

Evaluation title:	UNHCR Country Strategy Evaluation Zambia
UNHCR evaluation reference:	ES/2021/11
Entity that commissioned the evaluation:	Evaluation Service
Due Date for Management Response:	4 April 2022
Date Management Response Completed:	6 May 2022
Coordinator of the Management Response:	UNHCR Zambia Country Office
Management Response cleared by:	Pierrine Aylara, Country Representative, UNHCR Zambia

General comments on the evaluation:	<p>The Zambia Operation is grateful to have had the opportunity to undergo a Country Strategy Evaluation. It allowed for due reflection on various aspects of the operation, and provided inputs into the new Multi-year Strategic Plans.</p> <p>That notwithstanding, the evaluation does not adequately reflect some of the success stories and best practices that the operation has attained including;</p> <ul style="list-style-type: none"> (i) the full application of the comprehensive refugee response framework (CRRF) in the setting up of the Mantapala refugee settlement, leading to a clear demonstration of the practical application of the humanitarian development nexus (HDN); (ii) the tangible achievements of the operation in setting up and strengthening community-based protection structures, GBV-PSEA safeguards and systems, which explain some of the reported success in addressing sexual and gender-based violence and the empowering of refugees as well as their leadership with respect to providing them a platform and involvement in decision-making in matters affecting their lives across sectors. This is a major gap in the report given that capturing and showcasing best practices was part of the scope of the evaluation. <p>Generally, the report does not adequately capture the contributions being made by other stakeholders and partners such as sister UN agencies, traditional leaders, the private sectors, academia, faith-based organisations and some I-NGOs in addressing the needs of refugees and therefore, it has clearly missed an opportunity to showcase the work being done on the ground and the success being scored by the operation in building dynamic partnerships with various stakeholders that are</p>
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	<p>contributing to addressing the challenges faced by refugees and their immediate hosts in various areas including Education and livelihoods. This is a serious inadequacy given that the building of partnerships and the adoption of the whole of society approach in dealing with refugee matters are a call contained in the Global Compact on Refugees (GCR) and the global strategic directions of UNHCR. In addition, some of the recommendations put forward by the evaluation team are not actionable for they require substantive financial investments and adequate human resource capacities which the operation does not have now and cannot secure any further assistance from the regional bureau due to changing and arising priorities (Ukraine crisis) and the constrained resource environment.</p> <p>Nevertheless, there are some recommendations which the operation will take on board moving forward, these are outlined below.</p>
RECOMMENDATION 1:	<p>Align strategy with contextual and operational realities and ensure multi-year strategic plans prioritize financially achievable interventions.</p> <p>Suggested actions:</p> <p>It is recommended that operational planning be scaled back to reflect realistically available resourcing and that planning prioritizes core needs and investments on the one hand, and desired objectives as a supplemental priority on the other. Actual gaps will be then seen in terms of core needs rather than unmet objectives. With multi-year planning, it is intended that forward planning will be simplified, and more flexible and annual operational reporting can then more accurately reflect achievements. Logistical updates that will support more efficient operations include:</p> <ul style="list-style-type: none"> • update of the BIMS database to help verify provision of assistance and other matters. • prioritization of infrastructure upgrades. • continued utilization of rapid multi-stakeholder assessments for short-term response and to inform the advocacy strategy.
Management response:	<p><input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree</p>
Reasons (if partially agree or disagree):	<p>Management in principle agrees with the three points however improvement efforts can be captured as follows:</p> <ol style="list-style-type: none"> UNHCR in collaboration with GRZ/COR has started updating the corporate tool using the Biometric Identity information system (BIMS) that interacts with UNHCR corporate tool ProGres V3 and V4 is directly managed by COR/GRZ. Both parties have agreed to further clean up the data following a country-wide verification exercise that will start on 11 April 2022. In terms of social amenities, UNHCR has been upgrading selected infrastructure (schools, dormitories, health facilities, registration centres, transit centres etc.) and stands ready to step up its ongoing efforts on the conditions that (a) a comprehensive gap analysis is undertaken and fully costed by sector specialists (WASH, shelter, education, health related infrastructure) in collaboration with other UN Agencies that are sector leads and to work jointly with the GRZ that set the standards for

