

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:	
Coordinator of Management Response:	Bernadette Castel-Hollingsworth, Deputy Director, Field Protection Service, Division of International Protection, UNHCR Geneva, Headquarters
Management Response approved by (<i>senior manager in commissioning office</i>):	Ruven Menikdiwela, Assistant High Commissioner for Protection, UNHCR Geneva, Headquarters
Date:	Year 1 Update (March 2025)

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>
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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 Year 1 (March 2025)	
					Status	Comments year 1
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	Action 2: Video recording here (DIP Folder) Video and Transcript here (Rayan Deeb's personal file)
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	1. Completed (Annual report) 2. Completed (Annual)	Action 1: 2023 AGD report was published in Oct 2024 and shared with selected donors. Action 2: - All staff broadcast was sent jointly by AHC-P and AHC-O in October 2024 to share the AGD report. - Additional broadcast messages related to AGD themes were sent for the IDERD , IDAHOBIT , 16 days of Activism , IWD , and

				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)	3. Completed (Ongoing efforts)	<p>IDPD and the same is foreseen for the year 2025.</p> <p>Action 3:</p> <ul style="list-style-type: none"> - AGD e-learning is a mandatory course for all WEMs (including specialised calls for the registration and IM rosters). - AGD content was integrated in the Programming for Protection (P4P) 2024 curricula. - Emphasis on AGD approaches is regularly part of the DIP Director's briefing to new Representatives and Deputies - Discussion on mandatory AGD training to fulfil GEAP requirements ongoing
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	<p>1. Organize annual briefings for the SET. These will be organized and chaired on a rotational basis by HQ Divisions and Regional Bureaux Directors.</p> <p>2. Conduct annual sensitization/discussion on AGD for the multifunctional team at country operation level</p>	<p>1. Last Quarter of the year (after publication of the AGD report) on an annual basis starting from 2024</p> <p>2. Annual session organized by senior management with multi-functional team at country level</p>	Pending	
4	Senior leadership (SET members) to share an update on the implementation of the AGD Policy with all	HC, AHC-P, AHC-O, and DHC with the support of DIP, DRS and DSPR	<p>Disseminate periodic key messages on AGD highlights, achievements, and impact</p> <p>Senior leadership to promote AGD Policy and principles among the broader</p>	By October on an annual basis	Completed (ongoing efforts)	<ul style="list-style-type: none"> - Refer to all staff Broadcast messages above - AGD Report was made available ahead of ExCom, and AGD issues addressed in AHC-P

	personnel as well as external stakeholders (i.e. ExCom, donors, etc)		workforce with a view to increase familiarity and securing buy-in Share highlights from the AGD Accountability Report during ExCom			and DIP Director speeches and in bilateral meetings upon request (e.g. Finland) - AGD report shared with donors (DRRM)
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	1. Develop a dedicated guide, as part of the Programme Handbook, to facilitate the systematic consideration of AGD in the programming cycle	1. Completed	1.The Guidance on Promoting AGD in COMPASS has been completed. It has been embedded into the Programme Handbook under relevant sections.	Action 1: - AGD guidance in COMPASS has been reviewed and updated AGD content has been integrated into the Programme Handbook. - DSPR will integrate AGD content in Programming learning programmes)
		2. DSPR in coordination with other Divisions	2. Provide a guide on prioritization using an AGD lens and on engaging communities across all phases of the Operations Programme Cycle, beyond Participatory Assessments.	2. TBC	2.Pending	

