

UNHCR Evaluation Management Response	
Evaluation title:	Evaluation of the Implementation of UNHCR's Age, Gender and Diversity Policy
UNHCR evaluation reference:	EvO/2023/16
Entity that commissioned the evaluation:	Evaluation Office
Due date of Management Response:	April 1, 2024
Coordinator of Management Response:	Bernadette Raymonde Castell, Deputy Director, Field Protection Services, Division of International Protection, UNHCR Geneva, Headquarters <small>DRAFT</small>
Management Response approved by (senior manager in commissioning office):	Ruven Menikdiwela, Assistant High Commissioner for Protection, UNHCR Geneva, Headquarters
Date:	29 August 2024

General comments on the evaluation:	<p>The longitudinal evaluation has been a helpful exercise to assess the level of knowledge and implementation of the UNHCR Age, Gender and Diversity (AGD) Policy; to take stock of how the AGD approach has been applied in field operations and across various domains of UNHCR's work; to renew UNHCR's attention on how AGD dimensions should be adequately included in all UNHCR policies, analysis – including data analysis, planning, implementation and reporting processes; and to reconfirm the importance of a whole-of-organisation commitment to AGD, whereby AGD principles and approaches are mainstreamed beyond UNHCR's protection-specific activities and the work of UNHCR protection personnel.</p> <p>The longitudinal dimension of the evaluation has, to some extent, enabled the measurement of progress across time, albeit with challenges due to access constraints by the evaluators, particularly in the first two years during the COVID pandemic, as well as due to difficulties in measuring progress against clear indicators.</p> <p>The AGD evaluation has nonetheless provided some valuable suggestions to be taken into consideration in the future revision of the Policy, now extended until end 2026.</p>
RECOMMENDATION 1:	Strengthen commitment and action from leadership and management at all levels regarding the AGD policy and AGD

		as a corporate approach that reaches beyond the Protection unit.				
Management response:		<input checked="" type="checkbox"/> Agree Partially agree Disagree				
Reasons (if partially agree or disagree):		<i>[add only if partially agree or disagree was selected]</i>				
Unit or function responsible:		Senior Executive Team leads in collaboration with DIP, DRS, DER, DSPR and Evaluation Section				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	DIP and the Evaluation Service will disseminate and discuss the findings of the Evaluation and disseminate/promote best practices to sensitise and further strengthen AGD approaches across UNHCR staff	Evaluation Service, DIP	1. Organize a dedicated SMC Discussion, with presentation of the AGD Evaluation findings and interventions by Bureaux Directors 2. Organize a brownbag for all UNHCR staff on the evaluation findings and on best practices in operations	1. January 2024 2. 24 June 2024	1. Completed 2. Completed	
2	UNHCR's leadership will renew emphasis on the promotion of the AGD Policy and AGD approaches as a corporate commitment across Divisions and Bureaux	1. DIP in cooperation with Divisions, Entities and Regional Bureaux 2. Senior Executive Team (SET) with the support of DIP 3. GLDC, DIP, DRS, DSPR, DESS, and GDS	1. Continue to publish the AGD Accountability Report, showcasing good practices in operationalizing the AGD Policy. 2. Renew the commitment and highlight progress on the implementation of the AGD Policy through broadcast messages (e.g., upon completion of the yearly AGD Accountability Report) or on other occasions (e.g. IDAHOBIT, International Day of Persons with Disabilities, Sixteen Days of Activism, etc.) 3. Provide training/sensitisation/learning on AGD	1. Annual basis (September) 2. At least on an annual basis upon publication of the AGD Report in September 3. Systematic inclusion of the 2023 AGD e-learning course in training curricula (e.g. WEM, SELP, programming for protection, DSPR-led self-paced MFT training, GLDC-led management training, briefing for new Representatives)	1. 2023 AGD Report to be issued in Sept 2024 2. Sept 2024 and annually 3. Recurrent	

