

UNHCR Evaluation Management Response			
Evaluation title:	Multi-Country Strategic Evaluation of UNHCR's Operations in Northern Europe (Nordic and Baltic Countries)		
UNHCR evaluation reference:	ES 2022/07		
Entity that commissioned the evaluation:	UNHCR Evaluation Service		
Due date of Management Response:	02 October 2022		
Coordinator of Management Response:	Alexander Mundt	Senior Policy Advisor, Regional Bureau for Europe	Geneva, Switzerland
Management Response approved by (senior manager in commissioning office):	Pascale Moreau	Director of Regional Bureau for Europe	Geneva, Switzerland
Date:	06/12/2022		

General comments on the evaluation:	<p>The UNHCR Representation for the Nordic and Baltic countries found the evaluation process very useful as it provided the Office with an opportunity to reflect on its core areas of engagement and its interaction with its government counterparts and civil society partners. The findings in the evaluation were in line with the areas for renewed action also identified by Office staff at its annual office retreat and as part of preliminary discussions around the evaluation. The strategic direction of the work of the Representation puts emphasis on grounding the work in a stronger focus on “contributing / using knowledge and data”, “anchoring work within strategic partnerships” and “enhancing communications and external engagement”.</p>
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<b>RECOMMENDATION 1:</b>		Communicate more transparently on the RNB's role in the region to States and partners with the aim to better manage expectations:				
<b>Management response:</b>		<input checked="" type="checkbox"/> Agree    Partially agree    Disagree				
<b>Reasons (if partially agree or disagree):</b>		[add only if partially agree or disagree was selected]				
<b>Unit or function responsible:</b>		UNHCR's Representation to the Nordics and Baltics				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Strengthen communication with Government counterparts about the role of the Representation in the area of protection, solutions, global advocacy and fundraising	UNHCR Representation	Make use of regular engagement opportunities to ensure that role and responsibilities of the Representation is clearly explained to government counterparts	End June 2023	Ongoing	
2	Strengthen interaction with key NGO and civil society interactors to discuss priorities and clarify current dilemmas and limitations in UNHCR's work and role.	UNHCR Representation	<ul style="list-style-type: none"> <li>Establish closer and more regular country-level contact with a selected group of national "strategic partners" among NGO and civil society organisations in order to strengthening the partnerships, deepening the dialogue around priorities and opportunities as well as exploring complementarity of roles and actions</li> </ul>	End June 2023	Planned	
<b>RECOMMENDATION 2:</b>		Strengthen the strategic and forward-looking approach of the RNB by reorienting its priorities towards greater investment in relationships with Government, civil society, NGO partners and other stakeholders				
<b>Management response:</b>		<input checked="" type="checkbox"/> Agree    Partially agree    Disagree				

<b>Reasons (if partially agree or disagree):</b>		<i>[add only if partially agree or disagree was selected]</i>				
<b>Unit or function responsible:</b>		UNHCR's Representation to the Nordics and Baltics				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Maintain regular interaction with key Government counterparts and Parliamentary Committees in order to exchange views on issues of common concern and interest	UNHCR Representation	<p>A process of regular meetings with key Government counterparts will be pursued in each of the countries covered and meetings with Parliamentary Committees will be organized usually in combination with visits of senior UNHCR officials.</p> <p>UNHCR will periodically review and update its country-level Note with Recommendations on Strengthening Refugee Protection at national, regional, and global level</p>	December 2023	Ongoing	
2	Strengthen interaction with key NGO and civil society interlocutors to discuss strategic priorities and opportunities for joint action.	UNHCR Representation	Establish closer and more regular country-level contact with a selected group of national "strategic partners" among NGO and civil society organisations in order to deepen a strategic dialogue around priorities and opportunities as well as exploring complementarity of roles and actions	End June 2023	Planned	
<b>RECOMMENDATION 3:</b>		Re-emphasize UNHCR's role to amplify refugee voices and perspectives and ensure that persons of concern are more visible in UNHCR's communication and advocacy strategies				
<b>Management response:</b>		<input checked="" type="checkbox"/> Agree    Partially agree    Disagree				
<b>Reasons (if partially agree or disagree):</b>		<i>[add only if partially agree or disagree was selected]</i>				
<b>Unit or function responsible:</b>		UNHCR's Representation to the Nordics and Baltics				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments

