

**UNITED NATIONS HIGH COMMISSIONER FOR REFUGEES
POLICY DEVELOPMENT AND EVALUATION SERVICE (PDES)**



UNHCR's MANAGEMENT RESPONSE MATRIX TO:

Title	Beyond Humanitarian Assistance? UNHCR and the Response to Syrian Refugees in Jordan and Lebanon, January 2013 – April 2014
Reference	PDES/2015/01
Overall response to the evaluation	<p>[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]</p> <p>UNHCR welcomes the evaluation which provides a unique and helpful perspective on the agency's work in two countries, namely Jordan and Lebanon. The process provided an independent vantage point from which to collect and review a significant amount of information across key sectors of activity. UNHCR commends the breadth of interlocutors solicited for feedback during the evaluation and the scope of the data collected. Within the broad TORs of the evaluation, UNHCR values the identification of key aspects of the response and the analysis provided by the evaluation, which – in many instances – corresponds to priorities and key concerns pursued by UNHCR already during the evaluation period as well as since its conclusion. Unfortunately, in a fast evolving and complex protracted emergency environment, many of the observations, analysis and recommendations contained in the evaluation report have meanwhile been overtaken by events and are thus outdated in terms of immediate relevancy.</p>
Planned use of the	[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

<p>evaluation</p>	<p>programme or policy; 2) generating knowledge]</p> <p>The number of interviews conducted during the evaluation gives a helpful indication of how UNHCR policies and practise are viewed by a wide range of actors and will help inform discussions and future interactions with various stakeholders.</p> <p>The report is useful in as it validates a number of actions that UNHCR has pursued during the last year as part of regular activities, appreciating that many of the recommendations were raised previously in real-time during discussions, respective exit conferences and in previous drafts. The evaluation underscores the importance of documenting innovations, new processes and approaches as well as good practices.</p> <p>UNHCR recognizes that evaluations, including real-time or independent evaluations are best practices and should be incorporated from the outset in significant refugee emergencies.</p>
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A. OVERALL

<p><u>Overall Recommendation a.</u> The evaluation recommends overall that the respective roles of RC/HCs, UNCTs, HCTs in relation to UNHCR’s coordination mandate be clarified with a view to improving the effectiveness of the response in L3 level refugee emergencies.</p>
<p>Management Response to Recommendation</p> <p>Agree <input type="checkbox"/> Partially Agree <input checked="" type="checkbox"/> Disagree <input type="checkbox"/></p> <p>If disagree, explain the reason why:</p> <p>UNHCR’s mandate for refugees includes the coordination of any refugee response, in support of the governments of countries receiving refugees, and it is on this basis that UNHCR has coordinated the refugee response in the region since the outset of the crisis. UNHCR moreover recognizes the strain on host countries’ and communities’ infrastructure and services, the need to anchor sustainability and resilience within and alongside the humanitarian refugee response as well as support national leadership. To that end, UNHCR worked with governments, other UN agencies, Resident/Humanitarian Coordinators, UN country teams, the Syria NGO Forum and other stakeholders to re-formulate the coordination infrastructure and leadership of the response, resulting in the Regional Refugee and Resilience Response Plan (3RP) which</p>

was launched in December 2014. The coordination infrastructure is briefly described in the 3RP Strategic Regional Overview (page 41) as well as in the “Roadmap” finalized and circulated in September 2014.

UNHCR takes this opportunity to re-iterate its commitment to coordinate refugee emergencies globally, pursuant to its mandate and functions, as per the UNHCR/OCHA Joint MoU signed on 24 April 2014 which stipulates the respective roles and responsibilities of UNHCR and Humanitarian coordinators in a refugee emergency.

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
<p>UNHCR has further clarified the inter-agency relationship for the Syria refugee situation in the 3RP Regional Strategic Overview. Globally, roles and responsibilities in a refugee emergency have been re-confirmed in the MOU signed between OCHA and UNHCR on 24 April 2014.</p>	<p><i>The Directors of DESS and DER</i></p>	<p>Completed</p>	<p>Completed</p>	<p>3RP</p>	<p>Joint UNHCR-OCHA Note on Mixed Situations: Coordination in Practice</p> <p>Syria situation Roadmap September 2014</p> <p>3RP Regional Strategic Overview (page 41)</p>

Overall Recommendation b. [cited in the report as Recommendation 22 for the Lebanon response]:

UNHCR can take stock of the constraints posed by its internal procedures and regulations, and how these have affected its response in a large-scale operation such as Lebanon where it is very much in the lead, and the consequences of its systems and processes on the entire response.

Management Response to Recommendation

Agree Partially Agree Disagree

If disagree, explain the reason why:

The experiences gained from leading the Syria situation refugee response relates primarily to its scale, magnitude, complexity and rapidity of onset requiring a vast expansion of operations to provide protection and assistance to a large refugee population, 85% of whom living dispersed in urban, peri-urban and rural settlements. In many aspects, the Syria situation tested internal procedures and regulations. For example, the successive rounds of Fast Track appointments, while assuring rapid deployments, created challenges as staff growth was significant and vacancy rate related to limited pool of candidates with the required profiles. The refugee coordination model, not yet fully documented in 2012, needed to be cascaded to operations to ensure key staff were aware of their accountabilities and responsibilities, alongside other tools such as reporting, information management and sector strategy development. Among the many innovative approaches are the development of an emergency registration tool, the roll-out of iris-recognition technology, new tools for communication with persons of concern, including on-line tools, a streamlined refugee status determination and resettlement procedure, RAIS and its modules for home visits, targeting models. The roll-out of some of these tools required consultations with a number of HQs Divisions, including DFAM, DIST, DHRM and DIP. UNHCR also acknowledges that uncertain funding from the donor community necessitated that partnership agreements had to be countlessly revised contingent upon funding contributions.

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
<p>The Syria response countries are now asked to make plans for twelve months, select and sign partner agreements as early as possible and UNHCR has authorized a higher level of funding available in advance of actual cash contributions.</p>	<p>MENA Bureau</p>	<p>In place since 2014, and significant improvements in implementation during 2014 and in 2015.</p>	<p>Completed, subject to ongoing monitoring.</p>	<p>The Syria response countries are now asked to make plans for twelve months, select and sign partner agreements as early as possible and UNHCR has authorized a higher level of funding available in advance of actual cash contributions.</p>	<p>Internal communications, Representative meeting minutes and Operating Levels compared to income.</p>

Overall Recommendation c. [cited in the report as Recommendation 23 for the Lebanon response]:

UNHCR should develop systems to better track earmarked funding from donors in the field that will help programme staff understand which financial resources are currently available.

