

UNHCR Evaluation Management Response	
Evaluation title:	Evaluation of the UNHCR Regional Refugee Response to the Venezuela Situation
UNHCR evaluation reference:	ES/2020/12
Entity that commissioned the evaluation:	Evaluation Service
Due Date of Management Response:	15 April 2021
Date Management Completed:	15 October 2021
Coordinator of Management Response:	George Woode, Senior Transition Coordinator
Management Response cleared by:	Raouf Mazou, Assistant High Commissioner for Operations

General comments on the evaluation:	
Office/unit:	Executive Office
Comment:	<p>UNHCR welcomes the recommendations received and notes important synergies with many priorities and ongoing initiatives for the Venezuela Situation. UNHCR will continue to pursue its efforts to realize recommended outcomes which also depend on the engagement and collaboration of other actors. It is noted that of the 14 recommendations, UNHCR senior management agrees with 7, partially agrees with 6 and disagrees with 1 which is indicative of ongoing efforts to address several of the recommendations. UNHCR is committed to pursue concerted efforts for socio-economic integration, strengthen cross-country communications and evaluate awareness campaigns in the region, strengthen inter-agency coordination, and will lead documentation and dissemination of good practices and lessons learned across countries and field sites, among others, to further strengthen its response to the Venezuela Situation.</p>

RECOMMENDATION 1:	Build cohesive strategies and frameworks for socio-economic integration.
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Proposed Actions	<i>At the regional level, UNHCR should continue to pursue concerted efforts for socio-economic integration and monitor and build on progress towards the 2020 Stepped Up Livelihoods Strategy for the Americas, as it pertains to VenSit. UNHCR should define more precisely its role vs. the role of government and partner agencies to ensure it provides a complementary approach. This includes reinforcing guidelines, training, technical support, and resources to articulate the regional socio-economic strategy into national plans and frameworks. UNHCR operations should develop and/or refine a national framework and guidelines specifically geared towards socio-economic inclusion to give coherence to what the field offices are doing and promote communication and cross-site learning. Additionally, successful pilots and projects undertaken in 2019 and 2020 should be leveraged and consolidated into more holistic national strategies to give coherence to what field offices are doing and support the socio-economic inclusion of indigenous populations.</i>		
Management response:	X Agree	Partially agree	Disagree
Reasons (if partially agree or disagree):			
Unit or function responsible:	Regional Bureau Americas (Livelihoods and Economic Inclusion)		

Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	National strategies specifically geared towards socio-economic inclusion to be developed based on the regional stepped-up livelihoods strategy so to ensure coherence	Livelihoods and Economic Inclusion Unit - RBA and DRS	<p>Data based strategies have been developed over the past two years in different operations. Costa Rica, Brazil and Guyana and are expected to complete their strategic exercises by end of 2021.</p> <p>Other countries will be prioritized as they approach multi-year planning.</p> <p>As per recommendation's proposed action, support to the socio-economic inclusion of indigenous populations will be considered for relevant countries in coordination with relevant actors.</p>	December 2021	Ongoing	
2	The Global Livelihoods Monitoring Program will be leveraged to improve monitoring and evaluation of livelihoods economic inclusion activities at national level through the Livelihoods Information System.	Livelihoods and Economic Inclusion Unit	<p>Brazil, Chile, Costa Rica and Panama are already implementing the Livelihoods Information System and completed the entire monitoring cycle.</p> <p>With the support of the LEI Unit and the Analytics and Research Unit in Geneva and DIMA Unit in the RBA, and together with our partner CartONG, RBA will support five more operations and partners in implementing the revised monitoring tools.</p>	December 2022	Ongoing	
3	Cross-site learning will continue to be promoted through webinars and one-on-one exchanges among operations.	Livelihoods and Economic Inclusion Unit	Talent without Borders, Panama flagship program, is now being piloted in Guatemala and in its design phase in Peru as result of cross-fertilization efforts in 2021. Brazil and Mexico are exchanging experiences one-to-one about their internal relocation programs. Four more webinars on experiences in the region will be organized and any other opportunity for peer-learning will be leveraged.	December 2022	Ongoing	

RECOMMENDATION 2:	Continue to develop new funding mechanisms and cycles that support long-term program planning.
Proposed Actions:	<i>At headquarters, UNHCR is in the process of developing additional funding strategies to enable longer funding cycles that provide more opportunity for mid/long-term planning and efficient operations. This reform will be important for helping UNHCR work on longer term protection solutions. It will also be beneficial to implementing partners, providing more visibility and commitment for their multi-year planning and fundraising requirements.</i>
Management response:	Agree X Partially agree Disagree
Reasons (if partially agree or disagree):	<p>UNHCR works continuously to improve the quality of its funding, specifically the flexibility, timing and predictability of contributions. Multi-year contributions are always beneficial. They are therefore a key aim and regular feature of our advocacy with donors. Despite this, these contributions still constitute a small minority of UNHCR's funding and are the exception for public sector contributions, as governments are reluctant or unable to make large, multi-year commitments.</p> <p>Even though UNHCR budget cycle is annual, it continues to accommodate multi-year contributions received. However, the limited availability of multi-year allocations does not yet allow field operations to make multi-year financial commitments to partners. Through Results Based Management reforms, more operations will develop multi-year strategies and plans, based on improved data and analysis. It is hoped that these strategies and plans will provide better information for fund raising at all levels contributing to increased multi-year contributions and longer-term commitments from donors.</p> <p>In parallel, the Division of Strategic Planning and Results (DSPR) has begun introducing reforms that will give Country Operations the greatest level of predictability and the most streamlined procedures possible within an annual allocation and implementation process. The Annual Review and Budget Analysis Service (ARBAS) within DSPR has recently introduced changes in the resource allocation process that will address to the greatest extent possible the finding in 3.1.2 concerning the "late and/or sporadic arrival of funding" during each year. The introduction of improved data and risk analytics now enables more resources to be allocated earlier in the year, providing information on funding trends for operations and a reduction in instances of allocations late in the year.</p> <p>Furthermore, the Implementation Management and Assurance Service (IMAS), also within DSPR, will continue to actively explore ways in which the current framework for implementing with partners can be adjusted to give greater certainty for partners. For example, how the annual selection/retention and negotiation processes can</p>

		be adjusted to enable earlier communication, budgeting and planning with partners each year. This requires changes to policy, procedures and systems which are underway.				
Unit or function responsible:		SET/DSPR/Regional Bureau Americas				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Ensure orderly transition to new RBM and multiyear planning	RB Pillar 1 and operations	DSPR is providing strategic guidance, training and support to divisions and bureaux in the transition to a new RBM planning process which includes multiyear planning. RBA provides direct support to operations under the new system, helping them adapt and comply with new requirements. Two country operations in RBA that are part of the Venezuela Situation response (Costa Rica, Mexico) are piloting the multiyear planning approach this year and all other operations, as well as the Bureau, will conduct multiyear planning next year.	Q4 2022	Ongoing	
2	Multiyear RMRP	RB	Regional Bureau is evaluating the interest and feasibility of multiyear Regional Response planning with key donors and R4V partners. Final outcome will require consultation and buy-in from host governments.	Q4 2021	Ongoing	

