechanism through Child Protection Network was established in June 2016 while the complaint mechanism for general public was established in July 2017.</p> <p>Installation of complaint box in 2016.</p> |
|--|--------------------------|--|--------------------------------------|---|

**Recommendation 8:**

**Improve the infrastructure and services at transit centres at border entry points** (in consultation with the concerned authorities). Considering the frequent overcrowding and extended duration of stay, additional hangars with solid and waterproof flooring should be provided with a minimal level of privacy and dignity in line with recent guidance<sup>1</sup>. Ensure adequate water, safe latrines and food distribution with adequate cooking facilities, utensils and fuel.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

**If disagree, explain the reason why:**

<sup>1</sup> According to the recently released Emergency Handbook, transit centres should “provide a habitable covered living space, a secure and healthy living environment with privacy and dignity to people of concern for a short period (2-5 days) while they wait for new settlements to be constructed or until shelter can be found in other accommodation or host villages”.

| Actions Planned  | Responsible Department / Service / Office   | Expected Completion Date                              | Status (not started, in progress, completed, cancelled) | Actions Taken   |
|--|---|---|---|---|
| Need to upgrade the hangars to more permanent structures               | UNHCR Ethiopia / Regional Bureau for Africa | Depends on availability of funding but targeting 2018 | 80% Completed   | In 2015, the hangars were rehabilitated, and the solid/waterproof flooring reaches 80% stage of completion  |
| Establish protection helpdesks at all transit centres and entry points | Protection sector                           | End of 2015   | Completed   | Helpdesk established as required, with clear procedures known to, and shared with, all partners including ARRA. Protection staff (CP, GBV, and general protection) present at the help desk to provide assistance to refugees with special protection needs |

**Recommendation 9:**

**Advocate for, coordinate and provide support to the regional Gambella hospital** to account for the increased demand by the refugee population and the limited existing capacities. An action plan, with attached funds, to address immediate priorities to bring services up to acceptable standards is an essential first step. Longer-term planning and solutions need to be initiated including the Government of Ethiopia and development partners.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

| Actions Planned                       | Responsible Department / Service / Office   | Expected Completion Date           | Status (not started, in progress, completed, cancelled) | Actions Taken  |
|---------------------------------------|---|------------------------------------|---|--|
| Material support to Gambella Hospital | UNHCR Ethiopia / Regional Bureau for Africa | Subject to availability of funding | Ongoing   | Blood bank supported with vehicles, other support not started. Additional resources for support mobilised by other partners (UNICEF renovation of maternity, MSF support to emergency outpatient department, emergency surgery). |

**Recommendation 10:**

**Facilitate the development of strategic linkages between the national Ministry of Health and ARRA** with the intent to improve the quality of health services for refugees including areas such as accreditation of ARRA health facilities by the MoH. Hand in hand with this, a thorough review UNHCR's funding stream to ARRA for provision of health services should be conducted and the results of this should inform UNHCR's decision making for longer term sustainable support to national health programmes for refugees.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

| Actions Planned  | Responsible Department / Service / Office   | Expected Completion Date | Status (not started, in progress, completed, cancelled) | Actions Taken   |
|--|---|--------------------------|---|---|
| Facilitate strategic linkages between the MoH and ARRA | UNHCR Ethiopia / Regional Bureau for Africa | 2016                     | Completed   | Regular meetings between Regional Health Bureau (RHB) in Gambella, ARRA and UNHCR initiated. As a result, refugees are included in the micro plans of RHB for vaccination campaigns, TB/ HIV treatment. Furthermore, ARRA staff now participate in trainings organised by RHB (including recent trainings on HIV and epidemiological surveillance) to enhance staff |

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| Review of quality of care using Balanced Score Card (BSC; UNHCR tool) |  | December 2016 | Completed | capacity and the quality of care for the refugees. Agreement between MoH and ARRA has been reached on secondment of medical staff from MoH to ARRA. Since October 2015, medical staff is seconded by the MoH which contributes to filling vacancies quicker and enhances the quality of care for the refugees;   |
| Accreditation   |  | End of 2017   | Ongoing   | Balance Score Card trainings conducted, 3 health facilities in Pugnido assessed; remaining facilities assessed in the second half of the year.<br><br>Accreditation is being explored between the MoH and ARRA. As a first step, an assessment of laboratory services for TB is being performed. Since both are governmental bodies and an overall accreditation exists from the past, it may not be feasible to achieve this. |

**Recommendation 11:**

**Strengthen hygiene promotion activities, with a particular emphasis on exclusive latrine use and hand-washing at critical times.** Poor results in rolling out household latrines and hand washing facilities point to a need for stronger promotion on these issues in particular. Safe water handling and safe food management are also important. House to house promotion should continue but should be reinforced with community activities (discussions, competitions, drama etc.) and mass media (posters at key locations) to increase awareness and interest.