3	Organize annual internal briefings at senior level to take stock of the implementation of the AGD Policy	DIP, DRS, DSPR, GDS and Regional Bureaux and operations	1. Organize annual briefings for the SET. These will be organized and chaired on a rotational basis by HQ Divisions and Regional Bureaux Directors. Conduct annual sensitization/discussion on AGD for the multifunctional team at country operation level	1. Last Quarter of the year (after publication of the AGD report) on an annual basis starting from 2024 2. Annual session organized by senior management with multi-functional team at country level		
4	Senior leadership (SET members) to share an update on the implementation of the AGD Policy with all personnel as well as external stakeholders (i.e. ExCom, donors, etc)	HC, AHC-P, AHC-O, and DHC with the support of DIP, DRS and DSPR	Disseminate periodic key messages on AGD highlights, achievements, and impact Senior leadership to promote AGD Policy and principles among the broader workforce with a view to increase familiarity and securing buy-in Share highlights from the AGD Accountability Report during ExCom	By October on an annual basis		
RECOMMENDATION 2:		Reinforce and adapt existing systems to strengthen AGD-informed programming.				
Management response:		<input checked="" type="checkbox"/> Agree Partially agree Disagree				
Reasons (if partially agree or disagree):		<i>[add only if partially agree or disagree was selected]</i>				
Unit or function responsible:		DSPR leads, in coordination with DIP, DRS and GDS				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	UNHCR will develop and roll out tips/a guide to strengthen AGD-informed programming	1. DSPR, in coordination with DIP, DRS, DESS 2. DSPR in coordination with other	1. Develop a dedicated guide, as part of the Programme Handbook, to facilitate the systematic consideration of AGD in the programming cycle 2. Provide a guide on prioritization using an AGD lens and on engaging	1. Completed 2. TBC	1. The Guidance on Promoting AGD in COMPASS has been	

		Divisions	communities across all phases of the Operations Programme Cycle, beyond Participatory Assessments. 3. Further strengthen AGD approaches in programming in the current light revision of the Programme Handbook 4. Organize webinars for multi-functional teams on AGD programming features, including functions in COMPASS (e.g. recent webinars on the markers)	3. End 2024 4. Ongoing	completed . It will be embedded into the Programme Handbook under relevant sections	
2	Update UNHCR's tool for Participatory Assessments through digital solutions to improve the timely systematisation and reporting of the results of assessments to better inform planning, and programming in general	DIP with the support of GDS, DIST and DSPR	1. Complete the new model of digitalised Participatory Assessment 2. Apply AI solutions to participatory assessments	1. August 2024 with roll-out in second half of 2024 and revision (as needed) in 2025 2. End 2024		
RECOMMENDATION 3:		Strengthen monitoring, evaluation and reporting to better understand UNHCR's progress and achievements in AGD, as well as its strengths and weaknesses.				
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:		DSPR and DIP, in coordination with other divisions, and Regional Bureaux				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Showcase AGD data and impact systematically	All Operations, Regional Bureaux and HQ	Report on impact of UNHCR work on diverse AGD groups (e.g. impact of CBI for women, impact of shelter interventions on	...ongoing		

		Divisions and entities	persons with disabilities or indigenous people, etc.)			
2	Roll-out and implementation of the Protection Policy Monitoring Tool as a self-assessment tool for country operations to consider progress towards the implementation of several aspects of the AGD Policy	DIP (roll-out) with Regional Bureaux and operations to self-assess	The roll-out of the tool (for all protection Policies) started in February 2024. While operations can select in the tool the Policies that they implement for self-assessment, all modules are AGD sensitive. DRAFT	Recurrent, on an annual basis or as needed	Started in February 2024	
3	Continue the production of the AGD Accountability Report as a corporate tool to measure achievements, share good examples and inform internal and external stakeholders	DIP as penholder, in cooperation with all Divisions, Entities and Bureaux	Continue to improve the AGD report to illustrate achievements against the Core Actions of the AGD Policy as well as to highlight challenges	Recurrent . September 2024 and on an annual basis		
4	Continue the compilation of internal AGD promising Practices proposed by operations and their socialisation across UNHCR, beyond Protection staff only	DIP as penholder, in cooperation with Divisions, Entities and Regional Bureaux	While collection of promising practices is already in place, sensitisation to be extended beyond protection personnel to) better inform strategies and programming.	Organize webinars open to all staff on a yearly basis	Started in May/June 2024	
5	Review the Annual Result Reports for the AGD dimensions including the use of AGD disaggregated indicator	DSPR coordinates with other divisions and regional bureaux.	Use AI and the Result Data Portal in support of the quality assurance process by the regional bureaux.	First quarter of 2025		