RECOMMENDATION 3:	Engage in alternative strategies to address issues related to irregular entries.
Proposed actions:	<i>UNHCR presence at informal crossings is limited due to a variety of factors. UNHCR's network of partner and community contacts along borders provides a net of protection for refugees and migrants in those areas. Thus, efforts should be made to bolster CBP activities and continue building and maintaining communication channels within CBP networks to provide insights into new routes and trends in movements and to amplify the protection response, especially where UNHCR presence is limited. Wherever possible, UNHCR should also consider</i>

		<i>investing in establishing unmanned information points along known crossing points, such as billboards with key information and contacts (e.g., telephone helplines, local partners, safe spaces in transit, websites) to direct refugees and migrants towards assistance and resources.</i>				
Management response:		Agree X Partially agree Disagree				
Reasons (if partially agree or disagree):		<p>Alternative strategies to address irregular entries are complex and cannot be limited to community-based protection. A more systematic approach is needed at policy level, such as demonstrated in Colombia with the announcement of a Temporary Protection Status that will provide protected status including to irregular entries. Additionally, a thorough risk analysis needs to be conducted in many border areas so as not to expose communities and refugees to security risks while monitoring border areas.</p> <p>In addition, UNHCR's work is framed within the R4V regional and national platforms. The platforms, co-led by UNHCR and IOM, count 160 partners across 17 countries, many of which are working on issues related to irregular entries. In order to evaluate UNHCR's contribution, it is imperative to take into account how it fits within the collective response.</p>				
Unit or function responsible:		Regional Bureau and Country Operations receiving Venezuelan refugees				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Update mapping of community structures and community networks in all VenSit countries.	Country operations in coordination with R4V partners	Some country operations have conducted mappings of structures and networks, others need to update them. Further mapping, particularly in border areas, will be conducted in all operations. Special attention will be paid to the inclusion of Refugee-Led Organisations, and community-based actors which include refugees and migrants, including special protection population groups based on age, gender or diversity.	Q2 2022	Ongoing	
2	Strengthen the protection monitoring strategy, the developing	RBA & country operations with R4V partners	Update the UNHCR regional protection monitoring strategy, beyond the use of the high frequency tool that is ongoing, with emphasis on border areas.	Q2 2022	Ongoing	

	regional guidance to be contextualized at country level.		UNHCR focal points to coordinate actions with the regional and national Protection Sectors, including the monitoring tool developed by the R4V.			
3	Update the R4V regional service mapping tool.	RBA & country operations with R4V partners	Improve and update the information about services and Support Spaces in the regional service mapping tool, an initiative of the R4V Platform to provide updated information on services and Support Spaces to refugees and migrants. This web application allows service providers and humanitarian actors to find national and regional information, facilitating coordination and linkages among the actors. https://espacios.r4v.info/es/map	Q2 2022	Ongoing	

RECOMMENDATION 4:	Strengthen mid- and long-term strategies and the link between humanitarian assistance and development programming.
Proposed Actions:	<i>At headquarters, regional and national level, UNHCR should continue to build strong partnerships and coordinate governments, development actors, financial institutions, and the private sector. This includes both strengthening existing relationships as well as bringing in new actors to support national and local efforts where appropriate. To achieve the latter, UNHCR should encourage national governments and international donors to advocate for more development actors and resources. UNHCR should also draw from its own pool of development practitioners worldwide to bring in more staff with development expertise and experience to the VenSit operation, which would enable UNHCR to develop a smoother transition between humanitarian and development programming.</i>
Management response:	Agree X Partially agree Disagree
Reasons (if partially agree or disagree):	The evaluation rightly finds that UNHCR is working on establishing systematic mechanisms to link humanitarian interventions to mid to long-term solutions and rightly identifies the need to bring staff with related expertise on board. However, some more recent initiatives such as the Global Compact on Refugees, multi-year strategic planning process, updated regional livelihoods strategy, socio-economic inclusion surveys and national consultations, work with international financial institutions, and implementation of socio-economic inclusion projects are not reflected in the findings. UNHCR will continue to build strong partnerships with multi and bilateral

		<p>development actors, financial institutions and private sector. HQ has supported the strengthening of the nascent engagement with the IADB, building out the engagement with the World Bank, including inclusion of PoCs in COVID Socio-economic studies and other pieces of action-research.</p> <p>The limited scope of the evaluation, which focuses on the UNHCR response only, is particularly problematic in this area of investigation since progress on socio-economic integration depends heavily on a wide range of partnerships, including those established between governments and financial institutions directly. In this framework, UNHCR has prioritized evidence-based advocacy at national levels for PoC inclusion in governmental systems and services, including recovery plans. Development programming responds to ongoing structural issues that may hinder economic, institutional, and social development in any given society, and it comprises interventions in a wide range of sectors including infrastructure, environment, energy, education, health, gender equality and empowerment, etc. UNHCR has prioritized interventions facilitating access to documentation and regularization as a mean to achieve inclusion in governmental systems and access to labour markets as long term solutions. Furthermore, UNHCR has conducted national consultations to assess the impact of COVID-19 and plan a comprehensive socio-economic response. In addition to advocacy with national and local authorities for inclusion in governmental programmes, the latter includes over 20 projects (mid to long-term interventions) designed to increase access to credit and banking, support entrepreneurship, provide vocational training and job matching / job placement opportunities, and validate foreign degrees. The implementation has started and is subject to availability of funding.</p>				
Unit or function responsible:		Regional Bureau Americas, DRS and COs				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Increase dedicated HR capacity to engage more effectively/systematically with development partners on matters related to forced displacement and solutions opportunities	Regional Bureau with DRS support	As of 2022, there will be five posts (four new in 2021/2022) dedicated to development programming. Three posts are/will be based in VenSit operations and two are/will be regional, based in Panama. These expert staff will enable UNHCR to engage more effectively and systematically with development partners, governments, multi-lateral donors, and other stakeholders to increase long-term interventions aimed at building solutions.	31 December 2022	Ongoing	