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	Supporting Documents
<p>Roll-out of donor earmarking chart, weekly contribution charts to External Relations and Programme staff, as well as senior managers, closer cooperation between programme and external relations staff.</p>	<p><i>MENA Bureau</i></p>	<p>Mid-2014, subject to ongoing monitoring.</p>	<p>Completed.</p>	<p>A strategic meeting took place in February 2014 bringing together Budget, Donor Resource mobilization (HQ) as well as programme and external relation colleagues to agree on tracking methods and support greater cooperation.</p>	<p>February 2014 Meeting minutes, monthly donor earmarking pivot charts and weekly donor charts.</p>

B. RECOMMENDATIONS FOR THE JORDAN RESPONSE

Recommendation 1:

UNHCR should develop a strategy to transition funding and activities that can be addressed effectively by the Government and other actors and that are more in line with the Government’s National Resilience Plan. This should allow UNHCR to better focus on refugees’ protection and assistance needs.

Management Response to Recommendation 1.

Agree Partially Agree Disagree

If disagree, explain the reason why:

UNHCR fully supports Government leadership of the response and as per the UNHCR policy on refugee protection and solutions in urban areas, focuses on national and local systems, supporting access to health and education in national systems, avoiding duplication and inefficiencies arising from establishing parallel services for refugees. This policy has been further enhanced in the planning for 2015-2016, through the 3RP, comprising a refugee and a resilience component, the national chapter of which is the Jordan Response Plan. UNHCR is keen to see the Jordan response Plan deliver the needed and increased support for resilience and development.

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
Development of a refugee and resilience component of the 2015 response, the 3RP	UNHCR Jordan			3RP Jordan Response Plan (JRP)	UNHCR policy on refugee protection and solutions in urban areas

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Recommendation 2

Refine objectives for RRP7 or any successor programme to ensure that they are specific, measurable and achievable, and that they are sufficiently aligned with the GoJ National Resilience Plan while ensuring that refugees’ protection and assistance needs are addressed. With these strategic objectives in place, all sector level objectives should be clearly supportive of these broader objectives.

Management Response to Recommendation

Agree Partially Agree Disagree

If disagree, explain the reason why:

The objectives of the 3RP, of which the JRP represents Jordan’s chapter, are specific, measurable and achievable, and complement to the extent possible the National Resilience Plan, while also ensuring that UNHCR’s international refugee protection mandate and responsibility to provide assistance is maintained.

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
Development of the 3RP and Jordan Response Plan	UNHCR Jordan / MENA Bureau			3RP JRP	Complementarity and Potential Overlap between the National Resilience Plan (NRP) and the Regional Response Plan (RRP) Jordan,06/02/2014

Recommendation 3:

UNHCR should build on the relationship it has developed with the World Bank by devising standard metrics, database structures, and business processes for the collection and analysis of economic data. This would establish data-rich analytical links between UNHCR’s humanitarian response and shifts towards resilience and development.

<p>There are discussions at the global, regional and country level with the World Bank on strengthened cooperation.</p>	<p>MENA Bureau/UNHCR Senior Management</p>	<p>In process</p>	<p>In process</p>	<p>Meetings continue to be convened with the WB at the global and regional levels.</p>	
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Recommendation 4:

Address increasing protection issues. This should include a specific strategy that may include efforts to increase and adapt the engagement of other partners, including other UN organizations, NGOs, and governments, and continued consultation with the Government of Jordan. This should be measured by a direct decrease in the number of reported protection issues, thus reversing the current trend.

Management Response to Recommendation

Agree Partially Agree Disagree

If disagree, explain the reason why:

UNHCR agrees with the need to continuously address increasing protection issues by developing and adapting protection strategies, engaging multiple actors, addressing the various specific existing protection challenges. Such a protection strategy, addressing the specific protection challenges, has been developed through an inter-agency workshop on strategic protection priorities in early 2013. It has been regularly updated by the UNHCR-led Protection Working Group and is, inter alia, also articulated in the RRP6 and later in the 3RP. Building on the protection strategy, inter-agency Child Protection and SGBV Standard Operating Procedures were developed (and lastly revised in December 2014) in an effort to harmonise SOPs and national family protection framework. The inter-agency protection strategy highlights the capacities and strengths of a variety of actors, including UN organizations, NGOs (national and international) and the GoJ. The inter-agency protection coordination focused on humanitarian protection activities increasing harmonization between humanitarian and national procedures and processes, and greater inclusion of refugees in national protection systems with a view to ensuring sustainability of the response. UNHCR and other UN agencies have engaged in joint programming and capacity building of national entities. The focus of the Jordan protection response on incorporating refugees in national protection systems has been further strengthened in 2015 (JRP/3RP), and is in line with UNHCR's global and regional strategies on community-based protection, reduction of statelessness and child protection and SGBV. Protection coordination has been a strong component of UNHCR's overall protection response. The positive interventions at camp level noted in the report are one element of the comprehensive country protection strategy. UNHCR continues to invest in both the capacity of national NGOs and the Government of Jordan as protection service providers and advocate for a protection legal and policy framework that adequately respond to the needs of refugees in the country.

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents

Recommendation 5:

Monitor access to the territory and incidents of deportation in a systematic way to adopt a strategic approach in advocacy while increasing outreach to those seeking refuge. While UNHCR has increased its efforts to be present at the borders and in outreach on both sides, without direct oversight and third-party monitoring the size of the problem remains relatively unknown. Also, it is unclear whether those seeking refuge are aware of the different forms of recourse. This implies a much more coordinated information system between regional actors.

Management Response to Recommendation

Agree Partially Agree Disagree

If disagree, explain the reason why:

Given the importance of access to territory, UNHCR Jordan has engaged in systematic monitoring as well as in strategic and constructive advocacy with the Government of Jordan with a view to maintaining protection space for all refugees, including Syrians, as part of a broader protection and assistance strategy. UNHCR Jordan will continuously adapt its advocacy strategy and actions to the changing context, with a view to fulfilling its mandate while maintaining the constructive engagement with the Government of Jordan. As of 2014, UNHCR made strengthened some of its efforts more visible, for example providing updates to partners on demarches as well as by undertaking joint advocacy demarches, involving embassies, the Inter-Agency Task Force and the Jordan INGO Forum.

