

UNHCR Evaluation Management Response			
Evaluation title:	Evaluation of UNHCR-Led Initiatives to End Statelessness		
UNHCR evaluation reference:	ES/2021/03		
Entity that commissioned the evaluation:	Evaluation Service		
Due date of Management Response:	29 July 2021		
Coordinator of Management Response:	Melanie Khanna		
Management Response approved by (<i>senior manager in commissioning office</i>):	Name: Gillian Triggs	Job title: Assistant High Commissioner Protection	Country/Office: Switzerland, HQs
Date:	endorsed : 24 September 2021		

General comments on the evaluation:	<p>The evaluation of UNHCR-led initiatives to end statelessness is a fair and welcome assessment of UNHCR's efforts to meet the ambitious objectives of the '#I Belong' Campaign, and the organisation's work on statelessness more broadly. To reinvigorate UNHCR's responsibilities to aid, protect and provide solutions for stateless persons, both for the remaining 3 years of the Campaign and beyond, the Evaluation recommends that UNHCR should redouble its advocacy and outreach efforts, with a particular focus on country operations where there is the greatest potential to achieve results. The Evaluation also highlights the work UNHCR can do to strengthen its programming on statelessness, especially at the regional and country level and through its partnerships, including by seeking to better integrate and support statelessness work in multi-year country strategies. UNHCR is committed to leveraging the opportunity of the Campaign to work towards a step change in its statelessness work around the world, and welcomes the recommendations contained in the Evaluation; they have given us fresh impetus to sharpen our focus on that effort.</p>
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RECOMMENDATION 1:	Strengthen UNHCR's integrated global cross-divisional leadership of the campaign in its remaining years and improve prioritization of activities to address statelessness at all levels of the organization, including clear direction from the High Commissioner to Regional Directors to give higher priority to statelessness.
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:		Senior Executive Team (SET)				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	SET members to play a strong leadership role institutionally, guiding and encouraging divisions, Regional Bureaux and country operations to prioritize statelessness by consistently making clear that it is a priority issue.	High Commissioner (HC), Assistant High Commissioners (AHCs) Regional Bureaux Directors, SET	<ul style="list-style-type: none"> The HC instructs Divisions and Regional Bureaux to strengthen prioritization of statelessness in line with the new Global Strategic Focus Areas and evaluation findings (with emphasis on priority countries/situations as appropriate) and includes statelessness as a priority in all-colleagues messages and communications (e.g. Annual Planning Instructions, with any associated parameters as may be decided; end-of-year message; and other strategic communications). The Statelessness Strategic Focus Area is supported as of 2022 by a dedicated strategy (developed by the Division of Strategic Planning and Results (DSPR) and DIP with support 	Continuous		

			<p>from others) ensuring its implementation.</p> <ul style="list-style-type: none"> • Statelessness included as a standing agenda item in periodic meetings the AHCs hold with Regional Bureaux and Divisions so that progress is regularly monitored and discussed. • Two Senior Management Committee (SMC) meetings annually are devoted to statelessness, where the HC reiterates expectations to Regional Bureaux Directors/assesses progress on prioritization. • Statelessness is included as an agenda item for all Global Representatives meetings and the HC encourages Regional Bureaux to include statelessness as an agenda item at Regional Representatives Retreats. 			
RECOMMENDATION 2:		Invest in building the statelessness-related knowledge and skills of UNHCR staff and affiliates, including upskilling of Country Representatives' knowledge about, and comfort in engaging on, aspects of statelessness, and ensure surge capacity mechanisms are available to fill temporary				

		gaps.				
Management response:		<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		<i>[add only if partially agree or disagree was selected]</i>				
Unit or function responsible:		Global Learning and Development Centre (GLDC) with support of the Division of International Protection (DIP), and Regional Bureaux protection pillars				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	<i>Make an updated online course on statelessness available to all colleagues as well as external users</i>	GLDC Protection Learning Unit with the support of DIP	Update the content of the existing e-learning on statelessness and develop language versions in French and Spanish in addition to English. Make all language versions available to external users on the online platform.	<i>End August 2021 (English)</i> 31 December 2021 (French and Spanish.)		
2	<i>Institutionalize capacity- building on statelessness for all colleagues in (senior) management roles.</i>	GLDC Protection Learning Unit with the support of DIP	A virtual learning session is added to the Representatives Learning Programme.	31 December 2021		
			The statelessness component of the Protection Induction Programme is strengthened.	June 2022		