		<p>humanitarian and development interventions in Zambia. All this will be possible if substantive financial resources are made available by the Cooperation Partner Group (CPG) directly to responsible agencies and if construction works will not face any integrity challenges on the ground (failure to meet deadlines by contractors, failure to be accountable for resources invested by UNHCR, failure to deliver quality work by contractors) etc.</p> <p>iii. Inter-agency collaboration & joint Assessments: Refugees' needs are systematically included in key strategic policy documents and assessments at country and UNCT level. This can be captured in the National Covid-19 Socio-economic Impact Survey; the UN Common Country Analysis; the National Covid Recovery Needs Assessments; the Zambia-UN Sustainable Partnership Framework Evaluation; the Covid-19 National Response Plans, the Draft Refugee Inclusion Policy yet to be validated by GRZ, UN Resilience Strategy, the Refugee focussed inter-agency assessments; the Covid-19 Impact Assessment on Refugee Livelihoods; the Joint Needs Assessment (JNA) in Mantapala with WFP; the Multi-sectoral Initial Rapid Assessment (MIRA) in Maheba involving several UN agencies. The operation agrees that utilization of rapid multi-stakeholder assessments (MIRA) is the way to go, and this has been taking place. For instance, the operation has undertaken the MIRA to determine inter-agency response to the DRC crisis in Meheba and for the CV-19 national response. Beyond undertaking the joint assessments, the main challenges faced on the ground is the transition from joint assessment to a joint programming, formalising joint plan of action to ensure joint resource mobilisation. Despite efforts of the UN-RC to consistently bring agencies together to work and deliver as One to champion refugee interventions, UN Agencies have persistently remained territorial and have individually mobilised their resources to address the outcomes of the MIRA. In addition, donors in Zambia determine the thematic areas for funding as well as Agencies they want to fund directly based on their expertise and mandated responsibilities. For primary Education, child Protection & Social Protection, Nutrition, WASH and public health, donors will directly fund UNICEF. These are areas where refugee hosting settlements have immense needs however, the donors had appealed to the UN-RC and UNHCR NOT to mobilise resources individually. The main challenge is how can UNHCR and GRZ hold those agencies accountable when resources they received directly from the CPG only partially and modestly reach refugee hosting settlements?</p>				
Unit or function responsible:		UNHCR Representative and the RBSA				
Top line planned actions		By whom	Comments	Expected completion date	Progress After 1 Year	
					Status Update	Comments
1	Undertake Verification exercise	Zambia Operation	<ul style="list-style-type: none"> ○ Assessment of verification site (Completed) ○ Development of Verification SOPs (Completed) ○ Procurement of registration Equipment (Completed) ○ Recruit/hire verification (Final stage) ○ Information campaign (Information campaign to immediately start) ○ Train verification staff (plan was prepared and awaits final approval by 28th Mar. ○ Interpreter/Usher/Runner/Crowd control: 7-April-2022-Meheba) 	June, 2022		

			<ul style="list-style-type: none"> ○ Set up of verification sites were identified during assessment missions, set up to be done 2 days before verification ○ Implementation of CV-19 measures (materials were procured such sanitizers, soaps, hand washing facilities etc.) ○ Verification and Issuance of documentation (To start on 11th April 2022, the NRPC have confirmed their participation to issue birth certificates and alien Cards). 			
2	Prioritisation of infrastructure upgrade	GRZ/UNCT	<ul style="list-style-type: none"> ○ There are on-going efforts to establish partnerships with UN-HABITAT to close the housing infrastructure gaps. It is hoped that an MoU will be soon formalised to enable UN-HABITAT mobilise resources to help improve the dilapidated shelters in the aged refugee settlements of Meheba & Mayukwyukwa. Meanwhile, UNHCR and partners have funded classroom construction using Education Cannot Wait (ECW) funds. In the process, teacher houses, WASH related infrastructure etc. are being developed while the old ones are being rehabilitated across 3 refugee hosting settlements - KFW funding was disbursed to support WASH activities in 4 refugee hosting Districts: Lusaka, Kalumbila, Nchelenge & Kaoma, EU funding was disbursed for teachers' accommodation in Mantapala, renovation of schools in Meheba & Mayukwyukwa etc. Additional efforts are being made to ensure that refugee needs are fully captured in the District Development Plans as part of National Development Planning (NDP) process. 	On-going		
RECOMMENDATION 2:		<p>Strengthen UNHCRs monitoring capacity in Zambia and develop a complementary results matrix that embeds measurable targets and systematic reporting for the upcoming multi-year strategic plans</p> <p>Suggested actions:</p> <ol style="list-style-type: none"> 1. The UNHCR Zambia Country Team should conduct a review of the MYMPPSS (in the context of the GRZ RoadMap, 8NDP, UNSDPF and the recommendations in this report) to ensure the complementarity of the proposed theory of change as reflected in its seven results pillars and six high-level outcomes - properly reflect the strategic intents and operational capacity of UNHCR Zambia. A logical framework or results matrix inclusive of identified incremental, measurable output targets and milestones should be developed as a tool for tracking progress in the context of multi-year plans. 				