**Management Response to Recommendation**

Agree  Partially Agree  disagree

**If disagree, explain the reason why:**

| Actions Planned  | Responsible Department / Service / Office   | Expected Completion Date | Status (not started, in progress, completed, cancelled) | Actions Taken                                       |
|--|---|--------------------------|---|---|
| Hygiene Promotion Working Group established to strengthen hygiene promotion activities | UNHCR Ethiopia / Regional Bureau for Africa | by end 2016              | Completed   | Establishment of a Hygiene Promotion working group. |

**Recommendation 12:**

**Undertake a detailed capacity assessment of the RWB for the management of the Tierkidi/Kule water system** and put in place a plan to address capacity gaps. Ensure that a detailed contract is in place detailing how bulk water tariffs will be determined, how often they will be revised and how service provision will be regulated.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

| Actions Planned                                 | Responsible Department / Service / Office                          | Expected Completion Date | Status (not started, in progress, completed, cancelled) | Actions Taken  |
|---|--|--------------------------|---|--|
| Business Plan development for the water scheme. | UNHCR Ethiopia / Regional Bureau for Africa<br><br>UNICEF Ethiopia | 2018                     | In progress   | Consultants have been engaged by UNICEF to: 1) Conduct a willingness and ability to pay analysis for the host community component of the scheme in Itang.<br><br>Itang Town Water Utility (ITWU) board was established and trained on management and currently recruiting of utility management team on progress.<br><br>Construction of ITWU office on progress (40%).<br><br>Develop a tariff scheme for the refugees' component |

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|  |  |  |  | (to be covered through implementing partners). |
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**Recommendation 13:**

**Speed up the upgrading of refugee shelter conditions, by putting in place milestones for the development of semi-permanent tukuls or suitable upgrade shelters, as well as actions to be taken if milestones are not met, especially in Kule and Tierkidi.** Permanent shelter construction should be accelerated reviewing the selection and number of implementing partners engaged and/or by undertaking a DPSM mission to evaluate the need for an upgraded emergency shelter option including its design, if relevant. Monitoring should be improved with progress delays and quality issue triggering specific course correction measures.

**Management Response to Recommendation**

Agree  Partially Agree  disagree

If disagree, explain the reason why:

| Actions Planned   | Responsible Department / Service / Office   | Expected Completion Date | Status (not started, in progress, completed, cancelled) | Actions Taken  |
|---|---|--------------------------|---|--|
| Continued acceleration of the shelter implementation activities | UNHCR Ethiopia / Regional Bureau for Africa | 2016                     | Completed   | Revision of the shelter strategy to have more involvement of refugee and thereby speed up implementation;<br><br>Partner selection done to have one shelter partner per camp under UNHCR's funding |
| Ongoing Implementation of revised shelter strategy              | UNHCR Ethiopia / Regional Bureau for Africa | 2016                     | Completed   | Shelter strategy revised with standardised refugee participation that recognises and supports the needs of vulnerable individuals.   |

**Recommendation 14:**

**Standardise shelter support, including refugee participation, and ensure that protection principles are fully incorporated.** Refugee participation should be standardised, and should be designed such that it does not impact negatively on their safety or essential family and childcare of female-headed households. Resources should be

invested, where necessary, in organizing and support refugee participation mechanisms. This might include, for example, community and/or block meetings to organize sharing of tasks between neighbouring households according to ability.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

| Actions Planned  | Responsible Department / Service / Office   | Expected Completion Date | Status (not started, in progress, completed, cancelled) | Actions Taken  |
|--|---|--------------------------|---|--|
| New Shelter Strategy to incorporate community participation in the setting of criteria for beneficiary selection and the construction work | UNHCR Ethiopia / Regional Bureau for Africa | Dec 2016                 | Completed   | Shelter Working Group work with community services and protection staff in the camps to ensure community participation in shelter construction<br><br>Protection WG shared new shelter strategy to ensure involvement of protection partners |