			Development of micro-learnings related to statelessness on key thematic topics.			
			Explore the possibility of inclusion of UNHCR country Representatives in the IIHL statelessness courses.			
			Mandatory introduction briefings for senior colleagues by Regional Statelessness Officers.	<i>Continuous</i>		
3	<i>Continue to ensure capacity-building opportunities for UNHCR colleagues in university affiliated courses on statelessness.</i>	GLDC Protection Learning Unit and DIP	UNHCR colleagues will continue to benefit from the possibility of attending courses on statelessness organized by various Institutions and Universities with funding provided by UNHCR to support their attendance (e.g. the Institute on Statelessness and Inclusion, the Catholic University of Central Africa, and the Peter McMullin Centre on Statelessness at the University of Melbourne).	<i>Continuous</i>		
4	<i>Explore surge capacity through the establishment of an ad hoc roster of statelessness deployees for the remainder of the #IBelong Campaign.</i>	DIP in collaboration with the Regional Bureaux and the Division of Human Resources Management (DHRM)	An ad hoc roster of statelessness deployees will be established for the remainder of the #IBelong Campaign. These deployees will support a limited number of surge capacity requests	<i>2022 – 2024</i>		

			from the Regional Bureaux (similar to the previous IRC Surge scheme). Funding will be required to support this.			
RECOMMENDATION 3:		Enhance organizational capacity and tools for public advocacy on statelessness, including dedicated communications staff at headquarters, Regional Bureaux, and in priority countries. Prioritize public advocacy and building public awareness in operational contexts where it can influence changes in policy and practice.				
Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		Recommendation partially agreed in relation to the element to assign dedicated communications staff to focus exclusively on Statelessness at Regional Bureaux, and in priority countries.				
Unit or function responsible:		Division of External Relations (DER) with DIP and Regional Bureaux External Relations units				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	<i>DER to strengthen public advocacy on statelessness and develop new tools and resources to strengthen and support organizational capacity in this regard.</i>	DER Chief of Advocacy Campaigns Section (under recruitment) Integrated campaigns consultant (2021) DER #IBelong Campaign Manager Global Communications Service (GCS) Section Chiefs and statelessness focal points within DER	DER is currently developing a new, integrated approach to advocacy campaigns which will in the first instance be applied to the #IBelong Campaign. This approach is expected to bring together advocacy, fundraising and strategic communications expertise in support of the Campaign, and to refine joint planning to increase the impact of advocacy campaigns. This approach will continue to be supported by the DER #iBelong Campaign manager.	Innovative Campaigns architecture in place including Chief of Section and additional campaigns support by Q1 2022 (budget allowing)		

2	<p><i>Identification of a narrower set of countries for more focused communications and public advocacy effort per 1 -2 years</i></p>	<p>DER #IBelong Campaign Manager in collaboration DIP in support of recommended priority countries identified by the Regional Bureaux.</p>	<p>Analysis of country-by-country targets indicated in the GSIP 2022 - 2024 document to identify countries for more focused communications on priority activities and increased public advocacy efforts.</p> <p>Analysis of initial list of 32 priority countries for 2022 identified by Regional Bureaux will be undertaken, among which a sub-set may be considered priorities for communications activities.</p>	Dec. 2021		
3	<p><i>DER will strengthen the focus of statelessness-related communications to help advance the work in priority countries and on priority themes.</i></p>	<p>DER #IBelong Campaign Manager informed by: Regional Statelessness Officers, DIP</p> <p>DER Focal points identified by Section Chiefs for GCS, Donor Relations and Resource Management Service (DRRM), Private Sector Partnerships (PSP)</p>	<p>Identification of specific opportunities linked to priority countries and Actions of the Global Action Plan to End Statelessness, including birth registration, for the remainder of the #IBelong Campaign will be undertaken in coordination with DIP and the Regional Bureaux. Work will also be strengthened to reach priority audiences, such as Parliamentarians.</p>	2022-2024		
RECOMMENDATION 4:		For the remainder of the campaign, UNHCR should invest in shifting from fragmented bilateral partnerships towards building a lasting multi-stakeholder coalition to end statelessness, with shared ownership and responsibilities, that is replicable at regional and national levels, to carry the statelessness agenda forward after 2024.				
Management response:		<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		There is agreement with the content of the recommendation, however it is proposed that responsibility for implementation of the recommendation is elevated to the level of the Assistant High Commissioner for Protection (AHC-P) with the support of DIP and DER as well as the Regional Bureaux, as building a multi-				