2	Expand and seize solutions and inclusion pathways through dedicated joint analytics exercises and strategic operational engagement	RB/operation with DRS support	<ul style="list-style-type: none"> Engage strategically with MDB-financed (GCFF-supported) policy loans/projects, such as the WB-supported Social and Economic Inclusion of Migrants Development Policy Financing (US\$ 500m; to be approved by mid-2021), which will be complemented by IADB financing using the same indicator matrix (under development). Engage strategically with IADB / WB / USC / University de los Andes/ UNHCR longitudinal study on regularization of migrants in Colombia. Identify and mobilize additional analytics capacity for task-specific and time-bound support as required. 	30 April 2021	Ongoing	
3	Launch virtual Knowledge Exchange and strengthen Community of Practice on development partnerships in the LAC region	RB with DRS support	Organize Virtual Knowledge Exchange on development partnerships for the LAC region and strengthen regional Community of Practice on development partnerships.	Q42022	Ongoing	
4	Development / update of national socio-economic inclusion strategies	RB and COs	RBA will support operations in developing and/or refining national strategies specifically geared towards socio-economic inclusion based on the regional stepped-up livelihoods strategy so to ensure coherence. Costa Rica, Brazil, and Guyana and are expected to complete their strategic exercises by end of 2021.	31 December 2021	Ongoing	

RECOMMENDATION 5:	Strengthen mental health support for both UNHCR staff and Venezuelan refugees and migrants.
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Proposed actions:	<p><i>At the national level, UNHCR should strengthen mental health support for Venezuelan refugees and migrants by conducting a review of current detection and monitoring mechanisms as well as a specific assessment of mental health needs, with refugees' and migrants' participation across different sites to identify gaps and opportunities for intervention. Collaboration with national governments and field partners is critical in assessing mental health needs, developing actions and proper referral networks to address them, and effectively integrating these actions into protection and livelihood strategies. A concerted effort should be made to invest in the capacity of the government, whose responsibility it is to ensure the highest attainable standard of mental health wellness, and to target actors who focus on mental health (and consider bringing in specialized actors/experts if country actors are absent).</i></p> <p><i>At headquarters, regional and national level, UNHCR should institutionalize and implement mental health support to UNHCR staff. Regional- and country-level management should provide guidelines and ensure the enforcement of existing policies, which are necessary during crises including the COVID-19 pandemic. In the latter context, support from HQ, including the provision of guidelines in terms of teleworking and telecommuting, security measures, and so on, needs to be timelier and continually emphasized and monitored, including hardship classifications by the United Nations Department for Safety and Security (UNDSS). Resources should be allocated to ensure counsellors/psychologists are available in staff's local language for one-on-one sessions, either in person or remotely.</i></p>
Management response:	<p>Agree X Partially agree Disagree</p>
Reasons (if partially agree or disagree):	<p>In principle, UNHCR agrees with the recommendation and with the action points. Many of the proposed actions, however, have been implemented or are ongoing following UNHCR or wider UN guidelines. These guidelines include:</p> <ul style="list-style-type: none"> • IASC Guidelines for Mental Health and Psychosocial Support in Humanitarian Emergencies (https://interagencystandingcommittee.org/iasc-reference-group-on-mental-health-and-psychosocial-support-in-emergency-settings). • UNHCR 2013 Operational guidance on mental health & psychosocial support programming for refugee operations (https://www.unhcr.org/protection/health/525f94479/operational-guidance-mental-health-psychosocial-support-programming-refugee.html) and the brochure 'Strengthening Mental Health and Psychosocial Support in 2021' https://www.unhcr.org/publications/brochures/602b94e37/strengthening-mental-health-psychosocial-support-2021-pdf.html. These documents describe how MHPSS can be integrated within health, protection (GBV, community-based protection, child protection) and education.

	<ul style="list-style-type: none"> Summary Record of IASC Principals Meeting Dec. 2019(https://interagencystandingcommittee.org/inter-agency-standing-committee/summary-record-iasc-principals-meeting-5-december-2019#:~:text=On%20December%202019%20the,wide%20importance%20for%20humanitarian%20action) <p>While more can always be done to improve the support to staff psychosocial wellbeing, several actions were taken, including:</p> <ul style="list-style-type: none"> A six-week consultancy to Venezuela to support staff psychosocial wellbeing in 2019. The consultant's report lists the interventions undertaken during that 45-day mission including: the staff wellbeing survey, visit to all duty stations in Venezuela, workshops on resiliency and key psychosocial issues identified in the specific work places in all locations, individual consultations, identification of local external resources and providing advice to management on ways of supporting staff. The consultant also issued several bulletins with general information about wellbeing, self-care and resources in Spanish which was shared with all staff in the operation. In total, the consultant provided more than 75 individual sessions and 9 group sessions. All interventions were held in Spanish. The first position of the Snr. Staff Counsellor in Panama was established as of 1 Jan 2020 as a part of the regionalisation process. The Snr. Staff Counsellor has to date run a number of regional webinars on psychosocial issues with particular focus on coping with the pandemic and in respect to the ongoing emergency. During the pandemic, all staff who tested positive for COVID-19 are contacted by the Staff Counsellor according to the established protocol. In addition, as of May 2020, we opened the access to external mental health practitioners (also with Spanish speaking counsellors) free of charge for a limited number of sessions. The Psychosocial Wellbeing Hotline is advertised on Intranet. UNDSS counsellor in Caracas is also available. UNHCR wellbeing platform launched in November 2020 will soon be released as the mobile application and we are working with the partners on the translation into Spanish (and French, potentially Arabic). 				
Unit or function responsible:	Regional Bureau Americas and DHR				
Top line planned actions	By whom	Comments	Expected completion date	Progress	
				Status	Comments

1	Coordinated mental health support for refugees and migrants	RB	Assistance to Venezuelan refugees and migrants will continue in accordance with the guidelines listed above. UNHCR will continue to support mental health through partners and in collaboration with specialized agencies and stakeholders through the R4V platform.	Ongoing	Ongoing	
2	Support to UNHCR staff psychosocial wellbeing	RB and DHR, Staff Health and Welfare Section	The Regional Bureau, DHR and UNDSS will continue to provide a range of support options to the UNHCR workforce. Specialized staff members will continue to monitor this area and provide additional assistance as needs arise.	Ongoing	Ongoing	