**Recommendation 15:**

**Ensure that there is high quality supervision and coordination in the shelter sector with the necessary continuity** ideally at the Addis and the Gambella levels in view of the high budget and expenditures in the sector and the impact on the well-being of refugees. Co-ordination by a partner, in concurrence with the relevant technical unit at HQ and in consultation with agencies active in the response, could also be envisaged.<sup>2</sup>

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

<sup>2</sup> As per guidance contained in the recently issued UNHCR Emergency Handbook, in line with the Refugee Coordination Model.

| Actions Planned  | Responsible Department / Service / Office   | Expected Completion Date | Status (not started, in progress, completed, cancelled) | Actions Taken  |
|--|---|--------------------------|---|--|
| To enhance the level of coordination at central level and harmonize approaches county-wide | UNHCR Ethiopia / Regional Bureau for Africa | December 2016            | Completed   | At Gambella level, sectorial coordination meetings regularly held. |

**Recommendation 16:**

**Explore opportunities for strategically steering UNHCR's education programming towards integrating refugee children into national education systems as UNHCR's strategic and long-term direction for refugee education that will give refugee children a longer term perspective.**

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

| Actions Planned   | Responsible Department / Service / Office   | Expected Completion Date | Status (not started, in progress, completed, cancelled) | Actions Taken  |
|---|---|--------------------------|---|--|
| Strengthening integration of refugee education in the national system | UNHCR Ethiopia / Regional Bureau for Africa | End of 2019              | In progress   | Tools developed, data collection ongoing in the camps<br><br>Working together on capacity of refugee teachers.<br><br>Provision of placement exams for refugee students<br><br>Support in terms printing text books and monitoring school activities and accreditation refugees ongoing. |

**Recommendation 17:**

**Utilize UNHCR's existing education strategy in Ethiopia to its full potential so that it can be applicable in emergency situations as early as possible by further expanding**



| If disagree, explain the reason why:  |   |                          |   |  |
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| Actions Planned   | Responsible Department / Service / Office                                     | Expected Completion Date | Status (not started, in progress, completed, cancelled) | Actions Taken  |
| <p>Conduct yearly situation analysis on minimum safe learning environments</p> <p>Improve the physical safety conditions of school facilities in line with minimum safety standards</p> <p>Increase the supportive role of female teachers</p> <p>Prevention of Sexual Exploitation and Abuse (PSEA) and promotion of child protection in schools</p> | <p>UNHCR Ethiopia / Regional Bureau for Africa</p> <p>Gambella Sub office</p> | <p>End of 2019</p>       | <p>In progress</p>                                      | <p>Participated in the Child Protection mainstreaming workshop</p> <p>Joint needs assessment done July 2015</p> <p>Teacher trainings</p> <p>Replacement of temporary school buildings with permanent ones ongoing in Jewi and Pugnido camps.</p> <p>Established girls club to promote girl education</p> <p>Conducted SGVB training for teachers in all refugee schools.</p> |

**B. SYSTEMIC**

**Recommendation 1:**

**In an L3 emergency, consider appointing a dedicated Regional Refugee Coordinator to be co-located in the region with peers from other UN agencies, instead of the current practice of “dual hatting” HQs-based Deputy Directors and Regional Refugee Coordinators. While in the South Sudan emergency the dual hatting did not constitute**

a serious obstacle to coordination, opportunities for greater and more consistent partnerships may have been missed owing to the fact that the RRC was not based in Nairobi.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

**If disagree, explain the reason why:**

In late 2015, ODMS undertook an analysis of the Regional Refugee Coordinator (RRC) role and function, completing comprehensive draft Operational Guidelines by February 2016. In drafting, ODMS consulted with a range of entities in UNHCR, including Divisions, Regional Bureaux, and current or past RRCs. In this draft document:

ODMS concluded that there is a general advantage to locating the RRC function in, or, as close as possible to the affected region, and resourcing the RRC function with a RRC support team.