		stakeholder Coalition to End Statelessness will require a level of buy-in from other UN Agencies, at institutional and strategic levels as well as at the technical and operational levels. In parallel country operations will explore stronger UN and other partnerships to address statelessness.				
Unit or function responsible:		DIP With the support of DER				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	<i>Building on the work of the Interagency Working Group on Statelessness, the Guidance Note of the Secretary General: The United Nations and Statelessness, November 2018, and the Common Agenda Report, build a multi-stakeholder UN-led Coalition or Alliance on statelessness over the course of the remaining years of the #IBelong Campaign, to help carry forward the statelessness agenda post-2024.</i>	AHC-P with support from DIP, DER and the Regional Bureaux.	The AHC-P to enlist the support of the Executive Office of the UN Secretary-General to engage in high-level advocacy with relevant UN Agencies, civil society networks working on statelessness, and leaders of affected stateless communities to mobilise greater collective, coordinated and complementary action. A Taskforce could be established, comprising representatives from the relevant stakeholder groups.	UN-led Coalition or Alliance to be launched on or around the penultimate anniversary (Nov 2023) of the #IBelong Campaign		
2	<i>Building on the 2030 Agenda adopted in 2015, the Guidance Note of the Secretary General: The United Nations and Statelessness, of November 2018, and the Common Agenda Report of September 2021, country operations with the support of the Regional Bureaux will seek UNCT's support to address statelessness, explore the possibility to include these issues in the United Nations Sustainable Development Cooperation Framework (UNSDCF) and consider other partnership initiatives to ensure stateless persons are prioritized.</i>	Regional Bureaux, Country operations	Country operations to mobilise UN Country Team members, and diversity of stakeholders (MPs, civil society, stateless community members, etc) to strengthen partnerships to address statelessness.	2022 and beyond		
RECOMMENDATION 5:		Assess the feasibility of targeted resource mobilization efforts for statelessness, while simultaneously elevating prioritization of statelessness in internal resource allocation processes, to ensure sufficient resources for statelessness work. Jointly develop options for financing the statelessness work of UNHCR and its partners in the coalition that follows the campaign.				
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:		DER and Division of Strategic Planning and Results (DSPR)				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	<i>In collaboration with the new Campaign Team and GCS colleagues, PSP will work to develop a fresh, dedicated pitch around statelessness to private sector donors.</i>	PSP, Campaign Team collaboration, informed by budget and project data tracked by DIP, DSPR	Existing strong stories and new storytelling opportunities will be integrated into this pitch. Work will be done to define pitch narrative and existing or new elements needed to support a strong pitch to markets. DER will facilitate webinars or other outreach to markets to explore donor interest.			
2	<i>DRRM will target advocacy at specific public sector donors.</i>	DRRM	DRRM, with support from DIP and others, will identify and advocate with donors with demonstrated interest in supporting statelessness activities, or which support countries in which UNHCR has substantial statelessness budgets.	Continuous		
3	<i>Joint advocacy with development donors</i>	DRRM / Division of Resilience and Solutions (DRS)	DRRM and DRS will collaborate to encourage development donors / IFIs to advocate for greater attention to and funding of statelessness-related rule of law improvements. Development actors may also be encouraged to include statelessness-related law and policy changes in the context of specific existing or ongoing projects that they are	Continuous		

			supporting with loans or grants.			
4	<i>Ensure statelessness is a focus area for effort and action in renewed HC Strategic Directions</i>	DSPR/Executive Office (EO)	Statelessness is confirmed as included as a focus area in the new Global Strategic Directions and a strategy to support this is being developed accordingly.	Dec 2021	Done	Focus area/strategy in progress
5	<i>Ensure Regional Bureaux and key operations maintain and to the extent possible strengthen resource allocation for statelessness in the remaining years of the #IBelong Campaign and beyond.</i>	DSPR/DIP/Regional Bureaux	All Regional Bureaux will maintain at least one Regional Statelessness Officer position, preferably at the P4 level and dedicated Statelessness Officer positions will be considered in a number of key operations. Strengthened resource allocation will be reflected in planning instructions and allocation decisions for 2022 and beyond.	Dec 2021		
RECOMMENDATION 6:		Integrate statelessness context considerations into the new multi-year operations planning process and situation analysis tools.				
Management response:		<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		[add only if partially agree or disagree was selected]				
Unit or function responsible:		DSPR with support from DIP, Regional Bureaux Strategic Planning Pillars, and multi-year planning Operations				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments

1	Ensure that situation analysis framework includes analysis of statelessness.	DSPR	Include statelessness in Sit-An guidance.	Q2 2021	Done	UNHCR/AI/2021/01 Administrative Instruction on COMPASS: New Approach to Results-Based Management and Planning for Results for 2022 and Beyond issued on 18 Jan. 2021
2	Ensure that Regional Bureaux reviews and approvals of multi-year strategies includes review of statelessness efforts.	DSPR/DIP/Regional Bureaux	Include statelessness in review guidance.	Q2 2022		
RECOMMENDATION 7:		Integrate consideration of statelessness in broader development and human rights initiatives and mechanisms to address the broader fundamental discriminatory and exclusionary drivers of statelessness and to strengthen national systems for better collecting data on stateless people.				
Management response:		<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		[add only if partially agree or disagree was selected]				
Unit or function responsible:		DIP with DRS and GDS supported by Regional Bureaux Development and Data, Identity Management and Analysis (DIMA) Officers				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Strengthen the inclusion of statelessness throughout UNHCR's existing engagement with development actors, including the World Bank, and explore new avenues for inclusion of statelessness through engagement with development actors	DRS, DIP and relevant Regional Bureaux and operations	<ul style="list-style-type: none"> As part of UNHCR's evolving partnership with development actors, including the World Bank, on forced displacement, explore, at a senior level, 	Continuous		

			<p>the possibility of strengthening work on statelessness.</p> <ul style="list-style-type: none"> • Build the knowledge and capacity of development partners to address statelessness. • Capitalize on the interest of select development actors in 1. civil registration and documentation; 2. social cohesion and conflict prevention. • Utilize existing refugee response frameworks (Refugee Protection Assessment RPA and Refugee Policy Review Framework (RPRF)) to include risks of statelessness and measures to prevent statelessness. • Include statelessness in the UNHCR training for personnel on the operationalization of UNHCR's position on the Sustainable Development Goals (SDGs). 			
2	<p><i>In line with UNHCR's human rights engagement strategy, strengthen existing engagements and identify new entry points to address statelessness in the work of UN, international, regional, and national human rights mechanisms will be identified.</i></p>	<p>DIP together with the Human Rights Liaison Unit and Regional Bureaux</p>	<ul style="list-style-type: none"> • Organize a high-level event with OHCHR on statelessness and human rights to raise awareness and encourage greater attention by UN human rights mechanisms. • Increase and support the engagement with National Human Rights Institutions 	<p>October 2021 (high-level event) and continuous</p>		

			(NHRI) through the development of a Toolkit. <ul style="list-style-type: none"> • Increase engagement with national-level UN human rights coordination mechanisms and groups. 			
3	<i>Publish more information concerning how statelessness results from discrimination.</i>	DIP	The Statelessness Section will produce a paper on discrimination in nationality matters to bring attention to statelessness as a result of discrimination on the basis of ethnicity, race, religion, age, disability and sexual orientation, gender identity and expression, and sexual characteristics (SOGIESC).	October 2021		
4	<i>Support the development and adoption of the International Recommendations on Statelessness Statistics (IROSS) and invest in implementation of the IROSS at the national level.</i>	GDS and the DIP with Regional Bureaux DIMA Officers	Under the umbrella of the Expert Group on Refugee and IDP Statistics (EGRIS), UNHCR will continue the process of developing IROSS for adoption by the UN Statistical Commission (UNSC) at the 54 th Commission meeting in March 2023.	End 2022	Ongoing	A detailed workplan and timeline for the development of the IROSS has been developed by GDS with input from the Statelessness Section. The drafting is ongoing, and in parallel the group is focused on producing a progress report for the UNSC in March 2022.
5	<i>Issue UNHCR Guidance on the registration of stateless persons and persons of undetermined nationality in ProGres V4.</i>	DIP supported by GDS	Where national systems are unavailable or lacking capacity, UNHCR, pursuant to its statelessness mandate, may be able to collect (limited) data on stateless persons or persons of undetermined nationality, as well as to register them in ProGres V4 for protection/assistance reasons.	November 2021	Ongoing	A first draft has been developed and shared with Regional Bureaux for comments.

			The ProGres V4 guidance will encourage operations to gather and collect data on stateless persons and to register stateless persons. The guidance will ensure a coherent approach by different operations.			
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