		2. Capacity to undertake regular and systematic monitoring of progress and evaluation of results should be established, ideally through the establishment of a Monitoring Unit within the CO or – if budget or other constraints foreclose this option - through either the recruitment of a dedicated Monitoring and Reporting Officer, or through training/reskilling of programme staff.				
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"> ○ To implement the above recommendation meaningfully, UNHCR at a corporate level needs to align its Results chain and matrix with the Cooperation Framework Results Matrix and to agree on ‘collective outcomes’ devised by the UNCT which is not the case yet. ○ UNHCR has systematically invited and involved RBZA Director, the UNCT under the leadership of the RC in its two MYMPPSS. ○ The operation has been substantively involved in the Common Country Analysis (CCA) and is currently working with other UN Agencies in developing the new Cooperation Framework to support the 8NDP. ○ Data utilised by Zambia operation are corporate data generated either from ProGres V4, FOCUS or COMPASS. ○ The operation is already working on aspects raised in the recommendation in the context of the 2022 – 2024 multi-year planning whereby readily available indicators generated by UNHCR/ COMPASS are being utilised. ○ Further, management notes the existence of a Multi-functional Team monitoring approach which has been widely employed by the Zambian Operation, which has been seen elsewhere as a best practice. ○ Management, therefore, feels that part 2 of the recommendation should be reflected as a matter of enhancing monitoring capacity (among other things, bringing on board a monitoring and data specialist) and not establishing a parallel system for doing so because the said system already exists). 				
Unit or function responsible:		UNHCR Representative, DSPR and the RBZA				
Top line planned actions		By whom	Comments	Expected completion date	Progress After 1 Year	
					Status Update	Comments
1	Review and update the MYMPPSS, develop theory of change, and result matrix	Zambia Operation	<ul style="list-style-type: none"> ○ The operation reviewed the 2019 – 2021 MYMPPSS and prepared the MYMPPSS 2022 – 2024, including the accompanying Theory of Change which has been formalised for the first time in UNHCR. It is suggested that such a Theory is effectively operationalised to actualise the expected change through empowering POCs. 	completed		

			<ul style="list-style-type: none"> ○ GCR Results Matrix and relevant indicators have been developed/adapted to help track progress in relation to 2022 – 2024 MYMPPSS/COMPASS. 			
2	Recruitment and deployment of an Economist	RBSA/ Zambia Operation	<ul style="list-style-type: none"> ○ RBSA has supported the operation with the recruitment and deployment of an Economist who is helping with data and monitoring related activities, and will also help strengthen the monitoring and reporting MFTs 	completed		
RECOMMENDATION 3:		<p>Establish a high-level platform of engagement as a key entry point with the government for deliberation on policy regulations, partnership and related matters on refugee response and durable solutions.</p> <p>Suggested actions:</p> <ol style="list-style-type: none"> 1. A Strategic Policy Advisory Group (SPAG) - based on the model of the existing SPAG (on Resettlement) – should be established as the key entry point for engagement with the GRZ on refugee policy issues that require legislative, policy or other more formal consideration. 2. A key priority for UNHCRs engagement with the government should be the consolidation and conclusion of the legal framework reform process utilizing the HDN Thematic Working Group and proposed SPAG as key advocacy platforms 				
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"> ○ There is already an existing inter-ministerial committee (IMC) within government which has championed CRRF implementation including legislative reforms and policy development related to refugees, promoting the whole-of-government approach. However, the structure has not been very active due to CV-19. The operation has therefore, been calling upon GRZ for re-activation of the IMC as the key entry point for engagement with partners on Refugee Policy issues that require legislative, policy or other formal consideration. The IMC membership and working modalities will eventually be modified by the new GRZ. ○ Regarding Government engagement with other stakeholders on refugee matters, the Refugee Coordination Model (RCM) which has been in place in UNHCR Zambia for some time has become redundant in view of a whole of GRZ approach and a whole of society engagement calling for a robust GRZ leadership to ensure that inter-agency interventions directly benefit refugees and their immediate Zambian hosts. The same goes with the reactivation of further platforms set up in the aftermath of the GCR such as the National Refugee Forum (NRF), which met before COVID-19 broke out. It is expected that these structures would resume meeting once COVID-19 subsides. It should be noted that other structures within the context of UN-GRZ collaboration do exist that are being leveraged for advocacy for refugees at various levels (the Education Working Group, the Youth working group, gender thematic group & the leaving no one behind thematic group etc.). 				
Unit or function responsible:		UNHCR Representative and the GRZ				
Top line planned actions		By whom	Comments		Progress After 1 Year	