RECOMMENDATION 6:	Improve internal communication both across and within countries, as well as vertically and horizontally.
Proposed actions:	<p><i>At the regional level, UNHCR should facilitate opportunities for more fluid and regular cross-country exchanges and meetings. Moreover, the Bureau should structure and standardize cross-country communication flows, providing guidelines about the purposes of each communication channel (e.g., WhatsApp vs. email vs. calls). The Bureau should support the establishment of formal and regular binational meetings between UNHCR staff in mirror offices and, if appropriate, provide authorization for trans-border in-person meetings and monitoring activities to aid in understanding and responding to flows. Finally, the Bureau should facilitate more communication and information from Venezuela to host countries in the region, including more emphasis on scenario building.</i></p> <p><i>At the national and regional level, vertical and horizontal UNHCR communication should be improved. UNHCR would benefit from further systematizing communication through increased collaborative work culture and reporting structures to support upward, downward, and lateral information-sharing to ensure that messages effectively reach all involved parties. This would require careful consideration of (and safeguards against) potential breaks in the communication chain (e.g., regional messages successfully reach Country Operations but then aren't communicated to field offices, or field messages successfully reach Country Operations but then aren't communicated to the Bureau). To achieve this, UNHCR should institutionalize new (good) practices in</i></p>

		<i>terms of digital communication beyond the social isolation period to continue improving upon regularity of multi-directional communication.</i>				
Management response:		X Agree Partially agree Disagree				
Reasons (if partially agree or disagree):		<p>The Regional Bureau agrees with the overall spirit and content of the recommendation and agrees that additional and continuous efforts are required to further strengthen internal communication. The Bureau also highlights that several actions have already commenced prior to receiving recommendations. Cross-country exchanges and meetings have been taking place across all functional areas with regular, scheduled frequency. A Country of Origin Information session concerning Venezuela was organized in 2020 by the R4V Protection Sector (co-led by UNHCR) and weekly and thematic reports from UNHCR Venezuela are disseminated across the region. The RB organises regular meetings with country operations on issues such as emergency planning, returns to Venezuela, annual planning. The RB has also set up Community of Practices for all functional units. Additionally, the Regional Bureau has established a Reporting Dashboard which consolidates and organizes all weekly or biweekly inputs received from field operations and can be accessed by UNHCR personnel. The dashboard includes information on context, population trends and movements, protection issues, operational response, and interagency developments, among others.</p> <p>Internal communication, including within countries, does remain a challenge, which has worsened in Latin America due to the very long and strict lockdowns. This is an organisational concern that is currently being addressed at HQ level by DER.</p>				
Unit or function responsible:		Regional Bureau Americas				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Binational coordination	RB	Regional Bureau to provide guidelines for harmonized approach to binational coordination between mirror offices and neighbouring operations, which was also identified as a priority action in the March 2021 Regional Representatives meeting. RB will facilitate coordination as requested and monitor that mechanisms are in place for regular exchanges.	Q4 2021	Started	

2	Communication channels	DER/RB	RB to contribute to the development of an organisational internal communication strategy and nominate internal communication focal point.	Q2 2022	Ongoing	
3	Digital communication	RB	Bureau and country operations have provided inputs to UNHCR's Digital Strategy through a series of presentations, online surveys, and focus group discussions.	Q1 2021	Completed	

RECOMMENDATION 7:	Evaluate communication and awareness-raising efforts with refugees and migrants as well as public anti-xenophobia campaigns with host communities.					
Proposed Actions:	<p><i>At the regional level, UNHCR should increase efforts to evaluate the top communication and awareness campaigns in the region, notably Somos Panas in Colombia, the Chatbot in Ecuador, and Ven Informado in Peru. Evaluations should measure the effectiveness, reach and coverage of the campaigns, as well as barriers to refugees' and migrants' access to, and comprehension and retention of the information. Building on the findings of the R4V 2019 communication and information needs assessment, UNHCR should also consider the information needs and gaps that exist both among refugees and migrants and within host communities and how they can be better addressed.</i></p> <p><i>At the regional level, anti-xenophobia campaigns and peaceful coexistence initiatives should be evaluated, notably Histórias em Movimento in Brazil, Somos Panas in Colombia, Abrazos que Unen in Ecuador and Tu Causa es Mi Causa in Peru. UNHCR should assess current anti-xenophobia strategies from large-scale public campaigns to smaller scale initiatives targeting subgroups of the population (e.g., incentivizing local landlords for refugee housing placements) to inform future efforts, especially in areas with higher density of refugees and migrants. Ongoing work to counter xenophobia and promote solidarity should consider (1) monitoring media and official statements to dispel xenophobic messages, (2) ensuring host communities benefit from projects and initiatives (such as including a percentage of spots in training programs/workshops for host community members), and (3) promoting local inclusion activities (through sports, arts, etc.), and local organizations that support migrants and refugees.</i></p>					
Management response:	X Agree Partially agree Disagree					

Reasons (if partially agree or disagree):		<p>UNHCR agrees with the need to measure the impact of communication and awareness campaigns, noting that such measurement is notably difficult to conduct. The three suggested considerations are not related to the main recommendation which is “evaluate CWC efforts and campaigns”; instead, it offers considerations to combat xenophobia. Given the challenges of evaluating impact of the different efforts it would be valuable to receive proposed actions about how to better evaluate effectiveness of these initiatives.</p> <p>UNHCR also wants to highlight that the following actions have already taken place:</p> <ul style="list-style-type: none"> • UNHCR led the R4V 2019 Information and Communication Needs Assessment jointly with IFRC and took into account the results to include information needs and gaps in its programming. • In late 2020, UNHCR and RIADIS carried out an analysis of the needs of people with disabilities and their relatives. Insights on the main communication gaps will be addressed in upcoming campaigns and activities. • As part of antixenophobia campaigns, there have been multiple efforts to ensure host communities benefit from projects and initiatives (proposed action #2) and promotion of local inclusion activities (proposed action #3). A few examples of these are the Brigadas Causa in Peru that involved cleaning of rivers and beaches, restauration of public spaces, food fairs, sport activities and online workshops between Venezuelan volunteers and host community; The DeCorazon initiative in Chile that offers free online workshops created by refugees and migrants and offered to the host community. The Somos lo Mismo campaign in Panama involves activities such as facemask confectionary by refugees and migrants and then donated to the host community, and a photograph workshop between PoC and local community, to mention a few. • The WhatsApp Service in Ecuador (<i>commonly known as chatbot</i>) is part of a global pilot project led by the Innovation Service in five countries, namely Brazil, Ecuador, Indonesia, Mexico, and Sudan, to evaluate the use of WhatsApp for remote engagement with refugees and other displaced populations before making further institutional commitments. The service is currently active in Mexico and Ecuador, where a user testing session with PoCs was carried out prior to launching the service. 				
Unit or function responsible:		Regional Bureau Americas				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Evaluation of <i>Somos Panas</i> Campaign	ES, RBA, Colombia	Subject to available resources, include into 2022 planning a full review of impact to date of anti-xenophobia campaign, including lessons learned	Q4 2022	TBC	