	data.					
6	Produce analysis on how findings from participatory assessments and other participatory methodologies informed/resulted in programmatic actions or adaptations	Regional Bureaux with the support of DSPR	Use the analysis developed by RBAC as the model, and link it to the Plan, Get and Show cycles.	Sept 2025		
RECOMMENDATION 4:		<div>DRAFT</div> Continue to invest in improving and innovating mechanisms to achieve accountability to affected people.				
Management response:		<input checked="" type="checkbox"/> Agree Partially agree Disagree				
Reasons (if partially agree or disagree):						
Unit or function responsible:		DIP in coordination with other Divisions and Regional Bureaux				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Develop and implement a Focus Area Strategic Plan on AAP and an internal roadmap setting out actions to successfully deliver the plan and resolve institutional barriers	DSPR, DIP, DER, GDS, Innovation, Principal Advisor on PSEA, Regional Bureaux through a multifunctional approach	The Focus Area Strategic Plan will supersede and be built on the foundation of the existing AAP “Five-Year Plan”. It will be organized around the four AAP dimensions of the AGD Policy and will specify what UNHCR will do more of, less of and differently between now and 2030 to achieve accountability to affected people across all operations. Leadership and culture, innovation and the inclusive use of technology are considered amongst the internal enablers of the plan, as well as investment in skilled human resources to	End 2024 complete the AAP focus area plan	Started	

			<p>support AAP.</p> <p>The plan will be accompanied by an internal roadmap, a tool for taking forward the enablers, unpicking institutional bottlenecks/barriers (including those identified by the AGD Evaluation), and setting out actions for their resolution.</p>			
2	Continue to invest in feedback and response mechanisms (at agency and interagency level) including by using innovative technologies that can facilitate two-way communication, agile contacts, and a timely and meaningful response	Regional Bureaux and Country Operations with the support of DIP, GDS, Innovation Service, DIST, DER, Principal Advisor on PSEA and DSPR	<ol style="list-style-type: none"> 1. Document evidence on use of feedback data from operations for learning and programme adaptation 2. Finalize and socialize the IASC Standards for collective community feedback management internally among UNHCR staff at regional and country level 3. Roll-out of the UNHCR Digital Gateway, which allows forcibly displaced and stateless people to engage more effectively with UNHCR through their preferred and trusted digital channels. 4. Socialize and implement the IASC Inter-agency SEA Referral Procedures, developed as part of the revision of the IASC inter-agency Community-Based Complaints Mechanism (IA-CBCM) approach. 	<ol style="list-style-type: none"> 1. Continuous 2. September 2024 (already piloted in selected operations) 3. Roll-out of Minimum Viable Product through pilot countries by 2025, with roll-out to additional operations after pilots are completed. Post-pilot roll-out will be on a needs basis and based on available resources. 4. Ongoing 	<ol style="list-style-type: none"> 1. Ongoing 2. Started 3. In progress 4. Ongoing 	
3	Invest in enhancing accessibility to information for forcibly displaced persons	Country Operations and Regional Bureaux, with the support of DIP, Innovation, DER, DRS, GDS	<ol style="list-style-type: none"> 1. Continue to roll out information and communication needs assessments (stand-alone or integrated in other surveys/assessments, including inter-agency/inter-cluster) across all responses to inform most appropriate and inclusive channels to communicate with displaced and stateless persons and address the information needs they 	<ol style="list-style-type: none"> 1. Recurrent <p>Already integrated in key surveys such as the RMS, PDM for cash assistance and protection monitoring</p>		