				Expected completion date	Status Update	Comments
1	Engage with GRZ regarding the reactivation of the Inter-ministerial Committee and ensuring that it meets quarterly	Ministry of Home Affairs and Internal Security, Commissioner for Refugees, Resident Coordinator UNHCR Representative	<ul style="list-style-type: none"> ○ A letter regarding reactivation of the inter-ministerial committee (IMC) addressed to the Minister of Home Affairs and Internal Security has already been originated by the Representative for the Resident Coordinator's signature and onward relay. Once re-activated the IMC would be requested re-activate the National Refugee Forum (NRF), which should be held annually. 	September 2022	Action completed by UNHCR.	GRZ remains to reactivate the structure
2	Engage the Inter-ministerial committee on the reactivation of the National Refugee Forum	GRZ/MHA-IS UN-RC, UNHCR Representative	<ul style="list-style-type: none"> ○ The National Refugee Forum (NRF) would help operationalise the whole-of-society approach. ○ The National Refugee Forum (NRF) can be leveraged to draw donors renewed attention to the two aged refugee settlements (Meheba & Mayukwyukwa) in the district development plans and if both settlements are prioritised directly by GRZ for a sustainable development. 	November 2022		
RECOMMENDATION 4:		<p>Develop a clear, multi-tiered advocacy strategy and establish complementary communications capacity within the Country Office</p> <p>Suggested Actions:</p> <ol style="list-style-type: none"> 1. It is recommended that, in partnership with the RBSA, the Country Office develops an advocacy strategy that articulates specific goals, audiences (including non-traditional partners), engagement modalities and means of assessing progress against results. This strategy should be reflective of the MYMPPSS and be reviewed on a biannual basis, continually adapted to be responsive to emerging situations. 2. To effectively execute the advocacy strategy, the advocacy and communications capacity within the Country Office should be strengthened, ideally through setting up an advocacy/communications unit – or if this is not feasible due to budget and other constraints - through either the recruitment of a dedicated Advocacy/Communications Officer, or through training/reskilling of programme staff. Together with a SPAG on refugees this up-scaling of the office's advocacy capacity would seriously strengthen the office's advocacy capacity and its leverage with GRZ and the UNCT. 3. Further, the RBSA should be tasked with leading on advocacy, regional dialogue, and response to GCR Objectives (i), (iii) and (iv) in addition to supporting the reporting obligations under the GCR Indicator Framework. 				

Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		<p>To our knowledge, UNHCR does not have any institutional policy, guideline, standard Operating Procedure (SOP), or strategy on advocacy, which would need to come before the establishment of regional and/or operational advocacy strategy plans.</p> <p>Although there no formal advocacy strategy designed by the Organisation as a whole, the operation has consistently endeavoured to advocate with well-defined audiences, platforms, building alliances and mobilising stakeholders at district, national, regional, and global levels. In any case, the Zambia Operation's refugee inclusion strategy is mostly about advocacy, and it identifies various platforms where refugee inclusion is to be pursued, through advocacy and other approaches.</p>				
Unit or function responsible:		UNHCR Representative and the RBSA				
Top line planned actions		By whom	Comments	Expected completion date	Progress After 1 Year	
					Status Update	Comments
1	Adopt and adapt to existing global or regional Advocacy Strategy	Headquarters and RBSA	Zambia operation stands ready to build on any existing Advocacy Strategy developed by UNHCR at Headquarters or at RBSA and that clearly articulates specific goals, audiences (including non-traditional partners), engagement modalities and means of assessing progress against results. This strategy should be reflective of the MYMPPSS and be reviewed on a biannual basis, continually adapted to be responsive to emerging situations. The operation awaits a copy of such a strategy if existing in any UNHCR operation and will use it as a good practice.	Ongoing		
2	Revise existing communication strategy and establish clearer linkages with new resource/results framework	UNHCR Representation/ RBSA	The operation has a communication strategy which will be revised to align with the new Results Framework.	December 2022		
RECOMMENDATION 5:		Leverage UNHCR's strategic advantage through effective leadership of the Humanitarian–Development Nexus Thematic Working Group.				