			which can inform future planning. Review to be complemented by initial field surveys and interviews already planned in 2021.			
2	UNHCR Digital Solutions: PoC research in the Americas	Digital Engagement Service (DES) / HQ	Research project on existing UNHCR digital solutions for PoCs: User experience, needs and expectations. For the regional consultation in the Americas, Brazil, Colombia, Costa Rica, Ecuador, and México are taking part in this exercise. The overall objective is to evaluate how current UNHCR websites, self-service applications and digital channels are used, identifying what online services PoCs currently use, and what would be of most value to these audiences from UNHCR.	Q2 2021	Ongoing	
3	Evaluation of digital risks associated with the use of digital channels (WhatsApp) to engage with refugees and migrants	Innovation Service	This follows the project led by the Innovation Service to use trusted digital communications channels to engage with communities (such as WhatsApp in the Americas) which Ecuador was part of. After carrying out interviews with field colleagues and relevant units at HQ level, the results of this exercise will weigh the potential risks of the use of digital channels vs. the operational impact of such initiatives.	Q3 2021	Ongoing	
4	Streamline CWC efforts under the new Accountability to Affected Populations (AAP) strategy	RBA	Two positions to be created in the Americas – including one position in Colombia – to roll out the AAP strategy and further inform planning based on feedback from refugees and host communities.		TBC (planned to commence in 2022)	

5	Impact analysis of global pilot project on remote engagement with PoC via Whatsapp.	DES	Following global pilot phase to assess remote engagement and inform field-level planning – which includes Brazil, Ecuador, and Mexico – DES will lead a more in-depth analysis on the impact of this initiative.	Q4 2022	Not started	
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RECOMMENDATION 8:	Evaluate Regional Inter-Agency Coordination Platform.					
Proposed actions:	<i>At the headquarters level, conduct an evaluation specifically focused on the inter-agency coordination dimension of UNHCR's response, taking inter-agency dynamics fully into account for all future evaluations. A major limitation of this evaluation is the exclusive focus on UNHCR's response, which in agreement with terms established with the Evaluation Service, did not assess the UNHCR-IOM led Regional Inter-Agency Coordination Platform. UNHCR's interagency work has an important multiplier effect on operability since coordination allows for better geographical, sectorial, and population-specific reach and coverage, and thus, future evaluations should take on an inter-agency approach.</i>					
Management response:	X Agree Partially agree Disagree					
Reasons (if partially agree or disagree):	<p>The Regional Bureau welcomes additional efforts to strengthen inter-agency coordination and agrees this could be led at the headquarters level in coordination with IOM.</p> <p>UNHCR intends to carry out an internal review, and to engage IOM and partners, on good practices and lessons learned to date from the R4V experience. The Bureau also notes that in addition to engaging and coordinating with IOM as co-leader, the inclusion of R4V in an evaluation process will also require the consent and availability of other key interagency partners, most notably leads or co-leads of Sectors and Working Groups.</p> <p>Additionally, the Bureau would propose that any interagency evaluation initiative take place in 2023 or later. Noting that a planned evaluation of all UNHCR-led interagency plans is being considered for 2022-2023 the specific evaluation of the RV4 platform should be harmonized with the global timelines and feed into the lessons learned.</p> <p>In the Americas, there have been 11 evaluation processes at regional or country levels between 2019 and 2020. At present, there are 14 centralized, decentralized, or joint evaluation processes confirmed or planned between 2021-2022 which include the Americas region or specific country operations. In light of the various evaluations</p>					

		<p>already completed, ongoing, or to commence shortly, the Bureau proposes to concentrate efforts over the shorter-term to implementing recommendations and adapting to lessons learned from these evaluation processes.</p> <p>However, the Bureau would recommend that UNHCR and IOM, at HQ and regional levels, engage as soon as possible in a review of best practices of the regional coordination platform, with a view to systematizing lessons learnt and providing a framework for other UNHCR operations working with mixed movements. In this connection, the other two proposals to identify and compile best practices and lessons learnt and to explore possibility to formalize coordination model for mixed movements, should follow the evaluation and not to be carried out in advance, considering that with the evaluation we will be in a better position to gather, analyse and compile the good practices, and in addition to discuss the formalization of the platform.</p>				
Unit or function responsible:		DER, Regional Bureau Americas (in collaboration with IOM)				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Bilateral consultation	EO, DER, RB	UNHCR to consult co-leader IOM on possibility of R4V evaluation	Q4 2021	Not started	With IOM
2	Statistics and categorization	EO, DIP	Review of current practices – statistics, categorization, communication	Q2 2022	Not started	With IOM
3	Identify best practices and lessons learnt	DER, RB	Identify and compile best practices and lessons learnt	Q4 2022	Not started	With IOM
4	Formalization	EO, DER, DHR	Explore possibility to formalize coordination model for mixed movements	Q4 2022	Not started	With IOM
5	Inter-agency evaluation	ES	Interagency evaluation of R4V platform	Q2 2023	Not started	With IOM