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
Continued increase border monitoring missions (Protection, Health, Material Assistance) Continued close coordination with ICRC on border issues Continued increased	<i>UNHCR Jordan / MENA Bureau</i>	In progress	In progress	Increased multi-layered advocacy, including by an expanded number of actors Increased linkages between humanitarian and development actors with a view to increasing protection space & minimizing strain on	JRP

<p>multi-level advocacy</p> <p>Continued advocacy with donors and development actors for increased support to Jordan's hosting capacity (infrastructure and State institutions)</p> <p>Increased access to the territory is part of a larger multi-layered strategic response, one that includes monitoring and advocacy interventions but also focuses on increasing protection space through support and assistance to host communities, national institutions and infrastructure</p> <p>Increased training and advocacy for authorities, and support to the GoJ on social cohesion and highlighting the benefits of hosting refugee</p>				<p>Jordanian resources and infrastructure</p> <p>Increased border monitoring missions</p> <p>Increased coordination with ICRC on border issues and assistance at the border</p> <p>Increased efforts to monitor access to the territory and incidents of deportation with added coordination with external actors</p> <p>Clear formats and reporting lines for allegations of deportation and denial of access through the Border Support Unit, the UNHCR team in Raba Al Sarhan and the Detention/Legal Unit in the Amman Office</p> <p>UNHCR sought to strengthen contact with networks on the other</p>	
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populations				side of the border but conditions inside southern Syria and in border areas remain fluid and extremely challenging, with the possibility of informing prospective refugees of their options to access international protection remote	
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Recommendation 6:

Information about restrictions of movement for women and girls, for fear of harassment and physical attacks must be dealt with more consistently and perhaps separately from SGBV. While most efforts for SGBV protection are proving effective, there remain gaps in non-camp settings.

Management Response to Recommendation

Agree Partially Agree Disagree

If disagree, explain the reason why:

UNHCR Jordan and partners, in particular UNICEF and UNFPA, have consistently addressed and strengthened programmatic responses to protection risks faced by women and girls in urban, peri-urban and rural settings, not limited to the SGBV prevention and response mechanisms. This priority has been highlighted in the RRP6 as well as later, in the 3RP/2015 appeal, and was regularly reconfirmed as a necessity in gaps identification. In regard to gender equality in December 2013 UNHCR, as co-chair of Protection WG and SGBV Sub-Working Group, contributed to the development of a common position and approaches to address restricted movement and limited access to services for Syrian women and girls. The broader need for gender equality interventions is recognized in the Government's Jordan Response Plan (JRP), where gender equality and an increased focus on protection services is a key priority. UNHCR, UNICEF and UNFPA are working with the National Council for Family Affairs (NCFA) and other governmental counterparts, along with development actors such as UN Women and the Ministry of Social Development (MoSD), so that this priority features in the

longer-term development and resilience response, including through the JRP and the UNAF (e.g. Gender Theme Group).

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
<p>Increased use of Community Centres and Women’s & Girls’ Safe Spaces for outreach to women & girls, and increased use of home visits</p> <p>Increased use of community-based protection mechanisms, including community Mobilizers, community escorts, increased use of CBOs, local NGOs</p> <p>Cash Assistance to facilitate transportation</p> <p>Increased information dissemination on services available, including on hotline/Referral Pathways, community events/ awareness</p>	<p><i>UNHCR Protection/CS and partners</i></p>	<p>Only one activity was not completed in 2014, related to engaging men and boys. While the engagement increased, a workshop will take place in May 2015 to further improve the implementation of strategies by UNHCR and partners to engage men and boys in protection of women and girls</p>	<p>In progress. Only one activity was not completed in 2014, related to engaging men and boys. While the engagement increased, a workshop will take place in May 2015 to further improve the implementation of strategies by UNHCR and partners to engage men and boys in protection of women and girls</p>	<p>Only one activity was not completed in 2014, related to engaging men and boys. While the engagement increased, a workshop will take place in May 2015 to further improve the implementation of strategies by UNHCR and partners to engage men and boys in protection of women and girls</p>	<p>Some relevant documents are indicated below:</p> <ul style="list-style-type: none"> - Briefing Note on Syrian Refugees with restricted movements living outside camps in Jordan (December 2013) - 16 Days of Activism briefing note - Inter-Agency Protection Strategy - RRP 6 Annual Report - Amani Campaign - Inter-agency CP

raising, mobile phones/Sim Cards Engaging Men and Boys Advocacy with other sectors					& GBV SOP edition 2014 - Women and Girls Safe Spaces Briefing Note. Syrian Crisis response in Jordan - Home visits report
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Recommendation 7:

UNHCR could increase not only the value but also the effectiveness of its leadership role through more detailed performance appraisals of funded partners. This can become a useful tool for all coordination activities and towards more focused results. This could include greater due diligence on existing competencies, gaps, and historical performance with benchmarks and key performance indicators for their work under the RRP. Conducting performance appraisals would ensure better performance and increase UNHCR's value overall.

Management Response to Recommendation

Agree Partially Agree Disagree

If disagree, explain the reason why:

UNHCR is the co-lead of the Refugee and Resilience Response Plan for the Syria situation, bringing together diverse humanitarian actors to respond to humanitarian and resilience needs. UNHCR's leadership role in monitoring the response is through dashboards charting key performance targets and progress thus far. This system is similar to the IASC cluster mechanism and subject to the same global oversight, which heretofore has not accepted that the appeal convener and coordinator monitor and evaluate humanitarian actors. [Such accountabilities are held by the agencies themselves and their donors]. Actors within the humanitarian response would find it unacceptable for UNHCR to monitor and conduct performance evaluations of individual response partners, except for those actors which are directly funded by UNHCR.

UNHCR, however, in coordination with the response actors is working to develop monitoring and evaluation standards for the response as well as assistance impact indicators, which goes beyond performance targets.

UNHCR does monitor its funded partners as per UNHCR’s Framework for Implementing Partners, which was fully rolled out in 2014.

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
<p>Roll-out of UNHCR’s Framework for Implementing partners</p>	<p><i>UNHCR Jordan / MENA Bureau</i></p>		<p>Completed</p>	<p>In line with UNHCR’s efforts to enhance the Framework for Implementing Partners, and directly in compliance with the Global Guidance note 1: Selection and Retention of Partners for Project Partnership Agreements (July 2013), UNHCR Jordan carried out selection and retention process for partners in all sectors of intervention.</p>	<p>Implementing Partner Management Guidance Note 1: Selection and Retention</p>
<p>Development of inter-agency monitoring and evaluation standards</p>			<p>In process</p>	<p>Inter-agency discussions including with GoJ leadership</p>	

Recommendation 8:

WHO and other relevant actors should involve MoH in addressing access to health services and referrals for Syrian refugees as well as establish quality standards. This would be the best solution for the referral problems encountered.