Regarding dedicated vs dual-hatting for the individual in the RRC role, ODMS concluded that the context-specificities of the RRC role resisted a clear conclusion regarding a single type of preferred candidate for the role of RRC. Instead, ODMS presented a range of comparative advantages and disadvantages among the types of set-up for exercising the RRC function, including dedicated standalone individual or as dual-hatted role. Regarding the dual-hatted role, ODMS concluded that individuals already engaged in a relevant line function bring benefits to the RRC role. ODMS further disaggregated advantages and disadvantages between specific shared roles, including the RRC double-hatting as also a Bureau Director, a Bureau Deputy Director or as a Regional Representative.

As the RRC function could be anchored in the larger concept of the Refugee Coordination Model (RCM), ODMS transmitted the draft guidance document in March 2016 to the RCM Task Force, by document form and by a presentation/discussion with the Task Force, chaired by the Inter-Agency Coordination Service, for their review, finalisation and release, if appropriate.

| Actions Planned  | Responsible Department / Service / Office | Expected Completion Date | Status (not started, in progress, completed, cancelled) | Actions Taken   |
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| Draft guidance prepared regarding analysis and conclusions regarding the role of the RRC and its functions | DHC / ODMS                                | By end 2016              | Completed   | Draft guidance prepared regarding analysis and conclusions on the role of the RRC and functions |

**Recommendation 2:**

**Explore how to further simplify Budget Committee submissions and processes** in line with a recently instituted Working Group. While in the case of this emergency the decision-making process by the Budget Committee for OL increases (increase in authorized budgets) was relatively quick, all the involved actors complained that the process remains cumbersome and time-consuming. The Working Group could also try to tackle the issue of earmarked funds arriving late in the year for construction or services that cannot be implemented before the closure of the financial year with a view to having a more predictable and timely (i.e. before the end of the year) decision on an extension of the implementation period.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

| Actions Planned   | Responsible Department / Service / Office | Expected Completion Date | Status (not started, in progress, completed, cancelled) | Actions Taken  |
|---|---|--------------------------|---|--|
| A draft of a new policy and procedure on resource planning and management has been developed and endorsed by the SET for adoption in principle. Detailed procedural aspects are currently being finalized and include submission formats.<br><br>The working group did not address issues related to the late receipt of contributions. | DHC / DFAM                                | Second quarter 2017      | In progress   | New submission template for additional resources finalized. DRAFT for new Resource Allocation Framework Policy provided. |

**Recommendation 3:**

**Embed the centrality of protection further in UNHCR’s emergency response and ensure that UNHCRs mandate is adequately reflected in staffing, resources and assistance programmes.** Guidance on the centrality of protection needs to part of the emergency response package and protection mainstreaming guidelines need to be developed and put in place for large-scale emergencies and applied across sectors.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

| Actions Planned  | Responsible Department / Service / Office | Expected Completion Date | Status (not started, in progress, completed, cancelled) | Actions Taken  |
|--|---|--------------------------|---|--|
| DESS will take (or has already taken) the following actions in 2016:<br><br>1) Development of a guidance note on protection and accountability to affected populations, developed by DESS in partnership with DIP and other agencies under the umbrella of the IASC Emergency Directors Group (published in April 2016).<br><br>2) Review, update, and | DESS                                      | End 2016                 | Completed   | Centrality of Protection and related issues on HR, included in the new Emergency Policy as well as revision of PPRE package done.<br><br>Actions outlined under column “action planned” completed. |

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| <p>test the protection module of the Workshop on Emergency Management (WEM) to incorporate lessons learned in 2015 (completed in March 2016)</p> <p>3) Work with DIP to review recurrent lessons relating to protection delivery in emergencies in 2015, and agree key actions.</p> <p>4) Work with DIP to ensure that pending entries for the digital UNHCR Emergency Handbook related to protection are finalised and published.</p> <p>5) Ensure the deployment of (senior) community based protection officers or Senior Protection Coordinators to all new emergencies.</p> |  |  |  |  |
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**Recommendation 4:**

**In collaboration with other relevant actors, and as a part of on-going research where possible, conduct operational research on the measurement of malnutrition and calculation of prevalence in anthropometrically unique populations such as the Dinka and Nuer from South Sudan. This could be an effective regional initiative with programmatic implications for nutrition caseloads in the region.**

