

UNHCR Evaluation Management Response			
Evaluation title:	Evaluation of the UNHCR-Government of Colombia (GoC) Four-Year Plan 2015-2019		
UNHCR evaluation reference:	Decentralized ES/2020/05		
Entity that commissioned the evaluation:	UNHCR COLOMBIA		
Due date of Management Response:	15 October 2020		
Management Response approved by (senior manager in commissioning entity):	Name: Jozef Merx	Job title: Representative	Country/Office: Colombia
Date:	4 November 2020		

General comments on the evaluation:	<p>This is a qualitative evaluation of the bilateral cooperation framework signed between UNHCR and the Colombian Government ("Four-Year Plan") corresponding to the period 2015 and 2019, which was focused on the response to internal displacement. The evaluation rigorously compiles results, lessons learned and good practices using a methodology that triangulates interviews carried out with different participating actors (Victims' Unit, Ombudsperson's Office, the national NGO Consultancy on Human Rights and Displacement (CODHES in Spanish), the Constitutional Court, UNHCR staff, and some local authorities), surveys measuring these actors' perceptions on achievements and challenges and further analysis by the evaluation team. In addition, communities with which UNHCR worked between 2015-2019 were also consulted and interviewed. The evaluation complied with the principles of relevance, effectiveness, efficiency and sustainability as initially requested in the Terms of Reference.</p> <p>The UNHCR Operation in Colombia has the following overall comments on the Evaluation:</p> <ul style="list-style-type: none"> • The capacity of UNHCR's field offices to engage in internal displacement is directly affected by budgetary constraints, including in terms of supporting communities and territorial entities with prevention, protection and solutions to internal displacement. • The response to internal displacement will continue to be prioritized by UNHCR Colombia, incorporating from the beginning a responsible disengagement strategy as per the Policy on UNHCR's Engagement in Situations of Internal Displacement (2019). • UNHCR Colombia is committed to continue and strengthen its advocacy efforts with donors so as to mobilize more resources for the response to internal displacement, in line with the provisions of the United Nations Sustainable Development Cooperation Framework (UNSDCF), in the areas of Development Plans with a Territorial Approach (PDETs in Spanish) and Technical Assistance for Accelerating the Sustainable Development Goals (SDGs).
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RECOMMENDATION 1:	<p>Strengthen and continue with the implementation of the durable solutions approach in displaced population communities. Place emphasis on generating lessons that will be incorporated in the knowledge management processes with the GoC, as well as influencing public policy on comprehensive assistance and reparation for displaced populations, returnees, relocated persons, and local integration. Continue documenting experiences, lessons learned, and best practices in the implementation of the durable solutions approach and creation of spaces for dialogue, particularly with the Unit for Victims return and relocation teams. Time frame: Short term</p>
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Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		<ul style="list-style-type: none"> Although a significant percentage of IDPs have not yet reached a durable solution for their situation, this recommendation is only partially accepted in view of current budgetary challenges for the IDP programme. UNHCR's work relies on the support of donor countries which, given the magnitude of the influx of Venezuelan refugees and migrants, have allocated more resources to the response towards these mixed movements since 2018. At the same time, UNHCR continues to pursue actions that will enable a responsible disengagement from its IDP programme, as per the agency's global policy. Also, given the abovementioned resource limitations, UNHCR will not initiate entirely new solutions initiatives. Rather, it will continue to advocate for a stronger engagement by development actors in IDP solutions. This will allow UNHCR to prioritize urgent prevention and protection interventions in light of ongoing new displacement, and consolidate solutions initiatives already underway. The Agency will also pursue an area-based approach to solutions so as to maximize synergies with the Venezuelan refugee and migrant response. 				
Unit or function responsible:		Protection, Livelihoods and Economic Inclusion				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Systematization of UNHCR interventions in field locations	Protection Unit	<p>Progress has been made with the systematization of 4 UNHCR interventions (Florencia, Villavicencio and Soacha, as well as a specific child protection programme in the latter). The others are expected to be completed by June 2021 and shared with respective communities where interventions have taken place in coordination with local and national authorities. As such, the lessons learned by participating actors are used towards strengthening the community.</p> <p>The same exercise will later need to be carried out with respect to UNHCR's capacity building processes in support of national institutions.</p>	June 2021	Ongoing	
2.	UNHCR contribution to outcome 1.2 of the UNSDCF	MFT and field offices	UNHCR will work together with other agencies on outcome 1.2 (PDETs), specifically output 1.2.6 so as to support "the prioritized PDET municipalities in the structuring, execution and strengthening of projects part of the Collective Reparation Plans (PIRC in Spanish) – and/or of the Return and Relocation Plans, that coincide with PDET initiatives in the prioritized municipalities".	2023	Planning stage	