			<p>consider relevant.</p> <p>2. Continue to improve accessibility of UNHCR's Help sites through simplification of language used on where and how to access services, and by using preferred languages, accessible and diversified formats (including audio, video, etc. in consultation communities).</p> <p>3. Organize webinars to emphasize the role of regional bureaux and country offices in implementing information and communication needs assessments and to improve the accessibility of UNHCR's Help sites</p>	<p>2. Ongoing</p> <p>Guidance already developed on simplification of UNHCR's online content to ensure messages are understood easily by various categories of displaced and stateless persons.</p> <p>3. December 2024</p>		
RECOMMENDATION 5:		Apply an intersectional lens in the disaggregated analysis and use of data and evidence to promote strategic, evidence-informed programme design, implementation and advocacy.				
Management response:		<input checked="" type="checkbox"/> Agree Partially agree Disagree				
Reasons (if partially agree or disagree):		<i>[add only if partially agree or disagree was selected]</i>				
Unit or function responsible:		DSPR and GDS in coordination with other Divisions and Bureaux				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Strengthen the use of AGD disaggregated data in UNHCR's results indicators in COMPASS at country and global level to inform programming, decision making and external	DSPR with indicator custodians and DER and actions by Regional Bureaux and Operations	1. Strengthen AGD-disaggregated data collection, analysis, use, and reporting against core indicators, starting with selected Outcome Areas and progressively expanding. The priority Outcome Areas selected will balance protection benefits as compared to the time and resource commitments required to strengthen AGD	1. December 2025: Indicator-rebuild in COMPASS is on-going. Operations will be able to use it from 2025 onwards.		

	reporting		disaggregation. 2. Encourage operations to provide AGD disaggregated data in COMPASS 3. Prioritise a selected number of core indicators for AGD disaggregation and organise dedicated training sessions with indicator custodians 4. Identify how to showcase disaggregated results data in the next Global Report	2. Ongoing (DSPR with actions required by Operations and Regional Bureaux) 3. March 2025 (DSPR with indicator custodians) 4. March 2025 (DER and DSPR)		
2	Strengthen the capacity of staff to collect, analyse and use AGD disaggregated data (population statistics, indicator) and make use of the organisational markers in COMPASS	GDS and DSPR with the support of DIP and in cooperation with other Divisions, entities and Regional Bureaux	Enhance data literacy learning opportunities for Programme, Protection and IM staff to ensure 1) data is not only collected but also strategically used; 2) more sophisticated analysis particularly on intersectionality is systematically done – through periodical refresher sessions/webinars (e.g. on the use of proGres and other IMS relevant to the organization). Leverage the new Data Academy for this purpose. Where feasible, work with governments to improve their data collection in line with an AGD approach.	Recurrent Some webinars on Organisational Markers and promising practices have already been organised in May-June 2024	Ongoing	
3	Socialize use of the AGD disaggregation function in Orion	GDS	Further socialisation of the Orion tool will facilitate and encourage Operations to improve analysis and reporting	AGD disaggregated function in Orion is already completed, with ongoing socialisation (broadcast, videos led by GDS)	Completed	Broadcast sent 7 March 2024, along with a new-features launch video
4	Invest in system enhancement (i.e. proGres) to improve the system for collection and	GDS (PRIMES) and DIP	1. Prioritisation of actions in proGres that improve the safe collection of AGD data from the registered individuals, with due consideration for protection principles.	Work on Disability is completed (inclusion of Washington Questions) a. Technical guidance for	Work on disability is completed. a. Technical	