Management Response to Recommendation

Agree Partially Agree Disagree

If disagree, explain the reason why:

WHO is involved in the Inter-Sector Health Working Group in Jordan and is a member of the 3RP Steering Committee, as well as the Technical Advisory Committee at the regional level. UNHCR as a co-lead of the Health Working Group contributes to the strategy as well as to planning and promoting a harmonised approach to health interventions, in close cooperation with the Ministry of Health.

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
UNHCR continue to review and work to resolve specific Issues with certain Ministry of Health hospitals	<i>UNHCR Jordan through WHO Jordan</i>	In progress	In progress	UNHCR and JHAS established a broader referral network beyond the Ministry of Health through a competitive tendering process 3RP (including regional Health Strategy) JRP	Tender and contracts

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Recommendation 9:

Conduct a staffing/performance audit designed to pinpoint possible gaps (probably at the sub-office level) and redundancies (possibly at the Country Office level). While difficult to ascertain in this Evaluation, the staffing of Country Office posts has been somewhat erratic: it is not clear whether the staffing balance is now correct or bloated. Any staffing review should include regular staff, international staff, consultants and other short-term contracts, including UNOPS contracts, and any and all other relevant staff.

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	Supporting Documents
The office has continued to adapt staffing across all categories as a function of the changing operational context and needs.	<i>UNHCR Jordan/UNHCR Lebanon/MENA Bureau/ODMS/DHRM</i>	Completed	Completed	A comprehensive joint review of UNHCR Jordan as well as UNHCR Lebanon staffing was carried out by the Organizational	

				Development and Management Service, the Regional Bureau and the Division of Human Resources Management in 2014.	
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Recommendation 10:

Conduct a business process efficiency review. The response has included the development of several business processes, standard operating procedures, and other operational activities that may or may not be wholly efficient. This review should be designed to decrease costs (indirect and direct) related to these processes without sacrificing quality.

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	Supporting Documents
<p>Cost efficiency has been a consideration and driver at the inception of most new processes, and while no specific review is carried out at present, the experience gained would now allow for a more focused analysis on possible savings as part of regular programme reviews</p>	<p><i>UNHCR Jordan</i></p>		<p>To be determined, including through scoping exercise.</p>	<p>UNHCR Jordan has initiated a number of new activities and processes that are designed to enhance protection and assistance to refugees: proof of concept, obtaining empirical evidence of effectiveness through monitoring and review; risk-based approach to ensure processes are robust; cash assistance methodology.</p>	

Recommendation 11:

Review/revise terms with all commercial suppliers. Ensure that terms include key performance targets and expected cost efficiencies over time, e.g. a 5% decrease after 12 months. This is standard practice.

Agree Partially Agree Disagree

If disagree, explain the reason why: Agree with the recommendation on cost-efficiency related to the frame agreements but KPIs are related to the VRC (Vendor Review Committee) procedures such as Vendor Performance Evaluation which is not fully activated yet.

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
This topic will be discussed in Annual Supply Conference in June 2015. Review of Vendor Review Committee guidelines is also under the process by PMCS.	<i>UNHCR Jordan in consultation with SMS Budapest as appropriate.</i>	July 2015.	In progress	VRC re-organized in BO Amman in March 2015.	

Recommendation 12:

Review other significant cost centres, e.g. fleet management, and ensure that there are adequate cost-effectiveness measures in place.

Management Response to Recommendation

Agree Partially Agree Disagree

Cost-effectiveness measures in regard to fleet management were already in place, namely through a new lease programme, which began in January 2014 and have since been further strengthened. Insurance and disposal as well as procurement of goods and services related to vehicles. Vehicles were fitted with vehicle tracking systems (VTS) that provide data to improve the utilisation of vehicles and increase safety and security of drivers and passengers. The VTS data is routed to one focal point in Supply, one in Admin and the Senior Driver and enables immediate action after the use of a panic button, if required. Other significant cost-effectiveness measures include the office consolidation, which began in March 2014.

Actions Planned	Responsible Department / Service / Office	Expected Completion	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
<p>Office consolidation - Beginning March 2014, UNHCR Jordan moved the majority of Amman based staff from the Dheir Gbar premises to a new larger location in Khalda that provides sufficient space for staff and is a better fit for use as a registration facility. Certain units (Resettlement, Refugee Status Determination) remain at the Dheir Gbar location. In order to ensure that refugee needs are more effectively met in the newer facility, and to reduce costs, the</p>	<p><i>UNHCR Jordan in consultation with SMS as appropriate</i></p>	<p>Date End 2015.</p>	<p>In progress</p>	<p>Fleet management – BO Amman has recently (November 2014) recruited a Fleet Manager to improve the use, maintenance and attribution of office vehicles. A review of log books demonstrates that these are correctly maintained but some information is missing; control and sensitization to drivers will be reinforced. To meet requirements, data capture and processing, should be in DBASE and not excel sheets.</p>	

<p>consolidation of the Dheir Gbar and Khalda premises is underway, with completion of the move from Dheir Gbar planned to be completed by end 2015</p> <p>The roll-out in 2015 of the vehicle maintenance and repair project is expected to generate further savings in the longer term.</p>				<p>Regarding purchasing of Fuel, Supplier (vendor) will be requested to modify existing or create new Report (current is not really useful from Data processing point of view)</p>	
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Recommendation 13:

In coordination with the GoJ, develop a strategy for Za’atari that considers current activities and the “vision” put forward by the Head of the UNHCR Sub-Office. UNHCR is quite aware that any such vision cannot exist in a vacuum. It is within the purview of the GoJ to decide the camp’s current and eventual administrative status.

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	Supporting Documents
Strategies have been developed and progress is on-going in the following sectors: WASH, shelter, energy and community engagement.	UNHCR Jordan / MENA Bureau	Date Ongoing	Ongoing	Design of dedicated water supply and waste network is in progress, re-design is in process, caravans have replaced tents, design of sustainable energy system is underway.	Communique

Recommendation 14:

Develop a section of the Inter-Agency Information Portal to collect, organize and disseminate refugee feedback. This would allow for the aggregation of results into a periodic report that could be used for sector analysis and decision-making.