	<p>Suggested Actions:</p> <ol style="list-style-type: none"> 1. UN Zambia's Humanitarian–Development Nexus (HDN) Thematic Working Group, a technical working group, chaired by UNHCR, should be empowered to lead on collaboration, cooperation, consultation and response on refugee policy determination. It should provide a centralized platform for proactive refugee inclusion in the UNSDPF and with the GRZ and other partners, beginning with an agreed working understanding of the humanitarian–development nexus approach and responsibility delineations. 2. The HDN Working Group shall also advise and support financial needs assessments and operational coordination involving multiple partners and drive transparent discussions on issues of delineation or allocation of responsibilities and funding. 3. Actions to be taken by the HDN Working Group might include: <ul style="list-style-type: none"> • referral of matters to a high-level SPAG. • reflection on a common understanding of what the humanitarian–development nexus means for discrete agency responsibilities in the context of a more harmonized, collaborative approach to refugee issues in Zambia. • establish clarity on definitional baselines (for example: if children and descendants of refugees inherit that refugee status). • review the UNSDPF Results Matrix to reflect and disaggregate more effectively refugee response achievements.
<p>Management response:</p>	<p><input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree</p>
<p>Reasons (if partially agree or disagree):</p>	<ol style="list-style-type: none"> 1. The Zambian government has laid down standard policy processes which empowers the responsible line ministry to coordinate and lead. This responsibility cannot be relinquished or delegated to another body. 2. The HDN as part of the broader UN delivering as one structures has predetermined ToRs which do not include some of the responsibilities being recommended such as allocation of funding. The funding decisions are made by respective agencies all of which have their own process and traditional donors. 3. The referral route and structure being recommended by the evaluation team is wrong because the SPAG is not part of the delivering as one UN structures. The SPAG is a government oversight body established to lead and coordinate the implementation of all Sustainable Resettlement Projects anchored in the Resettlement Department in the Office of the Vice President and supported by UNDP. UNHCR and Office of the Commissioner for Refugees play a role in mobilizing support to conclude the legal documentation for refugees in Zambia. <p>Whereas Management could agree with the need to leverage UNHCR's strategic advantage as co-chair of the HDN Thematic Group to enhance collaboration especially with respect to joint programming and resource mobilisation around refugee matters, UNHCR is constantly reminded by sister Agencies of its unique Humanitarian mandate that should be focusing on immediate and life-saving interventions for refugees in Zambia. In fact, it is UNHCR that has established the HDN thematic group to position itself within the UNCT and therefore pushing for the actualisation of the GCR & CRRF pledges. However, the understanding of where this structure lies and how it relates to other inter-agency structures and GRZ is misplaced. The HDN is part of the UN-interagency structures which supreme body is the UNCT. As such matters emanating from there can only be referred to the UNCT. Further, the review of the Results Matrices is a technical process undertaken by various results groups, supported by the M&E working Group and overseen by Programme</p>

		Management Team (PMT). This is being done under the current multi-year strategy (2022 – 2024) in alignment with the cooperation framework that is being developed.				
Unit or function responsible:		UNHCR Representative as the Chair of the HDN Thematic Working Group and the Resident Coordinator as the Head of the UNCT in Zambia				
Top line planned actions		By whom	Comments	Expected completion date	Progress After 1 Year	
					Status Update	Comments
1	<p>Strengthen UNHCR's participation in the UN interagency structures by having the newly deployed education officer, energy officer and economist complement interagency team.</p> <p>Include Refugees in the Result matrices of the Zambia-UN Cooperation Framework</p>	UNHCR Representative	<p>The existing nine structures were leveraged to ensure refugee inclusion in the Common Country Analysis (CCA) informing the 2022 – 2026 Planning. Building on that, the groups will be leveraged to ensure refugee inclusion in the Zambia-UN development cooperation. As of today, UNHCR Zambia has ensured physical participation in the following staff representing the interests of refugees and hosts in the following groups: Education, public health, WASH, Child Protection, GBV, Governance, and livelihood.</p> <p>The team is already actively participating in the development of the cooperation framework to ensure refugee inclusion in the narrative and results matrices</p>	December 22		
RECOMMENDATION 6:		<p>Engage the UN Capital Development Fund (UNCDF) to help drive IT-led interventions</p> <p>Suggested Action:</p> <p>It is recommended that the UNCDF be included in the HDN Thematic Working Group to mainstream work with refugees in areas of financial inclusion, digital finance, cash transfers and innovative solutions in the areas of livelihoods/agriculture, health, education, solar grids and digital health.</p>				
Management response:		<input type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input checked="" type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		<p>UNHCR has had collaboration with UNCDF during the period being evaluated and has concluded partnership agreement with the same to roll out CBI in Zambia to promote financial inclusion for refugees.</p> <p>The operation actively collaborated with UNCDF under the Community Connectivity Fund which led to the digitization of CBI to refugees for their basic needs, in 2017 and 2018 in Lusaka, Meheba & Mayukwayukwa. The Community connectivity fund was implemented in collaboration with Airtel Money and Standard Chartered Bank as strategic partners.</p> <ul style="list-style-type: none"> to build on the existing interventions to advance the Connectivity for PoCs in Maheba and Mayukwayukwa addressing financial inclusion last mile problem by resolving the challenges with agent liquidity and to SIM cards registration. 				