RECOMMENDATION 9:	Review hiring mechanisms to consider qualified local staff and those of Venezuelan origin.
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Proposed actions:	<p><i>At headquarters, UNHCR should continue to review and update the hiring mechanisms (as much as possible) and ease the requirements to allow qualified local staff to be hired in more permanent positions where appropriate. In addition, UNHCR may explore contracting more staff of Venezuelan origin and/or expanding UN volunteer posts for Venezuelan refugees and migrants, since Venezuelan volunteers may be particularly adept at reinforcing community-based protection mechanisms and assistance, information and orientation provision, and empowerment activities. They may also be able to liaise with trusted Venezuelan associations, which play a strategic role in providing information and orientation on legal issues and social services in host communities. The inclusion of Venezuelan refugees and migrants as staff and/or volunteers should be carefully considered on an individual basis to protect both Venezuelans themselves and UNHCR. Finally, it is critical to ensure that cross-cultural communication competencies and cultural- awareness skills are incorporated as hiring requirements, especially for international staff, and that appropriate training is provided, especially for posts involving CwC, CBP, or inter-agency work.</i></p>
Management response:	<p>Agree Partially agree X Disagree</p>
Reasons (if partially agree or disagree):	<p>The Regional Bureau finds the recommendation to “continue to review and update the hiring mechanisms (as much as possible)” is vague and does not consider several actions already taken, including:</p> <ul style="list-style-type: none"> - New policy on Recruitment and Assignment of Local Staff (RALS) was issued in May 2020 and was under revision in March 2021. - New policy and administrative instructions on affiliate workforce modalities were issued in December 2020. The policy on Recruitment and Assignment of International Staff underwent revision in 2019 and additional updates are foreseen in 2022. - The Evaluation Report refers to UNHCR not taking advantage of local hires from the host community population but locally recruited personnel account for 70% of staff across the Americas region. <p>Additional clarification is needed on the following points:</p> <ul style="list-style-type: none"> - “Ease requirements to allow qualified staff to be hired in more permanent positions where appropriate”: what are the specific requirements identified as potential obstacles? - Concerning the hiring of Venezuelan refugees and migrants, the policy on recruitment of staff outlines eligibility requirements. It is unclear which specific criteria might require review and possible revision. In general terms, Venezuelan refugees and migrants are not excluded and UNHCR’s recruitment process prioritizes relevant skills and experience, rather than nationality.

		<ul style="list-style-type: none">- On “cultural sensitivity” and cross-cultural communication, the recommendation is vague and does not provide clear data that would allow effective follow up. UNHCR’s Code of Conduct requires all personnel, regardless of function, to uphold and promote communication and cultural awareness. International positions have predefined skills and competencies assigned as per the required grade and level, which are also embedded into job descriptions. As a general rule, positions requiring direct contact with populations of concern include these competencies and skills as requirements. If there are specific positions identified which do not meet these standards additional, evidence-based information is required. <p>UNHCR strongly agrees with engaging Venezuelan refugees and migrants to strengthen information and orientation in host communities, and it is worth noting that UNHCR has Outreach Volunteer programs (or similar initiatives, such as community workers) which are ongoing or in the process of implementation this year across 12 countries with close to 500 persons participating. These programs feature prominently in UNHCR’s strategic priorities and will continue to expand, subject to available resources. In addition, UNHCR is committed to partnering with Refugee Led Organisations, as well as other civil society associations managed by Venezuelan refugees and migrants. Such partnerships are already firmly established in most countries in the region, in areas such as communication and advocacy, outreach, protection monitoring and others.</p>				
Unit or function responsible:		Regional Bureau Americas				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1			No actions expected.			

RECOMMENDATION 10:	Invest in developing faster and more-frequently implemented assessment tools and leverage field staff input to ensure feasibility, efficiency, and appropriateness of tools, given field realities.
Proposed actions:	<i>At the regional level, UNHCR should invest more in the development of improved assessment tools. These tools should be (1) faster to implement, (2) implemented more frequently, and (3) standardized within and potentially across countries, while still allowing for certain adaptations to local context. Field staff should be involved in the development of regional tools and consulted on their experiences delivering the Protection Monitoring Tool (PMT)</i>

	<p><i>and participatory diagnostics to increase feasibility, efficiency, and appropriateness of tools, given field realities. Similarly, the input of IM officers at all levels should be considered in planning the design of the tool to support the systemization, processing, and analysis of data. Upon implementation, the Bureau must share and clearly communicate guidelines at all levels, provide training and technical support, and commit to ongoing monitoring of implementation and evaluation of its effectiveness.</i></p>				
Management response:	X Agree Partially agree Disagree				
Reasons (if partially agree or disagree):	<p>UNHCR Agrees with the recommendation and has since the evaluation taken action as part of its commitment to introducing standardized household survey to reduce ad hoc data collection and improve the tools, the sample size and representativity, frequency of data collection and comparability across countries.</p> <p>In 2020 UNHCR has progressively introduced a standard operating procedure for a harmonised and partly automated approach to generate a representative household survey dataset (microdata) which generates qualitative indicators and feeds multiple analysis processes and products, including Protection Monitoring. Combined with other data sources (focus groups discussions, key informant interviews, UNHCR PRIMES data, population data, observation, secondary data review) it feeds a protection analysis and the production of protection monitoring reports.</p> <p>The approach (called High Frequency Survey, or HFS) consists of a standard questionnaire (with room for some limited customisation to meet specific operational needs, but maintaining the common core for cross country comparability). It is implemented in three-month cycles with the same data points collected at a pre-determined frequency and compared over time to identify trends. The HFS has been rolled out in Panama, Colombia, Ecuador, Peru, Argentina Brazil and Dominican Republic.</p> <p>The Regional Bureau support includes questionnaire design and sampling strategy, data documentation and data cleaning, and anonymization. The microdata from High Frequency Survey will be anonymized and released on http://microdata.unhcr.org.</p>				
Unit or function responsible:	Regional Bureau Americas				
Top line planned actions	By whom	Comments	Expected completion date	Progress	
				Status	Comments
1	SOP for harmonized approach to data	RBA	Standard operating procedure for harmonized and partly automated approach to generate representative	Completed	

	collection (High Frequency Survey)		household survey datasets to feed multiple analyses and products.			
2	Rollout of HFS in field operations	RBA, COs	Initial rollout of HFS in selected operations (Argentina, Brazil, Colombia, Dominican Republic, Ecuador, and Panama).		Completed	
3	Simplified guidance on HFS approach for all country offices in the region	RBA	Based on experiences and feedback from initial rollout in 6 operations, the Bureau will simplify HFS guidance for operations in the region.		Completed	
4	Expanded rollout of HFS approach	RBA, COs	Support the rollout of the HFS approach as a data source for protection monitoring analysis and reporting in Chile, Bolivia, Paraguay, Uruguay, Guyana, and Suriname (and other operations outside the scope of this evaluation).	Q4 2021	Ongoing	
5	Regional & Inter-Agency Protection Analysis Tool	RBA - R4V Regional Protection Sector	As co-lead of the R4V Protection Sector, UNHCR is developing with partners a tool to ensure common regional standards in protection analysis in order to strengthen the protection response capacity, especially in emergency contexts. The tool aims to promote protection analysis in the delivery of assistance and services.	Q3 2021	Ongoing	Action conducted in an inter-agency context.