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	Supporting Documents
<p>Development of webportal 'Talking with Refugees', including feedback and comments functionality</p>	<p><i>UNHCR Jordan</i></p>		<p>In progress</p>	<p>A webportal developed by UNHCR Jordan called Talking with Refugees (TWR) – is dedicated exclusively to communication with refugees living in Jordan</p> <p>The webportal aims to “give refugees a voice” by publishing stories from and about refugees in Jordan, and by giving refugees the opportunity to provide feedback and suggestions online</p> <p>The “feedback/comments”</p>	<p>Home page of the “Talking with Refugees” webportal</p>

				functionality is installed on the webportal and will be activated after further testing.	
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C. RECOMMENDATIONS FOR THE LEBANON RESPONSE

Recommendation 1:

Clarify focus, priorities and consequences. There will be a need for the international community to support UNHCR’s leadership in Lebanon. Beyond the RRP or revised appeal framework (3RP), the evaluation recommends that UNHCR clarify its own strategic priorities and its focus in worst-case funding scenarios, including the adverse effects and risks of this focus on the excluded population and sectors, and in terms of exacerbating tensions, potentially limiting or affecting future refugee access, etc.

Management Response to Recommendation

Agree Partially Agree Disagree

If disagree, explain the reason why:

UNHCR Lebanon has presented strategic priorities across all sectors as expressed in the Lebanon country operations plan, field level plans, monthly sectoral updates, and country reports and produces and regularly presents a funding gaps document updated on at least a quarterly basis. This has been continued in 2015.

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
Review and updating of UNHCR's strategic priorities for 2015				3 RP Lebanon Response Plan	

Recommendation 2:

Continue to devolve responsibility. While difficult or uncertain, UNHCR should progressively reassign responsibility for certain sectors to other actors/UN agencies and monitor their take-up of these. A sector-by-sector, activity-by-activity specific strategy should be developed where UNHCR retains a clear inter-sector inter-agency coordination lead role. In the case of Lebanon, this recommendation does not apply to the health sector given UNHCR's coordination capacity at the Beirut level, the importance of UNHCR's health programme and WHO's role and capacity in the country.

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	Supporting Documents
LOU revision with UNICEF, including concerning coordination on education and WASH sectors.	<i>UNHCR Lebanon</i>	July 2015	On-going	Inter-Agency Coordination Unit within UNHCR has initiated devolving of coordination responsibility, working with partners such as UNICEF, UNDP, WHO and others to hand over primary responsibility for key sectors	LoU between UNHCR and UNICEF

	<i>UNHCR Lebanon</i>	Early 2015	Complete	3RP	As per the Regional refugee response plan (3RP) UNDP and UNHCR build a co-leadership role for the inter-sector/inter-agency group UNDP is the lead in the Social Cohesion and Livelihoods sectors
				WFP is the lead in the Food Security sector	

Recommendation 3 :

UNHCR should persist in its efforts to encourage the Lebanese government to create a national Task Force on Syrian Refugees. Ideally, this would be an office at the Ministry of State in the light of the problems plaguing the Higher Relief Council (the Council's Chair was imprisoned for corruption and the Council has not been involved in dealing with the Syrian crisis since)

Management Response to RecommendationAgree Partially Agree Disagree **If disagree, explain the reason why:**

The Government has established a Crisis Cell, which consists of the Prime Minister and the Ministers of Interior and Municipalities, Social Affairs, Foreign Affairs, and Labor. The Crisis Cell is the highest national authority regarding the crisis response in country. The Crisis Cell mandated the Ministry of Social Affairs (MoSA) to oversee the GoL's response to the crisis in Lebanon. To guide and monitor the implementation of the LCRP, an LCRP Steering Committee has been established, which is chaired by the Minister of Social Affairs and the RC/HC in collaboration with the Crisis Cell and lead UN agencies. At the sector level, line ministries are actively involved in the majority of sectors, such as Health (Ministry of Public Health), Education (Ministry of Education and Higher Education), Protection (MoSA), Livelihoods (Ministry of Labor) and Shelter (MoSA) as well as, more recently, in the Basic Assistance sector (MoSA). UNHCR has further encouraged Partner participation in the Refugee Response Plan.

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
RRP6 steering committee	<i>UNHCR Lebanon /</i>	Completed	Completed	Steering committee chaired by MOSA, operational for the duration of 2014	

LCRP steering committee		Completed	Completed	Created at launch of LCRP; chaired by MOSA and RC/HC, attended by key LCRP appealing UN, GoL, NGOs reps and donors; aims to meet quarterly	Terms of Reference LCRP Steering Committee
RACE executive committee		Completed	Completed	Created in Sept 2014, led by MEHE, attended by UN and donors, continuous for the two year duration of the RACE proposal. Challenge – limited engagement with the sector mechanism of response	
Health steering committee		Completed	Completed	Initiated by MoPH, first meeting March 19th, sets strategic direction for health sector, attended by key UN agencies and donors, chaired by DG MoPH	

Recommendation 4 :

While a great deal of work is being done, a more comprehensive and detailed strategy should be developed for social cohesion in Lebanon. Various initiatives have been launched and will surely have an impact. However, they are not coordinated effectively nor are their targets and expected results sufficiently harmonised to ensure

appropriate coverage and positive impact. This social cohesion strategy should account for the complexities associated with different contexts/locations and the varying ways in which local and national government entities can be engaged. This should include refined indicators and monitoring systems to ensure that mid-term adjustments can be made. This is particularly important given the potential conflicts that could emerge between refugees and host communities. As social cohesion remains an important protection objective it should be established jointly by UNDP and UNHCR.

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	Supporting Documents
With the start of the LCRP, UNDP is taking a stronger lead in the social cohesion sector, and the sector will develop strategies that take into account regional complexities.	<i>UNHCR Lebanon</i>	Work on-going throughout the year	In progress		LCRP documents

Recommendation 5:

UNHCR should increase efforts with all field staff to promote protection as integral to all UNHCR activities through follow-up, on-the-job training and appropriate feedback. This should contribute to strengthening the understanding that, while not everyone is competent to manage protection cases, everyone should, as a minimum, be sensible to the possible protection impact of their actions and remain vigilant to identify and refer protection concerns/cases wherever they emerge.

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	Supporting Documents
<ul style="list-style-type: none"> • Continuous training activities • Develop a training strategy and calendar • Coordination of training on UNHCR’s protection mandate and activities, for staff, partners’ staff and government counterparts • UNHCR will ensure continuous learning and reiteration of the centrality of protection, so that it is well 	<p><i>UNHCR Lebanon</i></p>	<p>In progress</p>	<p>In progress</p>	<ul style="list-style-type: none"> • The Representation has a new post (P3) of a Protection Training Coordinator and is on board since February 2015 • Over 260 UNHCR, partner, government and refugees trained on community based approaches, participatory assessment and persons with specific needs • IRC Coaching 	<ul style="list-style-type: none"> • Training Strategy • Training Calendar

<p>understood as integral to the on-going humanitarian response</p>				<p>programme for child protection case management.</p> <ul style="list-style-type: none"> • TOTs on basic protection • Training Coordinator in the job <p>Training strategy and training calendar developed</p> <ul style="list-style-type: none"> • UNHCR conducted and continues to conduct, together with partners, presentations on various protection issues (e.g., birth registration, domestic violence, legal status) 	
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Recommendation 6:
Develop a common, countrywide communication strategy for protection that includes both the dissemination of relevant information and structured, consistent and widespread communication about protection with refugees and community leaders.