**Management Response to Recommendation**

Agree  Partially Agree  **Disagree**

**If disagree, explain the reason why:** The issue of the different prevalence measured when using weight for height (WFH) and oedema (the standard for reporting Global Acute Malnutrition (GAM)) and using Mid-Upper Arm Circumference (MUAC), especially in long-legged pastoral populations has been discussed for many years. The discussion goes beyond the nutritional status of refugees and as such can only be really examined in detail with a wider range of partners including the participation of academia.

| <b>Actions Planned</b>  | <b>Responsible Department / Service / Office</b> | <b>Expected Completion Date</b> | <b>Status (not started, in progress, completed, cancelled)</b> | <b>Actions Taken</b>  |
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| UNHCR has been engaging in projects to examine the data in more detail through the collection and provision of data from nutrition surveys and also were instrumental in the organization of a two-day expert meeting on the subject in December 2012 on the same matter (UNHCR provided technical inputs as well as co-funded the consultation).<br><br>UNHCR are also keeping abreast of various research projects looking into | DPSM   | Completed                       | Completed  | In UNHCR operations for the most part, MUAC is used for community screening, where admissions to nutrition centres can be done with either MUAC or WFH or both, however some operations especially in major emergencies do move to MUAC only programming. Nutrition surveys will include the measurement of weight and height (to calculate) WFH and MUAC but the GAM prevalence reported is always WFH and oedema.<br><br>The community based management of malnutrition (CMAM) projects in UNHCR operations follow the recommendations of the technical consultations except in exceptional circumstances |

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| alternatives to the measurement of malnutrition (technical roundtable organized by ECHO in November 2015). |  |  |  | where national protocols may go against these. |
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| <b><u>Recommendation 5:</u></b>  |  |                                 |  |   |
| <p><b>Develop a latrine strategy for environments with high water tables and rocky soils</b>, which are commonly encountered in refugee settlements. The strategy should include guidance on how to manage the increased cost of latrines in these difficult environments and whether it is acceptable to allow a higher persons-per-latrine ratio. Standard designs and bills of quantity should be developed to facilitate rapid budgeting and decision-making during emergencies.</p> |  |                                 |  |   |
| <p><b>Management Response to Recommendation</b></p> <p>Agree <input checked="" type="checkbox"/> Partially Agree <input type="checkbox"/> Disagree <input type="checkbox"/></p> <p><b>If disagree, explain the reason why:</b></p>   |  |                                 |  |   |
| <b>Actions Planned</b>   | <b>Responsible Department / Service / Office</b> | <b>Expected Completion Date</b> | <b>Status (not started, in progress, completed, cancelled)</b> | <b>Actions Taken</b>  |
| Waste To Value Sanitation Solutions Project, funded by Gates Foundation  | DPSM   | Nov 2017                        | Started Sept 2015, and implementation now in progress          | <p><b>Update March 2017:</b></p> <p>In order to develop strategy and guidance, the “Waste to Value Sanitation Solutions” Project funded by the Gates Foundation has commenced whereby a number of sanitation options for environments with high water tables and rocky soils are being pre-tested. This will also enable development of standard designs and bills of quantity. Phase 1 of the project will be completed in September 2017 after which the standard designs and</p> |