RECOMMENDATION 11:	Invest in building the evidence base to inform strategies and advocacy efforts.
Proposed actions:	<i>At the regional level, UNHCR should invest in building the evidence base on irregular movements, including the use of innovative tools and data collection methods to improve estimates on the numbers and patterns of irregular movements throughout the region. UNHCR staff suggested it would be beneficial to systematize binational border monitoring through rapid profiling exercises as this information is key for advocacy with governments as well as informing UNHCR's own strategies moving forward. Further discussion and analysis of regional policy options are needed to address this sensitive and delicate issue. In the short term, and especially considering the rise of</i>

	<p><i>irregular movements during COVID-19, UNHCR should prioritize the adaptation of strategies related to UNHCR's presence at the border and assistance to refugees and immigrants entering irregularly. Strategies should include contingency plans for changes in quarantine measures and border openings, include plans for protecting and addressing the needs of groups with pendular movements, and be accompanied with clear guidelines and technical support for staff on the ground.</i></p> <p><i>Also, at the regional level, investments should be made in building the evidence base on socio-economic inclusion. The Bureau should continue to conduct and support more research to inform socio-economic inclusion efforts, including market assessments, studies on the socio-economic profiles of refugees and migrants, and research on income-generating initiatives (e.g., innovative financing, social impact bonds, seed capital initiatives, microcredit opportunities, entrepreneurial activities, and cooperatives). Additional research could inform regional, national, and local socio-economic strategies, highlight opportunities for engagement, and provide leverage for advocacy efforts. While the latter two points could be done through partnerships with universities and/or contracted out, UNHCR still needs more technical staff dedicated exclusively to socio-economic inclusion and livelihoods throughout the region to ensure complementarity and cohesive implementation of strategies. The Bureau should also conduct rigorous evaluation of existing socio-economic inclusion activities to determine effectiveness and provide inputs for scaling and replication.</i></p>
Management response:	<p>Agree X Partially agree Disagree</p>
Reasons (if partially agree or disagree):	<p>It is requested that the recommendation be rewritten to be more precise, as the title does not correspond to the recommended actions.</p> <p>Responding to the proposed actions:</p> <ol style="list-style-type: none"> 1) All UNHCR offices and R4V partners are already closely involved in monitoring the magnitude of irregular movements and the impact on those who remain in an irregular situation in the region. For the RMRP 2021, the scale of people in an irregular situation was discussed and incorporated in the plans for Colombia, Ecuador and Perú. Rapid profiling exercises in border regions are not currently feasible in most contexts since systematic monitoring of irregular entries or general monitoring (let alone more substantive profiling exercises) along informal border crossing points present a major security risk in most contexts. The regional office has been working with country offices to scale-up and systematize monitoring of irregular movements. 2) Contingency plans are in place and regularly updated. In Colombia, the L2 emergency preparations involve a scaling up of border and protection monitoring processes where feasible. Assessments and the HFS include questions which identify the needs and profiles of people in an irregular situation. These tools also include

		<p>modules on socio-economic indicators and partners such as the IADB and World Bank are involved in trying to identify the data and information gaps.</p> <p>3) UNHCR has been advocating along with Coordination Platform members to address the needs of persons in an irregular situation and the roll out of large-scale regularization exercises (Colombia, Peru, Dominican Republic, Ecuador) could be attributed to these efforts where the largest numbers of Venezuelan nationals are in an irregular situation.</p> <p>4) The Regional Office has explored the possibility of applying a single data collection tool with field offices and partners in different countries, however, feedback from colleagues in the field varied depending on each context. In many countries, there are multiple tools being applied by different organizations, access and logistical problems also featured while security was a regular feature, especially where border entry points are closed or informal routes are controlled by armed actors.</p>				
Unit or function responsible:		Regional Bureau Americas and Country Operations				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Contingency plans in place for borders reopening	RBA, COs	Contingency plans are in place and are being monitored in all major operations. They will be regularly updated as the situation evolves. Level 2 Emergency has been activated in Colombia and involves a scaling up of border and protection monitoring processes where feasible.	Ongoing	Ongoing	
2	Monitoring of impact of regularization exercises in Colombia, Peru and DR	RBA, COs	Assessments and the HFS include modules on socio-economic indicators and partners such as the IADB and World Bank are involved in trying to identify the data and information gaps. The HFS incorporates joint interpretation sessions and these generate collective analysis of socio-economic indicators as well as discussions around the implications for response and advocacy.	Ongoing		

3	Increase capacity to provide evidence & data for socio-economic inclusion	UNHCR RBA, Colombia	UNHCR has increased its capacity with the deployment of an economist in the RBA and an economist in Colombia. They will work to strengthen cooperation with the World Bank, the JDC and the IADB.	Completed (personnel in place)	Ongoing	
4	Generate data relevant to PoC socio-economic inclusion	RBA, COs	Ongoing study with JDC includes finalization of survey and instrument design (Colombia, Ecuador), dialogue with governmental counterparts to advance in additional surveys (Chile, Peru), and the development of a regional survey across countries hosting refugees and migrants from Venezuela.	Q3 2021	Ongoing	

RECOMMENDATION 12:	Improve documentation and sharing of action-oriented good practices throughout the region.
Proposed actions:	<i>At the regional level, UNHCR should lead the documentation and dissemination of good practices and lessons learned across countries and field sites to lessen the burden on country teams that do not have the time and/or resources to do so. Documenting, consolidating and giving more visibility to implementation-oriented good practices can enhance donor relations, inform the scaling up or scaling out of initiatives, and promote cross-learning, among other benefits. Thus, the Bureau should explore creative avenues to both capture and communicate good practices and lessons learned. For example, it was suggested that hiring an external consultancy team, paired with UNHCR regional staff, could be a good solution.</i>
Management response:	X Agree Partially agree Disagree
Reasons (if partially agree or disagree):	UNHCR agrees with the recommendation and has already acted in this regard. Within VenSit, good practices are being collected and disseminated by different and existing coordination mechanisms, including those at the regional and national or local levels (see for example the Quito Process (https://procesodequito.org/en/what-we-do)) which is geared towards documenting and sharing State-led good practices around different protection areas such as asylum policy and law, child protection, support centres, family reunification and labour inclusion, among others.