Management Response to Recommendation

Agree Partially Agree Disagree

If disagree, explain the reason why:

A country-tailored UNHCR mass communication/community communication strategy continues to be in place and has been further strengthened. The 2014 strategy, adopted by all sectors, encompasses tools that are available to all humanitarian partners. Amongst these tools and activities to provide information to refugees and host communities are: communication tree, bulk SMS systems, radio programs (UNESCO/UNHCR), leaflets and posters (in all registration centres, community/social development centres, and health centres, among other locations), and the Interagency Q&A on services in Lebanon (INQAL) that list all services available (provided by the humanitarian community) across the country. In addition the INQAL is available on the web portal and the refugee website. In addition, through its Refugees Outreach Volunteer (ROVs) programme, UNHCR is able to provide timely and, regular information to all refugees, even those most isolated. UNHCR partners are also engaged in outreach and information dissemination activities. Through the interagency work on targeting and e-vouchers/cash assistance continued efforts are made to ensure that timely information is made available to refugees and host communities about targeted assistance by phone and through SMS.

Two way communications with refugees is of utmost importance to UNHCR and partners, and continues to be facilitated through outreach programmes and activities – complemented by regular participatory assessments. UNHCR’s communication strategy is linked to the overall outreach strategy. Through households visits conducted by 443 ROVs, 75,000 persons at risk were identified and referred to UNHCR and partners for assistance between January and December 2014 this year. All mass info tools were and continue to be devised with the participation of ROVs.

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
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<ul style="list-style-type: none"> • Continue efforts and initiatives to ensure widespread information on humanitarian services and assistance 	<p>UNHCR Lebanon</p>	<p>On-going</p>	<p>On-going</p>	<ul style="list-style-type: none"> • Development and promotion of information tools • Introduction of innovative communication approaches • In line with strengthening the communication strategy, the following actions were implemented: 1. community survey, 2. Inter-agency Youtube page launched that provide a wide range of info. On protection and assistance available. 	<ul style="list-style-type: none"> • Mass Communication Strategy
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Recommendation 7:

Ensure that child protection activities address the most vulnerable and difficult cases and that there is a sufficient balance between these and other cases. Ensure that donors are informed about the need for a balanced approach. This should include an in-depth analysis of children’s vulnerabilities and the consideration of alternative, and possibly more effective, approaches to their needs.

Management Response to Recommendation

Agree Partially Agree Disagree

If disagree, explain the reason why:

In line with UNHCR Global Policy, Lebanon prioritises the Regional Strategic Approach on Child Protection. These cases are receiving individual assistance to respond to children victims of abuse and violence. In parallel to this, Child Protection is working closely with community services to ensure that other cases (low risks) are taken into account and that prevention made through community centers and Social Development centers integrate mobilization on child protection issues such as child marriage, domestic violence etc. Training of community outreach workers (general and specialized ROVs) also contribute to mitigate risks for other children at risks. Specialized child protection ROVs are equipped to mobilize parents and communities to prevent violence against children and refer them to safe spaces within community centers and SDCs.

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
<ul style="list-style-type: none"> • Continue integrating child protection into other protection interventions/activities (community centres, legal aid, etc.) • Continue to identify persons, in addition to children, who are at heightened risk and in need of support. Continue to ensure the inclusion of other groups at risk into 	<p><i>UNHCR Lebanon</i></p>	<p>On-going</p>	<p>Started and on-going</p>	<p>In line with the Protection Response Framework:</p> <ul style="list-style-type: none"> - Community centre activities target children, women at risk and other groups (prevention activities). - ROVs identify and refer all persons at risk, regardless of age or background. - Minimum standards to respond to all 	<ul style="list-style-type: none"> - UNHCR Lebanon Protection Response Framework - UNHCR Lebanon Community Center and ROV Guidelines - 2016 Country Operations Plan: Protection Strategy

<p>protection activities e.g. disabled persons, older persons, youth, etc.</p>				<p>persons at risk developed.</p> <ul style="list-style-type: none"> - Regular donor briefings highlight all vulnerabilities 	
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Recommendation 8:

In contexts such as Lebanon with refugee crises and level 3 emergencies, in the aim of improving the effectiveness of the response, the respective roles of HCs, HCTs and UNCTs should be clear to avoid possible duplication. The 24 April 2014 Agreement between the ERC and the High Commissioner has not provided sufficient clarity on these roles in Lebanon when there is a refugee response coordination model in a protracted crisis, and an HC, HCT and UNCT are in place, or with regard to transition modalities when situations are volatile but clusters are not in place. *[Note: this recommendation can be subsumed under the first overall recommendation above]*

Management Response to Recommendation:

Agree Partially Agree Disagree

If disagree, explain the reason why:

See recommendation A

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
	<i>The Directors of DESS and DER</i>				

Recommendation 9:

The RRP should be a strategic and programmatic tool that offers a much clearer vision of what is to be achieved and how. The process should aim to be more straightforward and lighter at this stage of the response. The fact that activities are largely left to the initiative of the partners and defined a posteriori has the advantage of encouraging participation and ownership but proves problematic because it hinders meaningful programming.

Management Response to Recommendation

Agree Partially Agree Disagree

If disagree, explain the reason why:

The UNHCR Inter-Agency Unit works closely with stakeholders through sector working groups to set out a clear vision and strategic direction, which aims to be practical and useful for partners acting on the ground (which leads to better results for beneficiaries). Flowing from the strategy, activities are agreed upon at the sector-level and included in the planning, i.e. they are not set a posteriori by partners in isolation. The activities are reviewed regularly. RRP and 3RP also provide a programmatic framework, strategy, project indicators and impact indicators, all to assess the response effectiveness.

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents

Recommendation 10:

UNHCR is encouraged to continue its advocacy with the GOL to endorse the emergency shelter strategies developed. This should include relocation sites for refugees affected by adverse weather or armed conflict. This plan would require GoL permission and 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	Supporting Documents
<p>UNHCR is following up at different levels with its Government counterpart (MOSA).</p> <p>Advocacy messages are focussing on the need of being authorized to proceed with structural improvements of the informal settlements</p>	<p><i>UNHCR Lebanon</i></p>		<p>In progress</p>	<p>Development of sites layout and jointly assessment with MOSA for the establishment of 2 settlements of 1.000 HH each located in West Bekka and Rachaya. Pending the authorisation of the Ministry of Interior. These sites are being identified as being used potentially to accommodate refugees from Arsaal.</p>	

Recommendation 11:

Conduct a more comprehensive and detailed assessment of WASH needs in informal settlements. Use results to develop overall strategy for the informal settlements.