RECOMMENDATION 2:		Reinforce and continue with the agenda for prevention, protection and non-repetition guarantees in favour of the displaced population and the population at risk of displacement, emphasizing highly vulnerable population groups. Along these lines, reinforce and continue the work agenda with the Ministry of the Interior, National Protection Unit, Unit for Victims (registration), Attorney General's Office, and other relevant entities, as well as with communities in their risk identification processes, building road maps for protection, and articulation with government entities. Time frame: Short term				
Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		<ul style="list-style-type: none"> The recommendation is partially accepted due to the budgetary constraints explained above, and the priority given to prevention and protection against threats to life, risks of displacement and confinement. In cases where progress has been made and has generated good practices, institutional support activities will gradually be transferred, including the progress that was made on collective protection measures during the period of the Four-Year Plan, among others. 				
Unit or function responsible:		Protection				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Ensure that victims of displacement have access to the National Registry of Victims. Support capacity building of the Victims Unit (UARIV in Spanish), in coordination with the Ministry of Public Affairs.	Protection Unit	UNHCR recently signed a new Letter of Intent (LoI) with the Victims Unit, which includes areas of work such as strengthening the registration system, preventing displacement and assisting displaced people, supporting solutions processes and assisting victims abroad. A specific action plan was included as an annex to the LoI and includes actions defined for each area of work.	2020	Completed	
2	The Agency will continue to work with the UNP to support the Collective Protection Mechanisms enacted in Decree 2078, as well as with the Ministry of Interior to strengthen mechanisms for preventing displacement.	Protection Unit	UNHCR is renewing LoIs with the Ministry of Interior and the National Protection Unit so that it can continue to strengthen institutional capacities relating to prevention and protection mechanisms vis-à-vis current risks of internal displacement. Emphasis will be placed on monitoring implementation of collective protection measures, within a process of responsible disengagement, handover and systematization of lessons learned.	2020-2023	Ongoing	
3	Work will continue with the Ministry of Public Affairs and with local and national authorities on prevention and	Field Offices, Protection Unit and Community-Based Protection (CBP)	This approach is being implemented in interventions carried out with counterparts such as the Ministry of Public Affairs to respond to the prevention and protection needs of IDPs, refugees, migrants and Colombian returnees.	2020-2023	Ongoing	

	protection of vulnerable populations.					
RECOMMENDATION 3:		Strengthen the relationship with other UN System agencies for a new and better articulated UNHCR-GoC action plan, explicitly integrating potential synergies and articulations, to enhance inter-agency strengths. Time frame: Short term				
Management response:		<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):						
Unit or function responsible:		All of them				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	UNHCR will continue to participate in (or lead, where applicable) the relevant interagency scenarios and will seek to further strengthen interagency interventions through this channel.	MFT	<p>UNHCR co-leads the national Protection Cluster, which includes several sub-groups, with NRC. It also co-leads the Inter-Agency Group on Mixed Migration Flows (GIFMM) with IOM.</p> <p>UNHCR participates actively in the Taskforce on UN Security Council Resolution 1612 on the protection of children affected by armed conflict, in the Gender-based Violence sub-group, Inter-Agency Gender Group, Gender Roundtable of International Cooperation actors and Security Assurance Group, among others. In the field, as of October 2020, UNHCR is leading:</p> <ul style="list-style-type: none"> Local Coordination Teams (ELC in Spanish) in Antioquia, Valle del Cauca, Nariño, Putumayo, Arauca. Protection Thematic Working Groups (GTP in Spanish) in: Norte de Santander, Choco, Cauca and Nariño. <p>UNHCR co-leads eight local GIFMMs in: Atlántico, Antioquia, Guajira, Norte de Santander, Nariño, Valle del Cauca, Bogotá, Arauca, as well as 2 satellite GIFMMs (Cesar and Santander).</p>	2023	Ongoing	
2	The Agency will participate in interagency calls for proposals of Multi-Donor Funds	MFT and Field Offices	UNHCR has participated in seven inter-agency projects since 2018 (with funding from PBF, HSTF, EU Trust Fund, MPTF and CERF) and will continue to apply for new funding opportunities for joint programmes.	2023	Ongoing	

