

UNHCR Evaluation Management Response			
Evaluation title:	UNHCR Country Strategy Evaluation- Mexico 2017-2021		
UNHCR evaluation reference:	ES/2022/06		
Entity that commissioned the evaluation:	CO Mexico		
Due date of Management Response:	19/August/2022		
Coordinator of Management Response:	Giovanni Lepri	Representative	Mexico Country Office
Management Response approved by (senior manager in commissioning office):	Isabel Marquez	Deputy Director	Regional Bureau for the Americas
Date:	19 August 2022		

General comments on the evaluation:	The evaluation was a thorough and very well conducted exercise, and the findings will allow the operation to adjust some elements of its strategy and operational footprint. UNHCR MEX would like to respond to a point articulated in the Findings section that may be misleading. The observation that UNHCR's demand for recruitment has led to a brain drain from partner organisations calls for clarification. While indeed UNHCR has recruited personnel working with partners, this is done in a very transparent and consultative manner. We see recruitment as an opportunity to grow for deserving practitioners and as positive in terms of the capacity of the humanitarian community to respond to common challenges.
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RECOMMENDATION 1:		Strategic level: Articulation of the response to a large-scale regional phenomenon- Reinforce coordination and regional analysis of population movements (internally and externally), capitalizing on existing data generation mechanisms and networks to drive evidence-based government and UN plans and responses, as well as joint and multi-country strategies of a wider scope.				
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:		<i>Senior Management of UNHCR MEX in close coordination with the Regional Bureau and the other Operations in the Region, particularly NCA countries.</i>				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Produce regular reports on regional population movements, including early warnings to activate	Americas Bureau with the input of	Harmonize the data collection tools for protection and flow monitoring at the regional level and consequently in Mexico and conduct regular	Quarterly	Ongoing	Regional high frequency survey is being

	contingency planning. Build close coordination with other agencies working on human mobility. Foster consistency and avoidance of duplication.	MEX and all operations	border monitoring exercises in Southern and Northern Mexico, involving community networks.			implemented. UNHCR co-leads the Issue Based Coalition on human mobility that produces bulletins on regional population movements including early warning. The third of 2022 has just been published. Direct data collection by UNHCR Mexico team on flow monitoring will start in August,. Refugees and Migrant Needs Assessment (RMNA) for RMRP 2023 on Ven pop collected primary data in June 22 in prioritized locations at the national level (with highest number of mixed movements.) This is already part of Regional RMRP and 2023 planning process.
RECOMMENDATION 2:		Strategic level: Integrity of the national asylum system- Promote the strategic vision of the role to be played by the national asylum system among national institutions (at different levels of the public administration), within a context				

		of intense mixed flows, to promote new migratory alternatives and preserve and broaden progress made in international protection and local integration.				
Management response:		✕ Agree □ Partially agree □ Disagree				
Reasons (if partially agree or disagree):						
Unit or function responsible:		<i>Senior Management of UNHCR MEX, Protection and Registration Unit</i>				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Reinforce QAI work plan with COMAR to continue enhancing its registration and processing capacities, as well as maintain integrity.	Protection and Registration Units. CDMX and Field level and Sr. Management	Continue to subscribe annual work plans with COMAR which include specific and measurable benchmarks and targets. Monthly coordination meetings at technical and senior levels (CDMX and field level)	Yearly	Ongoing	A dedicated QAI team is central to maintaining close coordination and follow up the different areas of the work plan with COMAR. Special emphasis and support canalized at national level (registration, COI, and digital transformation) as well as in Tapachula, as the field location with highest number of asylum claims filed.
2	Advocate for alternative migratory pathways in favor of people who are not in need of international protection as refugees to decongest and preserve the integrity of the asylum system.	Protection Unit. CDMX and Field	Strengthen interagency advocacy strategy before executive and legislative branches to promote the adoption of a more consistent and predictable migration policy.	Regular activity	Ongoing	UNHCR continuous participation in forums and interinstitutional working groups