	recording of AGD-related data		<p>In addition to the work on Disability (Washington Group Questions), there are two parts to the work on SOGIESC:</p> <p>a) Action to improve proGres to make it more fit for purpose to capture SOGIESC data in a protection-sensitive way.</p> <p>b) Action to provide guidance on how to collect SOGIESC data in progress: interim guidance is being developed on how and when to collect SOGIESC data in proGres</p> <p>2.Align COMPASS and proGres disaggregation criteria, ensuring comparability of AGD datasets.</p>	<p>SOGIESC recording in proGres</p> <p>b.Alignment of proGres with new features that support safe and accurate recording of SOGIESC data.</p>	<p>guidance released in July 2024. Dissemination started.</p> <p>b.Work on aligning proGres to start.</p>	
5	Reinforce the capacity of UNHCR Gender Focal Points on gender and power analysis to better inform strategy and programming	DIP gender equality and GBV teams, in collaboration with Regional Bureaux	Build on existing tools (e.g. UNHCR Gender Equality Toolkit) to develop guidance and training on gender and power analysis to inform gender equality and GBV prevention planning and programming	End of 2024		
RECOMMENDATION 6:		Ensure a more effective & coherent response to the needs of the people with & for whom UNHCR works by continuing to invest in & strengthen partnerships around AGD policy commitments with external actors at national, regional & global levels				
Management response:		<u>Agree</u> Partially agree Disagree				
Reasons (if partially agree or disagree):						

Unit or function responsible:		DER, in coordination with DSPR and DIP				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Organize thematic consultations on AGD-related areas (e.g. NGO consultations on Gender Equality), or NGO Awards for AGD-related interventions	DER, in cooperation with DIP and other Divisions	Already started in 2024 with NGO consultations focused on gender equality, and NGO Award focussed on Disability.	Recurrent		
2	Maintain, and where feasible increase local partnerships, including capacity sharing through ongoing training and technical support, flexible funding, inclusion in coordination mechanisms	Country Operations, Regional Bureaux, DSPR, DER	Localisation is part of the strategy of UNHCR operations. Improvements to process and systems have been made to support stronger partnerships with local actors. Capacity sharing with local partners is key	Continuous		
3	UNHCR to continue to invest in coordination and partnership with UN agencies, INGOs and NGOs engaged in advancing critical components of the AGD Policy core actions	DER and DIP	<ol style="list-style-type: none"> 1. Maintain UNHCR membership of selected pooled fund mechanisms, where applicable 2. Update UNHCR LoU with UN Women with expanded opportunities for strengthening UNHCR capacity in gender analysis and programming 3. continue UNHCR partnership with the International Disability Alliance to mobilise the commitment of national and local organisations to include forcibly displaced persons with disabilities in their efforts 	<ol style="list-style-type: none"> 1. Since 2024 UNHCR is the Chair of the WPHF Board and an active member of the UN trust Fund to end Violence Against Women 2. End 2025 3. 2025 4. Ongoing 	<ol style="list-style-type: none"> 1. Ongoing 2. Partnership ongoing; update in 2025 3. Partnership ongoing; update in 2025 	

			<p>4. Reinforce investment in working with organisations promoting protection and solutions for LGBTIQ+ displaced and stateless persons</p> <p>5. Continue to promote and develop the UNHCR-ICVA Interagency PSEA Community Outreach and Communication Fund. The Fund applies an AGD perspective and promotes the localization agenda by empowering community-led efforts to raise awareness on where to safely report allegations of sexual abuse and exploitation.</p> <p>6. Build on partnerships with UNICEF and UN Women to support joint analysis and programming where relevant and feasible</p>	<p>5. Ongoing</p> <p>6. Ongoing</p>	<p>4. Ongoing</p> <p>5. Ongoing</p> <p>6. Ongoing</p>	
RECOMMENDATION 7:		Build on lessons learnt and on the results of the implementation of these recommendations to inform future revisions of an adequately resourced AGD policy.				
Management response:		<input checked="" type="checkbox"/> Agree Partially agree Disagree				
Reasons (if partially agree or disagree):						
Unit or function responsible:		Senior Executive Team in collaboration with DIP, DRS, DER and DSPR				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Organise an annual senior-level briefing to monitor progress on the implementation of the recommendations of this Evaluation	AHC-P and AHC-O	Organize annual briefing as of 2024 to focus on identifying progress and course-correction actions	Annually		

2	During 2026, consider the need for a review of the AGD Policy	DIP in cooperation with other Divisions, Entities and Regional Bureaux	Based on the implementation of the recommendations of the AGD Longitudinal Evaluation, organize a senior level discussion to assess the review of the AGD Policy	By end 2026		
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