3	Establishment and implementation of the Joint Work Plans in the framework of the UNSDCF	MFT	UNHCR, as co-lead with IOM of Pillar 2 of the new UNSDCF, is currently leading the formulation of joint workplans for this Pillar and participating as relevant in the other Pillars. This undertaking will allow to identify joint actions with the other agencies for the duration of the cooperation framework.	2023	Planning stage	
RECOMMENDATION 4:		Reflect internally on the lessons learned from the work in ethnic communities which lead to creation of guidelines for actions in a new action plan, particularly regarding the scope and effort required for working with indigenous peoples and Afro-descendant communities. This reflection should include relevant time periods, resources, and aspects to be strengthened within the UNHCR team, in order to address the commitments agreed with these communities. Time frame: Short term				
Management response:		<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):						
Unit or function responsible:		Community-based protection				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Definition and implementation of Minimum Affirmative Actions with indigenous and afro-descendant communities within the framework of the indigenous and afro-descendant strategy of the operation under the Age, Gender and Diversity Mainstreaming (AGDM) Plan.	MFT	Specific actions and interventions will be developed to assist authorities, indigenous and Afro-descendant communities in order to protect populations at risk and strengthen protection networks, within the framework of Affirmative Actions and on the basis of the review of the scope of interventions with ethnic communities mentioned below.	2020-2023	Being planned	
2	Continuity of protection and prevention actions with displaced indigenous and Afro-descendant communities.	Field offices and Protection Unit	The current scope of interventions for indigenous and afro-descendant communities will be reviewed in accordance with the operation's capacity and available resources for 2021-2022. Activities will be furthermore aligned with operational priorities such as responding to the protection risks and needs associated with cross border movements and, as well, to preventing and responding to new forced displacement in coordination with relevant actors (e.g. the National Indigenous Organization of Colombia, Ministry of Internal Affairs, National Protection Unit, Ministry of Public Affairs and Collective Protection Measures).	2020-2023	Ongoing	

RECOMMENDATION 5:		Strengthen "exit" mechanisms to be applied in the work with communities to gradually reduce the intensity of actions over time while making the parties increasingly self-sufficient. It is recommended to include explicit actions that can contribute to sustainability once UNHCR's intervention is complete. An example of a best practice was the creation of legalization offices within mayor's offices, allowing the continuity of informal settlement legalization processes.				
Management response:		<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):						
Unit or function responsible:		Representation, Protection and CBP				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Guide to the systematization of UNHCR's good practices on institutional capacity building	Protection Unit	UNHCR has made considerable progress with the systematization of its field-based interventions for the assistance and protection of IDPs, expected to be completed by June 2021. Concomitantly, a guide to the systematization of UNHCR's interventions with national institutions for assisting IDPs is being prepared, and includes good practices and lessons learned that are transferrable to the institutions, as well as various progress markers for measuring institutional capacity building. The guide will henceforth be incorporated into local and national-level programme design so that responsible disengagement approaches are mainstreamed.	2021-2023	Planning stage	
2	Review and adapt to the Colombian context the minimum actions described in UNHCR's IDP policy and its "Guidance package", with the objective of incorporating and strengthening the responsible disengagement focus in all UNHCR activities in Colombia	Protection Unit	See chapter 6 of the Guidance Package and include relevant actions in UNHCR Colombia's new Multi-year 2022+ Strategy	2021-2022	Planning stage	