Unit or function responsible:		Regional Bureau Americas				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Appoint focal point in RB ops unit	RBA	The focal point will be responsible for mapping, tracking and sharing existing good practices, evaluation recommendations, etc.	Q3 2021	Ongoing	
2	Digital platform	RBA/DIMA and protection units	Under the Regional Initiative/Projects on Refugee Status Determination (RSD) and asylum capacities a digital platform for the exchange of good practices among countries in the Americas is being developed and will be launched during Q3 2021. This platform the global platform of the Asylum Capacity Support Group (ACSG), and will become a useful tool to give visibility to regional/national progresses in the Americas.	Q4 2021	Ongoing	
3	Document and disseminate – including through training - best practices in R4V regional and national platforms	RBA/R4V	Mapping of best practices in the inter-agency R4V platform, document and disseminate including through training to be developed with GLC. If funds permit, the exercise will be conducted with the help of a consultant.	Q2 2022	Not started	

RECOMMENDATION 13:	Assess the impact of capacity-building efforts with government institutions, authorities, and partners to inform future investment in additional human and financial resources for trainings and technical support.
Proposed actions:	At the national level, UNHCR should assess the impact of its capacity-building work with governments and rule of law entities, such as ombudsmans, public defenders, and authorities involved in refugee status determination systems and labor control, as well as those who work at border and transit points. This exercise should aim to understand whether UNHCR's sensitization trainings support and strengthen the quality of information provided to the population about their rights and whether appropriate referrals for assistance and protection are made. The

		same is also true for capacity-building work with assistance-providing partners, to ensure they have protection knowledge and response capacity, and with the private sector (in particular banks and employers) to inform them about the rights afforded to refugees (such as the right to work) and ensure that forms of documentation are recognized. Since staff rotation is common amongst these actors, UNHCR should explore how best to maintain institutional knowledge (e.g. new staff training, refresher training). UNHCR should also explore new pedagogical strategies for virtual training based on the lessons learned in the pandemic, including ongoing training on virtual platforms and virtual communication channels for technical support.				
Management response:		X Agree Partially agree Disagree				
Reasons (if partially agree or disagree):						
Unit or function responsible:		Country Operations, RBA, GLDC				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Conduct comparative review of use of government partners in the region	RBA (protection/ops /programme) and COs	As part of the 2022 strategic planning process, RBA will conduct an operational review of use of government partners and draw best practices. This will provide an opportunity to further analyse the impact of providing human and financial resources over a period of several years to national institutions and, perhaps, prioritize capacity-development initiatives at local level.	31 December 2021	Ongoing	
2	Identify training needs and deliver appropriate trainings for partners	HQ, RBA, COs	Through the new partnership management methodology and existing capacity-development initiatives for partners, UNHCR will continue identifying training needs and develop corresponding interventions.	31 December 2021	Ongoing	
3	Review of training delivery modes	GLDC	Review of delivery of training, with a focus on online delivery (in Spanish).	Ongoing	Ongoing	

RECOMMENDATION 14:	Improve UNHCR's detecting and addressing of rights and protection violation.
Proposed actions:	<i>Country Operations should evaluate UNHCR's assessment tools' ability to detect violations, referral mechanisms and staff training. They should consider investing in the expansion of a robust referral network of specialized partners and institutions and regularly revisit referral lists for accuracy. UNHCR should follow-up selected cases for quality assurance and monitoring. In addition, UNHCR's CwC and CBP activities should include the provision of information and, where appropriate, training for host communities specifically tailored towards detecting violations among the refugee and migrant population and referring cases to the proper channels. UNHCR must further continue to ensure that refugees and migrants know their rights and options for protection and that they are informed about and have access to pathways to denounce any violation and get proper attention and assistance.</i>
Management response:	Agree X Partially agree Disagree
Reasons (if partially agree or disagree):	<p>The RB agrees this is a top priority for all operations. However, the recommendation does not sufficiently take into account a number of already implemented activities and systems, including:</p> <p>1) <u>Protection monitoring and early warning mechanisms</u>: HFS and protection monitoring continues to be implemented throughout VenSit countries to help UNHCR and partners identify risks and, violations. Early warning mechanisms are in place and include border monitoring, network of key community informants, rumour tracking and information dissemination.</p> <p>2) <u>Information and orientation programming (including hotlines and complaints mechanisms)</u>: A UNHCR strategy is in place on CWC and Outreach since 2018. The strategy is being regularly updated to ensure it responds to the rapid dynamics of VenSit and countries realities and challenges. It includes initiatives such as outreach volunteers, communication trees, chatbox, mapping of community leaders and response mechanisms with an AGD approach. Different CBP mechanisms are in place with community structures and interventions, including empowering community leaders, outreach volunteer networks.</p> <p>3) <u>Legal support partnerships and activities</u>: Diverse interventions to provide legal services and information are ongoing, including drafting of specific Standard Operating Procedures (SOPs), legal, alliances with National Human Rights Institutions (<i>Defensorias</i>), academia and key actors. Legal clinics are in place in coordination with universities and key specialized actors (e.g., Chile, Colombia, Ecuador, Costa Rica).</p>

		<p>4) <u>Strategic partnerships with relevant actors</u>: UNHCR has a strong partnership with the Inter-American Commission on Human Rights, partnerships are in place with Offices of the Ombudsperson to provide free legal services for refugees and migrants. Other programs are in place in coordination with local governments to ensure provision of services by state institutions.</p> <p>5) <u>Case management systems, including identification and referral mechanisms, referral pathways, and interagency coordination</u>: case management SOPs, referral forms, Support Spaces toolkit are used by UNHCR and partners. Use of Progres and regular trainings for UNHCR and partners, including specific needs codes and recording are ongoing. Technical support is provided by UNHCR RBAC Registration and Protection teams. Interagency SOPs are also in place in some operations, mainly in GBV and Child Protection and task force have been created to develop and update these tools.</p> <p>6) <u>Information dissemination</u>: Regional service mapping digital tool provides information on Support Spaces and services in the Venezuela Situation. UNHCR information platforms such as HELPunhcr.org are regularly updated. National and local directories are developed by UNHCR and at interagency level and disseminated with the communities. Information packages on risks, recommendations and services on the routes have been developed at regional level to be disseminated with the communities and contextualized at local level. Internal and external regional and country reports are produced on a regular basis.</p>				
Unit or function responsible:		Country Operations (4)				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1			No additional action envisaged			
2						
3						