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|  |  |  |  | bills of quantity will be published on the UNHCR website wash.unhcr.org. |
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| <b><u>Recommendation 6:</u></b>  |  |   |   |  |
| <p><b>Put in place organizational standards, mechanisms and procedures on education programming in emergencies</b> to ensure that education is an essential and timely intervention with adequate staffing and resourcing. UNHCR to develop staffing benchmarks for education that inter alia take into account the number of children for which education programming is required.</p>  |  |   |   |  |
| <p><b>Management Response to Recommendation</b></p> <p>Agree <input type="checkbox"/> Partially Agree <input checked="" type="checkbox"/> Disagree <input type="checkbox"/></p> <p><b>If disagree, explain the reason why:</b></p> <p><b>DESS comments:</b> Partially agrees to this recommendation. This work will be undertaken by DIP. DESS will support by ensuring that guidance prepared by DIP is incorporated in the Emergency Handbook and that ES standby staff promote early establishment of education programmes during field deployments.</p> <p><b>DIP comments:</b> Partially agrees to this recommendation as the benchmarks will also need to take into account the broader UNHCR strategic direction of inclusion of refugees in national education systems and therefore standalone UNHCR benchmarks may not be the most effective approach to achieve education access for more refugee children.</p> |  |   |   |  |
| <p><b>Actions Planned</b></p> <p><b><u>DESS comments:</u></b></p> <p>1. DESS has established a Refugee Emergency Response Agreement with NRC to be able to offer education in emergencies should an</p>  | <p><b>Responsible Department / Service / Office</b></p> <p>DESS/ DIP</p> | <p><b>Expected Completion Date</b></p> <p>1. End 2016</p> <p>2. December 2016</p> | <p><b>Status (not started, in progress, completed, cancelled)</b></p> <p>1. Completed</p> <p>2. Completed</p> | <p><b>Actions Taken</b></p> <p>1) UNHCR has developed stand-by partner agreements for emergency education deployments with NRC and Save the Children; dedicated funding for NRC deployments should help to regularize the availability of deployees. Under these schemes a number of</p> |

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| <p>operation identify education gaps and opt to trigger such an arrangement.</p> <p><b><u>DIP comments</u></b></p> <p>2. DIP is reviewing the 2012-2016 Education Strategy as part of an effort to develop a comprehensive Protection and Solutions Strategy that will be issued in 2017. The revision will take into account challenges related to appropriate emergency phase education programmes and preparedness assessments, planning and coordination and make reference to existing support documents and mechanisms. The revised strategy will also address education in emergencies taking into account changes in humanitarian funding mechanisms and provide programme indicators to guide UNHCR, partner and sister agency planning.</p> <p>3. DIP will adapt the guidance provided for the Digital</p> |  | <p>3. December 2016</p> <p>4. December 2016</p> <p>5. September 2016</p> <p>6. Mid 2017</p> | <p>3. Completed</p> <p>4. Completed</p> <p>5. Completed</p> <p>6. In progress</p> | <p>deployments have taken place. UNHCR has developed a tracking mechanism for all education deployments. Currently (April 2017) one education deployee is in the field, in Pakistan. Three strategy evaluation finalized.</p> <p>2) The three strategy evaluation has been finalized.</p> <p>3) DIP has provided updated information which is included in the <i>UNHCR Emergency Handbook</i>.</p> <p>4) In collaboration with UNICEF HQ, DIP developed a global LOU with prescriptive roles and responsibilities - guidelines for joint emergency responses in refugee emergency contexts (2014). Regional MoUs have been developed with UNICEF in specific locations, for example in East Africa.</p> <p>5) DIP provided presentation material for a WEM training segment on Education in Emergencies in June 2015.</p> <p>DIP has produced documentation that complements the 2012-2016 Education Strategy, as well as webinars to promote dissemination of the documentation. Much of the guidance produced since the 2012-2016 strategy specifically addresses operational planning and processes that should be prioritized from emergency phases of operations forward. Education Briefs are all available on the current (May 2016) UNHCR Education website. A new</p> |
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| <p>Handbook for Education and the WEM and GLC training presentation materials in an Education in Refugee Emergencies Brief, conduct a webinar to promote dissemination of the Brief, and archive the webinar and Brief on a new website.</p> <p>4. DIP will adapt UNHCR-UNICEF LOU Action Plan into an Education Guidance Brief, including recommendations for education coordination in line with the UNHCR Coordination Model, conduct a webinar to promote dissemination of the Brief, and archive the webinar and Brief on a new website.</p> <p>5. DIP will make all materials relevant to Education in Emergencies and protracted contexts available on the new UNHCR Education website. Request Broadcast dissemination of new site and site parameters.</p> <p>6. In its Annual Programme Review</p> |  |  |  | <p>website with all available resources, including links to documents, policies, webinars and presentations has been launched.</p> <p>In 2015, DIP conducted one Education in emergencies workshop and two regional Education and Protection Workshops (West /Central Africa &amp; East &amp; the Horn of Africa). In 2016, DIP conducted an <i>Education in Crisis Situations</i> Workshop in Nairobi, bringing together UNHCR, MoE, NGO and refugee participants from nine countries affected by displacement in Africa. DIP also conducted a joint training with UNHCR and Save the Children in Nairobi for 29 NGO participants on <i>Child Protection and Education for Refugee Children</i>.</p> <p>6) Education has provided inputs into the DIP revised staffing benchmarks for protection.</p> |
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| <p>conclusions in 2016, the Troika requested Divisions to revise their staffing benchmarks. DIP is in the process of reviewing and revising staffing benchmarks for protection, including education. This work is ongoing in 2016.</p> |  |  |  |  |
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**Recommendation 7:**