1	UNHCR Representation will intensify its work to strengthen its outreach and dialogue with refugees	UNHCR Representation	A roadmap has been drawn up with a series of actions to strengthen UNHCR Representation's engagement with refugee communities in the 8 countries covered in order to hear first-hand their concerns and seek their perspectives on current challenges. This will be done both directly as well as through joining engagement channels already established by civil society partners and volunteer organisations	December 2023	Ongoing	
2	UNHCR Representation's communication activities will continue to pay due attention to ensure that it conveys and reflects appropriately the voices and diversity of refugees	UNHCR Representation	UNHCR Representation produces a significant amount of communication material both in the field of protection advocacy and for purposes of support to fundraising for global operations – and the voices and diversity of refugees will continue to be an important priority. The Refugee Speaker's programme organized in collaboration with TedX which was piloted in 2022 will be continued in 2023.	December 2023	Ongoing	
<b>RECOMMENDATION 4:</b>		Enhance and strengthen the RBE's capacity to provide normative guidance, maintain coherence and manage information flows between HQ and the RNB. Moreover, the RBE should further clarify its role, available capacities and resources in emergency or emergency like situations for Europe at large				
<b>Management response:</b>		Agree <input checked="" type="checkbox"/> <b>Partially agree</b> Disagree				
<b>Reasons (if partially agree or disagree):</b>		Whilst agreeing that there is room for improvement, RBE wishes to note that feedback and normative guidance have been continuously provided to MCO Stockholm, often within short deadlines, in order to support priorities and address challenges				
<b>Unit or function responsible:</b>		Europe Bureau				
<b>Top-line planned actions</b>	<b>By whom</b>	<b>Comments</b>	<b>Expected completion date</b>	<b>Progress</b>		
				<b>Status</b>	<b>Comments</b>	

1	Improved, more structured communication flow between RBE and MCO	RBE	RBE and MCO Stockholm maintain regular contact to share information, jointly assess current and upcoming priorities, challenges, preparedness for developing situations of concern and agree on division of responsibilities; MCO Stockholm for the first line response and RBE second line support, normative guidance, with guidance from DIP on protection issues as required.	N/A	Ongoing	
2	Improved coordination by RBE with relevant divisions in emergencies affecting	RBE	RBE coordinates responses to emergencies in the region closely with DESS and other relevant divisions (e.g., DIP, DRS, etc).	N/A	Ongoing	
<b>RECOMMENDATION 5:</b>		Streamline tools, guidance, and processes by “rightsizing” UNHCR’s RBM and reporting expectations with regards to the RNB and other similarly sized operations				
<b>Management response:</b>		Agree <input checked="" type="checkbox"/> <b>Partially agree</b> Disagree				
<b>Reasons (if partially agree or disagree):</b>		<p>UNHCR has 15 multi-country offices across regions that group UNHCR’s response in several countries in one region. The set up and numbers of countries grouped under an MCO differ based on the contextual consideration in each region, with different regions hosting MCOs with varying size, number of countries and type of UNHCR engagement. When designing UNHCR revised RBM approach, due considerations were given to the contextual considerations that shape the specific set up of MCOs. These considerations have been further refined during the first roll out of the RBM. The current policies and procedures within UNHCR’s RBM approach allows MCOs to opt for a set up based on the regional context, enable flexibility on indicator reporting compared to stand-alone country operations as well as enable MCOs to design their specific Results Framework where the MCO determines the size of the programme across its MCO.</p> <p>The existing tools, guidance and processes make provisions for MCOs that enable to use specific MCO-related provisions flexibly currently in place. UNHCR continues adapting the approach as practices and lessons are being identified to further inform the practical application of the RBM approach for MCOs.</p>				
<b>Unit or function responsible:</b>		For the Division of Strategic Planning and Results with the Europe Bureau				
<b>Top-line planned actions</b>		<b>By whom</b>	<b>Comments</b>		<b>Progress</b>	

				Expected completion date	Status	Comments
1	Ongoing adaptation of guidance and tools, based on feedback received from country offices and MCOs.	DSPR		ongoing	ongoing	
<b>RECOMMENDATION 6:</b>		Jointly clarify the respective roles of the Division of External Relations (DER), the RBE and the RNB in resource mobilisation; and enhance internal communications on resource mobilisation				
<b>Management response:</b>		<input checked="" type="checkbox"/> Agree    Partially agree    Disagree				
<b>Reasons (if partially agree or disagree):</b>		[add only if partially agree or disagree was selected]				
<b>Unit or function responsible:</b>		For the Division of External Relations, the Europe Bureau donor focal points and the RNB				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Regular meetings between DRRM donor focal points and RNB colleagues working on donor visibility and advocacy	DRRM, RNB and RBE	The DRRM donor focal points and the RNB team are meeting every week to discuss upcoming priorities, and strategic planning. The Bureau for Europe donor focal points to attend once quarterly.	NA	ongoing	
2	Create a set of SOPs	RNB, DRRM and RBE	Increase efficiency and clarity of who does what, it is proposed to map the different donor engagement processes and clearly spell out the SOPs. First meeting to take place in October 2022 (TBC).	August 2023	planned	
3	Develop a light version of the strategic engagement plan for the key donors in the region. This needs to be a	RNB, DRRM and RBE	A comprehensive strategic engagement plan for the top donors was developed jointly between RNB, RBE, and DRRM donor focal points starting in 2019. This engagement plan proved to be cumbersome to keep up to date and hence lost	August 2023	planned	

	joint effort across DRRM, RNB and the Europe Bureau donor focal points.		its relevance. As the idea was good, the suggestion is to jointly develop a light version of this plan, to be updated on a quarterly basis. This is part of a wider effort donor engagement effort between the bureau, DER and UNHCR offices in donor capitals.			
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