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	Supporting Documents
Detailed WASH assessment to be completed not only in informal settlements (IS) but also in other type of accommodation. To be noted that this assessment should also focus in consolidating the available data on WASH	UNHCR Lebanon	3rd quarter 2015	In progress	Development of a draft TOR for a national WASH survey. The survey will be done mainly at the household but also at institutional (water establishment/municipality) levels through administering a questionnaire, focus group discussions and observing the status of water and sanitation facilities. The survey will target a large sample of refugees and a small number of host Lebanese communities, it will be held in all governorates segregated according to shelter types, the	Draft TOR for national WASH survey

				<p>latter as a control group. The estimated time for carrying the survey is 45 days, this excludes design, analysis and report writing.</p> <p>Steering Committee has been established. First meeting will be held 19 march 2015; the committee will meet monthly</p>	
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Recommendation 12:

Improve UNHCR's cash programme through four inter-connected measures: i) a unified mechanism to identify the vulnerable; ii) *guichet unique*; iii) the harmonisation of cash programmes; and iv) one partner per location.

Management Response to Recommendation

Agree Partially Agree Disagree

If disagree, explain the reason why:

UNHCR has invested considerable time and energy in working with the Cash Transfer Working Group (CTWG) and the Targeting Task Force under the CTWG to agree a common architecture for cash assistance. This comprises agreement on the most vulnerable group to be prioritised for cash assistance, an agreed targeting methodology, an agreed monthly transfer value. Partners working in cash, whether UNHCR or other funds, have agreed to follow the same system. The household assessment tool that will be used will be scored to indicate eligibility for both food and cash, and WFP and UNHCR have defined geographic divisions for covering with household assessments. Each geographic area will have one partner to carry out the household visits. The *guichet unique* is still under discussion at the level of UNHCR and WFP headquarters, while at field level, systems are being harmonised. .

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
<p>A unified mechanism to identify the vulnerable, and is being used by all cash partners.</p> <p>Unconditional cash programmes are using harmonised identification and transfer mechanisms, and the same transfer value.</p> <p>Guichet unique will be piloted in the coming months. One partner per location is being implemented as far as possible</p>	<p><i>UNHCR Lebanon in cooperation with DPSM</i></p>	<p>Harmonisation of targeting, assistance, and household questionnaires and scoring was implemented from end 2014/beginning 2015.</p> <p>Guichet unique pilot to start in Q2 2015; harmonisation of partners is on-going.</p>	<p>Completed</p> <p>In progress</p>		<p>Inter-agency documents on targeting and cash processes are being produced</p>

Recommendation 13:

A joint health strategy between MoH and UNHCR and other partners should be envisaged and needs to widen the scope to include development partners.

Management Response to Recommendation

Agree Partially Agree Disagree

If disagree, explain the reason why:

The joint health strategy has been developed for 2015 (3RP) with WHO and partners, while advocating for stronger MOPH engagement has been encouraged.. There has been engagement with development partners but needs to be strengthened as more development partners take on the challenge presented by the increased population in Lebanon.

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
<p>Advocacy for the establishment of a health steering committee led by MOPH in order to strengthen health sector strategy</p>	<p><i>UNHCR Lebanon</i></p>	<p>March 2015</p>	<p>Completed</p>	<p>Steering Committee has been established. First meeting will be held 19 March 2015; the committee will meet monthly</p> <p>Joint Regional Health Strategy developed with WHO and Partners embedded in 3RP</p>	

Recommendation 14:

UNHCR needs to refocus programmatically and strategically on primary healthcare. Issues of access should be addressed to facilitate a frequentation according to standards. In addition, means to better understand the current informal system (local NGOs, Syrian underground) in a primary healthcare strategy need to be addressed

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	Supporting Documents
	<i>UNHCR Lebanon</i>			Joint Regional Health Strategy developed with WHO and Partners embedded in 3RP	

Recommendation 15:

Given the scale of resources allocated and the number of beneficiaries reached, UNHCR should be more proactive in ensuring an adequate level of healthcare for refugees. Clear information on the package of services and ways to access them should be provided and monitored through community-based mechanisms.

Management Response to Recommendation

Agree Partially Agree Disagree

If disagree, explain the reason why:

UNHCR is proactive in providing information to all refugees which is monitored through periodic surveys including on satisfaction with services, this includes health care services available to refugees.

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
	UNHCR Lebanon				

Recommendation 16:

The Exceptional Care Committee (ECC) and the High Relief Commission should be provided with standard operating procedures and funds to address needs of refugees and Lebanese. Tertiary cases and complicated ones need to be channelled through new mechanisms, supported by donors and integrated in the host country. The ECC should be integrated with means to refer specific cases, through GoL involvement or other specific mechanisms funded by donors.

Management Response to Recommendation

Agree Partially Agree Disagree

If disagree, explain the reason why:

In UNHCR's view, the ECC should not be involved in addressing the referral care needs for Lebanese. The ECC could expand the scope of coverage of cases if more funds are generally available for referral care. The GoL could be supported to provide expensive care for specific cases but UNHCR/ ECC are not involved in this.

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
	<i>UNHCR Lebanon</i>				

Recommendation 17:

Aspects of client satisfaction and negotiated rates should be more closely followed by UNHCR, establishing targets and mechanisms for the third party administration. There is a need for a shift to treating refugees as clients, instead of treating UNHCR as the client of Globe-Med. The limited possibility to register complaints other than those related to standard operating procedures turns managing complaints into an administrative activity related to Globe-Med functions, while the possibility of channelling useful refugee data and information to UNHCR is lost

Management Response to Recommendation

Agree Partially Agree Disagree

If disagree, explain the reason why:

UNHCR continues to monitor refugee patient satisfaction through interviews, commencing initially in December 2013, when refugee satisfactory being good (Satisfied= 68.4%, Relatively satisfied= 26.3%, Not satisfied= 5.3%). These results were generally consistent during interviews conducted in July 2014, when nearly 65% of patients were satisfied, 3% relatively satisfied while 28% had no opinion on the hospital services. UNHCR has further conducted rounds of exit interviews. Concerning GlobeMed, 16% were satisfied while only 5% were disappointed. The majority did not know. Disappointment was predominantly linked to quality of services provided.