After the first phase of the emergency (3-6 months) **ensure that there is high quality supervision with the necessary technical and coordination skills and continuity (at least one year) for “technical” sectors, particularly if they have high budgets.** Co-coordination by an experienced partner, in concurrence with the relevant technical unit at HQ and in consultation with agencies active in the response, should also be institutionalized, in light of recent guidance.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

**If disagree, explain the reason why:**

**DESS comments:** DESS does not have responsibility for surge staffing beyond the initial emergency phase, but will take note of and advocate for implementation of this recommendation through the Human Resources cells established for each emergency operation.

**DPSM comments:** Agrees to this recommendation.

| Actions Planned  | Responsible Department / Service / Office | Expected Completion Date | Status (not started, in progress, completed, cancelled) | Actions Taken  |
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| <p>Finalization of Operational guidelines on UNHCR technical specialist to be finalized in 2016.</p> <p>Monitoring the process during the Annual Programme Review.</p> | DESS/DPSM                                 | 2016                     | Completed   | <p>Finalization of operational guidelines.</p> <p>Technical staffing review conducted during APR process for 2017 and discussed with the bureau.</p> <p>Attendance of human resource task forces in emergencies.</p> <p>The revised emergency policy, which will be issued in April 2017, defines the clear responsibilities for the Country Operation, together with the Bureau and DHRM, to identify overall staffing requirements at the international and national professional category. Transition from emergency deployments to more stable staffing arrangements is facilitated the Temporary Assignments/ Appointments and Fast Track procedures which shall be initiated at the early stages of the emergency with the Fast Track being issued within the first 8 weeks and filled within 3 months of the advertisement.</p> |

**Recommendation 8:**

**Carry-out an assessment on the utilization of the Affiliate Workforce** including contractual arrangements with a view to understanding the drivers leading to excessive turn-over which hampers the necessary continuity to ensure quality coordination and leadership particularly in the technical sectors.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

| Actions Planned               | Responsible<br>Department / Service /<br>Office | Expected Completion<br>Date | Status (not started, in<br>progress, completed,<br>cancelled) | Actions Taken  |
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| Assessment to be<br>conducted | DHRM  |                             | Completed   | DHRM has commissioned an “Analysis of Flexible Workforce Arrangements in UNHCR” which was undertaken by an independent consultant. Although the report, which is now finalised, is broader in scope than this recommendation, it covers also the issue at stake and therefore DHRM considers this recommendation as implemented. |

**Recommendation 9:**

**Ensure that updated Contingency Plans are in place with a realistic assessment of sites of an adequate size to receive the forecasted refugee influx.** Prior to the crisis when drafting Contingency Plans site pre-identification should be carried out in cooperation with governmental authorities.

**Management Response to Recommendation**

Agree  Partially Agree  Disagree

If disagree, explain the reason why:

| <b>Actions Planned</b>  | <b>Responsible Department / Service / Office</b> | <b>Expected Completion</b>              | <b>Status (not started, in progress, completed, cancelled)</b> | <b>Actions Taken</b>   |
|---|--|---|--|--|
| <p>Representatives are responsible that preparedness actions are undertaken with the support of the Bureau. DESS monitors and supports preparedness actions, inter alia, through the High Alert List on Emergencies, associated support/training.</p> | <p>DESS/Representatives</p>                      | <p><b>Date</b><br/><br/>By end 2016</p> | <p>Completed</p>   | <p>DESS has strengthened its emergency preparedness capacity through a dedicated unit at headquarters which already provided guidance and support to over 20 countries in 2016. The High Alert List on Emergency Preparedness (HALEP) and its accompanying diagnostic tools serve as a prioritization tool for global level support and 43 operations already assessed their preparedness level through the HALEP.</p> |