	Evaluate the pilot project with Haitians implemented jointly with IOM to identify the obstacles and opportunities for the regularization of persons who might not be recognized as refugees but would remain in Mexico.					
3	Continue to preserve space for the narrative on the difference between refugees and migrants within a mixed flows context in all relevant spaces.	UNHCR MEX and Sub Offices	Continue promoting the narrative in all relevant spaces, and defend the importance of the difference in needs of refugees, especially in a context of Mixed Movements	Ongoing	Ongoing	UNHCR continuous participation in forums and interinstitutional working groups
RECOMMENDATION 3:		Operational level: Quality of the protection and humanitarian assistance response- Integrate a quality and mitigation plan (including work areas with COMAR and partners) into the operation's risk register. This plan should include immediate actions for improvement in critical areas and ensure uniform standards of planning, project management and assistance for persons of concern among all programmes and offices.				
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:		<i>Senior Management of UNHCR MEX, Protection, Registration and Programme Units</i>				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Ensure all processing improvements achieved in COMAR CDMX and Tapachula are implemented in the rest of the delegations.	UNHCR MEX (Sr. Management, Programme / Protection) and Field COMAR Coordination	<p>Use the PA disaggregated benchmarks and targets to create a specific workplan per office, and to formalize how advances can be planned and measured.</p> <p>Plan for a joint mission with COMAR coordination to each office to validate and familiarize the plan both with COMAR and with UNHCR local office.</p> <p>Reinforce the coordination spaces already created.</p>	December 2023	Ongoing	
1	Following multiple changes in the operational context, the	Humanitarian Assistance MFT	Workshops and surveys have been conducted/applied to revise the questions	Regular activity	Ongoing	SOPs established and formalized

	multifunctional team revised the strategy for Humanitarian Assistance and the targeting tool to include key functions involved in the targeting process (CBI, Registration, Protection and Durable Solutions). Continuee applying the revised tool, which has been in use since July 2022.		(remove, adjust, add) as per changes in the context			Targeting criteria adapted and shared with field teams for further implementation
2	In line with the minimum mandatory requirement for the monitoring of CBIs, the operation is in the process of concluding a detailed PDM exercise that will consider the Humanitarian Assistance programme and other sectorial grants using MPGs.	Programme Unit and Humanitarian Assistance MFT		Regular activity	Ongoing	Regional workshop with Bureau / CBI colleagues agreed upon (October 2022)
3	Update and validate the document on Protection Standards in collective accommodation spaces/shelters of UNHCR MEX, the UNHCR MEX Strategy on Shelters, and the Letter of Commitment PSEA of UNHCR Mexico with partners. The latter will help to encourage the shelter network to adopt essential standards of reception, including those related to prevention of sexual exploitation and abuse (PSEA).	UNHCR MEX and Sub Offices Programme, Protection	The objective is to promote adoption and implementation of key protection standards in terms of equipment, services, management and administration, legal assistance and basic needs of POCs.	December 2022	Ongoing	Documents mentioned were presented to shelter partners on June 16.
4	Improve reception conditions for refugee and asylum-seeking children	UNHCR MEX and Sub Offices (Protection)	Provide alternative care arrangements for refugee and asylum-seeking children through specialized civil society partners with small-scale homes and a foster care program with National DIF (second reception alternative care).	December 2022	Ongoing	Strategic discussion in process with DIF and work plan to be established for further implementation in

			<p>Implement psychosocial, recreational, and educational activities in child-friendly spaces (CFS) and sports activities to promote peaceful coexistence across the Southern and Northern borders, through partner Save the Children.</p> <p>Support DIF shelters for unaccompanied children in Tabasco (rent cost for second reception home in Villahermosa and adaptation costs to open a first reception home in Tenosique).</p> <p>Advocate to DIF to implement community-based alternatives for unaccompanied children and families, in line with the Mexican legal framework, and foster care programs inclusive of refugee and asylum-seeking children when family reunification is not possible.</p> <p>Develop a joint work plan with National DIF's Unit for the Assistance of Vulnerable Population (UAPV), currently in charge of implementing a federal program for the construction and rehabilitation of 65 DIF shelters in 28 states for families and children on the move.</p> <p>Sign an MOU with Spanish NGO Resilis to implement capacity-building activities for public and private shelters working with refugee and asylum-seeking children, and advocate to the government to enhance second reception alternatives.</p>			2022 (second half), and 2023 (in progress).
5	Technical assistance and capacity-building activities for Child Protection Authorities (CPA) and other stakeholders.	UNHCR MEX and Sub Offices	<p>Implement workshops for CPA, DIF, other government institutions, partners, NGOs and other stakeholders on refugee child protection and the specific needs of children in need of international protection.</p> <p>Provide temporary staffing support, computer, and office equipment to key CPA to increase</p>	December 2022	Ongoing	