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
UNHCR is now working with a new TPA as a result of the latest tendering process; the new contract takes account of some of the short-comings of the previous system.	<i>UNHCR Lebanon</i>	New TPA in place from beginning March 2015.	Completed	As under actions planned	TPA contract with the new service provider is being finalised and SOPs updated
UNHCR is leading an inter-agency process on humanitarian accountability, and will look at systems for refugees to register complaints as part of the broader mechanism.	<i>UNHCR Lebanon</i>	HAP process on-going	On-going	On-going	

To emphasise the treatment of refugees as clients in the 2015 contract for TPA services including ensuring a reliable complaints mechanism	UNHCR Lebanon	1 st April 2015	In progress, contract for TPA services		
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<p><u>Recommendation 18:</u></p> <p>The challenges in Lebanon require greater managerial capacities in the health sector than those that UNHCR has in place. Capacity should be redefined and the right profiles determined. UNHCR should strengthen its managerial and M&E expertise in the Health sector. In 2013, UNHCR established specific staff dedicated to health sector coordination which has proven very positive.</p>					
<p>Management Response to Recommendation</p> <p>Agree <input checked="" type="checkbox"/> Partially Agree <input type="checkbox"/> Disagree <input type="checkbox"/></p> <p>If disagree, explain the reason why:</p>					
Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents

UNHCR will maintain experienced International staff at the P4 and P3 level	<i>UNHCR Lebanon</i>	On-going	On-going		
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Recommendation 19:

If the situation becomes chronic, UNHCR may consider the creation of an adapted scheme for the coverage of refugee medical expenses (sick fund), anchored in pre-qualified service providers and financed through specific tools (e.g. trust funds). This would not spare the Third Party Administrator (TPA), but would offer some possible efficiency gains and a midterm solution for the situation in middle-income countries. Alternatively, donors should support the GoL in covering the costs of services provided to refugees and vulnerable Lebanese, which is difficult to put in place in a context of private service providers. Specific solutions to improve the situation of vulnerable Lebanese are urgently required in order to prevent the scaling up of tensions.

Management Response to Recommendation

Agree Partially Agree Disagree

If disagree, explain the reason why:

All assistance to PHC centres benefits both Lebanese and Syrians; in addition, the NPTP exempts poor Lebanese from the patient co-pay of PHC fees. Lebanese working in the public sector receive health care from the Government, and there are also private health care insurance systems, while others are funded by employers.

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
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UNHCR has presented a proposal to a donor for a consultancy that would assist us to identify other possibilities for health care.	<i>UNHCR Lebanon</i>	ongoing	In progress	Adapted schemes of coverage for universal access for refugees have been explored but costs are prohibitive.	
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Recommendation 20:

UNHCR could focus more on adopting a coordinating role in the Education sector rather than an implementing one. Essentially, UNHCR can play a facilitation role. The roles of each stakeholder should be reviewed and sanctioned if not executed within the agreed framework. A firm should be hired to handle the financial aspects of the framework, thus allowing NGO/UNHCR to concentrate on real education and quality issues. More face-to-face contacts between UNHCR and MEHE are necessary to clarify roles and activities.

Management Response to Recommendation

Agree Partially Agree Disagree

If disagree, explain the reason why:

The Ministry of Education and Higher Education (MEHE) is in the lead on all aspects of education planning and implementation. UNHCR is a co-lead of the Education Working Group, and as such has a role in strategy, planning and promoting a harmonised approach to interventions.

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
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	<i>UNHCR Lebanon</i>			<p>Ministry of Education and Higher Education (MEHE) has launched its Reaching All Children with Education (RACE) programme, UNHCR, along with UNICEF, UNESCO, and key donors, is part of the executive committee, chaired by MEHE, to oversee implementation of the programme.</p> <p>Financial arrangements are under discussion, with MEHE.</p>	
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Recommendation 21:

UNHCR should strengthen monitoring systems related to community outreach and social cohesion. Without this, community outreach risks various missed opportunities that can only be spotted when the complexities of a community are understood and the dynamics and changes monitored closely over time.

Management Response to Recommendation

Agree Partially Agree Disagree

If disagree, explain the reason why:

UNHCR Lebanon community outreach strategy for the Syria operation started in mid-2011. As a process, it gradually scaled up and reached a spike in mid-2013 as the operation expanded in human and financial resources. Currently, the operation has set up a large-scale community outreach strategy premised on empowerment, participation and mobilization. The main vehicles of this strategy entail systematic participatory assessments with thousands of refugees, mobilizing over 400 refugee outreach volunteers (ROVs) across Lebanon and supporting 28 Community Development Centers/57 Social Development Centers linked to the Ministry of Social Affairs. The outreach strategy also includes setting up community-self management structures which are supported to identify/analyse community concerns and resolve most of their problems, such structures include committees in informal settlements and those linked to community centers (7 committees are currently in place).

The outreach set-up and strategy is also helping to effectively identify thousands of individuals who are facing serious and imminent risk. The structures allow UNHCR to be close to the refugee community and understand their dynamics, customs, traditions, positive and negative coping mechanisms, as well as the protection problems they are facing.

Actions Planned	Responsible Department / Service / Office	Expected Completion Date	Status (not started, in progress, completed, cancelled)	Actions Taken	Supporting Documents
<ul style="list-style-type: none"> • Strengthen community empowerment and outreach. • Empower community development centres, refugee and host committees and refugee outreach volunteers to become more self-reliant. 	<p><i>UNHCR Lebanon</i></p>	<p>On-going</p>	<p>On-going</p>	<ul style="list-style-type: none"> • Expanding from 116 to over 443 ROVs • Expanding from 23 to 26 Community Centers, reaching 125,000 persons, as well as 57 SDCs • Issuance of guidelines on community centers and ROVs • Participatory assessments with 	<ul style="list-style-type: none"> • Developed guidelines and tools • UNHCR Lebanon Protection Response Framework • UNHCR Lebanon Community Center and ROV Guidelines

<ul style="list-style-type: none"> • Reinforce Refugee Outreach Volunteers (ROVs) programmes (numbers, training, etc.) • Greater use of community development centers (CDCs) and social development centres (SDCs), with equal inclusion of non-Syrian refugees and Lebanese • Support awareness raising campaigns and joint activities to educate the public on opportunities that cross cultural co-operation brings 				<p>over 1,400 refugees</p> <ul style="list-style-type: none"> • Revision of guidelines and tools of protection monitoring; • Trainings of staff on protection and interview techniques • Enhanced coordination meetings between UNHCR and implementing partners to identify and assess protection needs and challenges. 	
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