		<ul style="list-style-type: none"> Enhanced financial inclusion through digital financial services which has improved the lives of PoCs and increase access to additional services. <p>The recommendation should perhaps have talked about riding on previous partnership to further collaboration in other areas of work and expertise for UNCDF. There has been on-going exploration of collaboration opportunities with UNCDF for a joint resource mobilisation from the EU locally. It should further be noted that membership to any UN inter-agency structure is based on agencies expertise and interest. Therefore, UNCDF like any other agency remains free to join any group.</p>				
Unit or function responsible:						
Top line planned actions		By whom	Comments	Expected completion date	Progress After 1 Year	
					Status Update	Comments
1						
2						
RECOMMENDATION 7:		<p>Consider expressing durable solutions more clearly in the MYMPPSS to bridge the gap with protection modalities, and to embrace these more fully</p> <p>Suggested Actions:</p> <p>It is recommended that UNHCR Zambia, with the help of the RBSA, reflects on the respective language and focus on Protection and Solutions in the MYMPPSS, mindful of inhibiting factors that apply to Solutions. A refreshed interpretation of Solutions in the next iteration of the MYMPPSS and/or the multi-Year strategic Plans may reduce the expectation by refugees regarding resettlement to a third country while being realistic about the limitations regarding local integration and voluntary repatriation. The prioritization of budgetary allocations to livelihoods training and economic self-sufficiency, and the enhanced collaboration anticipated through the HDN forum will underpin these reorientation efforts.</p>				
Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		Contrary to the conclusion that solutions were not clearly expressed in the 2019 – 2021 MYMPPSS, the Operation is of the view that durable solutions traditionally known to UNHCR (local integration, resettlement & Volreop) were clearly and comprehensively articulated in the strategy document.				
Unit or function responsible:		UNHCR Representative and the RBSA				
Top line planned actions		By whom	Comments	Expected completion date	Progress After 1 Year	
					Status Update	Comments
1	Finalize the 2022 – 2024 MYMPPSS document, with a clear solutions-focus	Representative	As part of the 2022 – 2024 planning process, sustainable solutions have been prioritized, with related indicators developed to help monitor and report progress	Completed		

2	Undertake outreach and awareness raising in settlements and urban community outreach centres	Representative	The operation has been consistently raising awareness on the three available durable solutions (VolRep, Resettlement and Local Integration) to Persons of concern	Completed		
RECOMMENDATION 8:		Enable locally mobilized funds to be utilized locally in consultation with donors Suggested Actions: It is recommended that, within agreed parameters, when locally based advocacy results in additional funding support for specific purposes, the mobilizer should ensure that investment is seen to have a locally driven outcome and is targeted back to the purpose for which funds have been contributed. This will build confidence in the commitment of UNHCR locally to deliver on plans and promises, and locally mobilized supporters will be able to relate to and see the dividends of their support directly. Where there is a mobilization split between local initiatives and support to the central budget, then that arrangement must be transparent.				
Management response:		<input type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input checked="" type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		UNHCR Zambia continues to mobilise and advocate to traditional and non-traditional donors, international financial institutions, development banks, the private sectors and other philanthropic organisation to support refugee interventions in Zambia. However, the current resource mobilization and resource allocation framework does not leave any room for the use of resources generated locally.				
Unit or function responsible:		UNHCR Country Representative in consultation with the RBSA and UNHCR HQ (DER)				
Top line planned actions		By whom	Comments	Expected completion date	Progress After 1 Year	
					Status Update	Comments