			<p>capacity response (in Acayucan, Matamoros, Tapachula, Tenosique, Saltillo and Villahermosa).</p> <p>Provide technical assistance to CPA on case management/best interest procedures involving refugee and asylum-seeking children to prevent immigration detention and refoulement, and ensure access to asylum, family reunification or alternative care, and other rights and services.</p> <p>Provide UASC and children at risk with case management services, through specialized partner Save the Children and UNHCR's CP focal points in the field.</p>			
RECOMMENDATION 4:		Operational level: Durable solutions- Local Integration Programme- Showcase the Local Integration Programme (LIP) by reinforcing the evidence available on the results achieved, with a view to broadening its geographical coverage and its adoption by government authorities, the private sector and other organisations supporting refugee integration.				
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:		<i>Senior Management, Durable Solutions Unit</i>				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Develop a reliable monitoring system with measurable indicators	UNHCR MEX and Sub Offices Durable Solutions Unit	A harmonized monitoring system is being rolled-out, which will enable the operation to analyze the impact of local integration support at household level, one month, six and twelve months into the local integration process. The new SEPIL monitoring system already provides data for month 1. Additional data for month 6 and 12 will be structured and analyzed as first cohorts reach the corresponding level in their local integration process.	June 2023	Ongoing	A detailed analysis for month 1 has already been produced and is being converted into a public document

2	Reinforce M&E capacity, as well as analytical capacity	UNHCR MEX and Sub Offices Durable Solutions Unit	The operation recruited a Business Analyst, who is tasked to implement the monitoring system and ensure that collected data is processed and analyzed in real time.	Ongoing	Ongoing	Recruitment completed in 2021
3	Reinforce capacity to foresee changes in the economic context which could impact on the implementation of the LIP.	UNHCR MEX and Sub Offices Durable Solutions Unit	The operation is recruiting an Economist, who will be tasked to coordinate external research efforts (in particular with WB and IDB, as well as Academia) in order to 1) expand the evidence base around the LIP, as well as 2) enable the operation to foresee and mitigate the impact that changes in context may have on the Mexican economy and ultimately on the LIP.	December 2022	Ongoing	The recruitment process is expected to be finalized in August 2022
4	External impact evaluation	UNHCR MEX and Sub Offices Durable Solutions Unit	An external impact evaluation is being implemented by Georgetown University in 2022	Ongoing	Ongoing	Funding provided in 2022 by U4U
5	Create additional evidence on the benefits of socio-economic inclusion	UNHCR MEX and Sub Offices Durable Solutions Unit	WB and UNHCR are cooperating on developing the evidence base for 1) LIP, 2) socio economic inclusion of IDPs and 3) nexus-oriented approaches aimed at strengthening reception, protection and local integration potential in Southern Mexico (Chiapas and Tabasco).	Ongoing	Ongoing	The recruitment of the Economist will help to meet WB timelines and expectations
RECOMMENDATION 5:		Operational level: Relationships with partners- Reinforce the strategy with partners to consolidate a shared medium-term vision (without detriment to short-term emergency responses and while promoting organizational development) and foster the emergence of leading national actors in asylum and international protection that can mobilize, advocate and act with less reliance on UNHCR.				
Management response:		✗ Agree □ Partially agree □ Disagree				
Reasons (if partially agree or disagree):						
Unit or function responsible:		<i>Senior Management, Programme, Protection, Durable Solutions Units, Field</i>				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments

1	Enhance partners involvement during the planning exercises to complement UNHCR multi-year strategy with contributions from NGO, Int'l Orgs, Government, and other stakeholders.	UNHCR MEX and Sub Offices Programme Protection Durable Solutions	Meaningful engagement of UNHCR Partners in developing the multi-year strategy is key to jointly discuss how gaps in operational priority areas can be addressed through both UNHCR and Partner resources. Keep partners aware of the constraints in term of multiyear funding and foster sustainability.	Regular activity. At least twice a year during the established planning periods within UNHCR	Ongoing	Strategy planning meeting foreseen to be held in view of 2023 detailed planning
2	Maintain regular feedback and coordination spaces with UNHCR Partners during the implementation phase to conduct proper monitoring of activities carried out.	UNHCR MEX and Sub Offices Programme Protection Durable Solutions	Partners play a key role in developing and putting in practice the M&E Plan.	Regular activity. Conduct coordination meetings with partners at least twice in each semester.	Ongoing	
RECOMMENDATION 6:		Organisational level: Update the organisational chart of UNHCR staff in Mexico, promoting decentralisation and strengthening field teams, applying short-term actions to reduce organisational pressure (e.g. stabilising the integration and performance of new recruits, reviewing workloads and roles), and improving the consistency and efficiency of internal functioning procedures.				
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:		<i>Senior management and HR Unit</i>				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Organigrammes are updated on quarterly basis and shared with the corresponding Heads of Sub-Office in order for proper coordination between their teams.	Sr. management and HR	<p>This is an ongoing action that is performed on a quarterly basis. Organigrammes have been updated and supervision roles adjusted</p> <p>Distribution between Snr. Management, the HR Unit and the Heads of Sub-Offices.</p>	Regular activity	Ongoing	While organigrammes have been finalized for 2022, further adjustments are foreseen in view of

						2023 planning and budget available.
2	Strengthen communication within the teams and at all levels, to ensure full transparency and clear knowledge/understanding of the situations that could affect the offices/units.	Senior Management in coordination with HR	<p>This is an ongoing action to ensure transparency and clarity at all levels within the operation.</p> <p>Managers are encouraged to enroll in different learning courses that will provide them with the necessary tools.</p> <p>Bi-weekly coordination meeting held with senior management, units, sub offices and field offices on context, operational issues and highlights.</p> <p>Bi weekly coordination meetings between Sr. Management, heads of units COMEX and heads of SO on strategic discussions</p> <p>Regular meetings (at least every three months) between staff association and Sr. Management.</p> <p>Strengthen role and engagement with the staff association.</p>	Regular activity	Ongoing	<p>Information sharing between units (brown bag lunch), will be implemented with monthly briefing sessions conducted by the different functional units on their priorities and activities.</p> <p>Information sharing sessions will be accessible for colleagues at central and field level, to promote better understanding between units and colleagues in the Mexico operation.</p>
3	Strengthen the HR capacity with the HR Unit and the Focal Points within the Sub-Offices to ensure that staff under their AoR receive timely response to their queries.	HR	<p>This is a continuous action to strengthen the staff's knowledge about human resources issues. The workforce is always encouraged to read the policies and procedures that affect their contracts, and the role of the HR Unit should be that of clarification of doubts/accompaniment during the process. Brown-bag sessions will be organized to provide general information on various HR topics.</p>	Regular activity	Ongoing	<p>Particularly, with the new ERP system, it would be necessary to provide clear guidance on the changes in policies and procedures</p>
RECOMMENDATION 7:		Organisational level: Funding model of UNHCR in Mexico- Intensify on-going diversification efforts, capitalizing on the initial experiences of access to multilateral and bilateral donors, promoting private funding with a regional viewpoint, exploring access to international financial institutions (IADB, WB) and designing eligible programmes to apply for tenders of a larger diversity of donors.				

Management response:		✗ Agree □ Partially agree □ Disagree				
Reasons (if partially agree or disagree):						
Unit or function responsible:		<i>Senior Management, External Engagement, PSP, Programme Units</i>				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Ensure effective donor care to maintain support and to strengthen relationships with existing government and private donors.	Senior Management, External Engagement Unit	<p>At least 3 events will be organized in within the framework of on-going earmarked contributions, which will showcase the results of the projects and provide visibility to the donor</p> <p>At least 2 project monitoring field visits will be organized in the framework of on-going earmarked contributions</p>	December 2022	Ongoing	
2	Explore potential new sources of funding and donors, which includes regional alliances and development and innovative funding sources	Senior Management, External Engagement Unit	<p>The existing mapping of donors will be regularly revised, updated, and shared with Senior Management and will serve as a basis for identifying of new funding opportunities.</p> <p>Collaboration with development actors will be strengthened in view of triggering new interventions, in particular in the South of Mexico, that would benefit both host communities and UNHCR persons of concern</p> <p>At least 2 project proposals for funding for the UNHCR programmes and priorities will be submitted to prospective donors</p> <p>Promote multiyear funding</p>	December 2022		
3	Create greater awareness of UNHCR and refugees in Mexico among the prospective donors through strategic messaging and dissemination of information.	Senior Management, External Engagement	At least 2 thematic briefings will be organized for the current and prospective donors, targeting both governmental and private sector actors and international community in Mexico in general.	December 2022	14 Sept Ongoing	

			<p>At least 6 thematic factsheets will be produced and widely disseminated.</p> <p>Periodical briefings will be organized with DRRM focal points in HQ to inform DER of UNHCR Mexico needs so that they can serve as liaison with governmental donors at HQ level.</p> <p>Annual report as external tool to visible UNHCR work in Mexico and in the region.</p> <p>Briefing to the diplomatic community.</p>			
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