			3. Further strengthen AGD approaches in programming in the current light revision of the Programme Handbook	3. End 2024	3.Completed	Action 3: In addition to the AGD Guidance, already prepared at the start of 2024, DIP provided a new set of inputs for further integrating and expanding AGD and AAP in the various chapters of the new version of the Program Handbook.
			4. Organize webinars for multi-functional teams on AGD programming features, including functions in COMPASS (e.g. recent webinars on the markers)	4. Recurrent	4.Completed (ongoing efforts)	Action 4: In 2024, webinars have been organized by DSPR on the use of organizational markers.
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	1. August 2024 with roll-out in second half of 2024 and revision (as needed) in 2025	1. Completed	Action 1: The new PA toolkit was released in September 2024 through a broadcast message and a dedicated SharePoint. The toolkit has been translated in French and Spanish upon request from the operations. It has been rolled out through regional sessions.
			2. Apply AI solutions to participatory assessments	2. End 2024	2. Ongoing	Action 2: AI solutions have been tested and discussion on the possibility to move to production is ongoing for 2025
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 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 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 Divisions and entities	Report on impact of UNHCR work on diverse AGD groups (e.g. impact of CBI for women, impact of shelter interventions on persons with disabilities or indigenous people, etc.)	Recurrent	Completed (ongoing efforts)	<p>- The Global Report 2023 Global Focus and AGD Report 2023 included data on impact of UNHCR work on diverse AGD groups, included through dedicated spotlights. The AGD report utilised contributions from all Regional Bureaux and operations.</p> <p>Improved AGD data in RRP and CORE (emergency situations) and ongoing discussion (GDS/DIP) on how to further improve UNHCR Global Trends Statistics</p>
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.	Recurrent, on an annual basis or as needed	Completed	<p>The Policy Monitoring Tool (PMT) was launched in February 2024. To facilitate its roll-out, DIP provided detailed briefings to six Regional Bureaux, including senior protection personnel and managers from operations in each region, reaching out to 241 colleagues. A user note and a FAQ have been produced and made available to colleagues. The PMT does not include a separate module on the AGD Policy but AGD requirements from the Policy and beyond are integrated within the various modules in the tool. While the use of the tool is not mandatory, 36 submissions have been made by end of March 2025. A dashboard to visualise the results is in the process of being</p>

						updated and will be made available to all offices.
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	<u>Recurrent.</u> September 2024 and on an annual basis	Completed (annual)	The 2023 AGD report was published in Oct 2024 and integrated key indicators that illustrate achievements against the policy's core actions. DRRM shared the report with major donors.
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.	Recurrent (organize webinars open to all staff on a yearly basis)	Completed	<ul style="list-style-type: none"> - Webinars organised in Q3-Q4 2024 to share promising practices on various aspects of AGD, by various teams in DIP (CBP, Gender, Child Protection). - UNHCR via DIP continued to issue a confidential periodical note on its work on LGBTIQ+ disseminated to likeminded donors. - DIP continued to issue the periodical Background Note on Gender Equality, Nationality Laws and Statelessness - DIP and DRS/CBI issued the <i>Working Document Increasing Opportunities for Women to be Cash Recipients on Behalf of the Household</i> and worked on approaches to enhance aspects of gender equality in cash programming. Workstream to continue in 2025. - A dedicated AGD Intranet page was developed with resources on AGD (so far included in other thematic pages) in Q1 2025.

5	Review the Annual Result Reports for the AGD dimensions including the use of AGD disaggregated indicator data.	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	Pending	
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	Pending	
RECOMMENDATION 4:		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	End 2024 complete the AAP focus area plan	In progress	Focus Area Strategic Plan is in progress. Outstanding elements include: <ul style="list-style-type: none"> - Finalization of standards and benchmarks (Q1 2025) - Develop the roadmap as an internal annex of the Plan (Q1 2025)

			<p>technology are considered amongst the internal enablers of the plan, as well as investment in skilled human resources to 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>			<p>- Consultations with the Refugee Advisory Board and partners (Q1 2025)</p> <p>- Articulation of the narrative: Q1 2025 (first draft completed)</p> <p>Completion/Set Endorsement: Q2</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	<p>1. Document evidence on use of feedback data from operations for learning and programme adaptation</p> <p>2. Finalize and socialize the IASC Standards for collective community feedback management internally among UNHCR staff at regional and country level</p>	<p>1. Continuous</p> <p>2. September 2024 (already piloted in selected operations)</p>	<p>1. Ongoing</p> <p>2. Finalized</p>	<p>Action 1:</p> <ul style="list-style-type: none"> - The AGD accountability report published in October 2023 outlines progress against the core actions identified in the AGD policy, including AAP. - In Q1 2025, a Global Digital AAP Survey was carried out. - An evaluation of call/contact centres in the MENA region has been completed. <p>Action 2: DIP organized sessions with RBs, HQ divisions and COs to socialize the new IASC standards for collective feedback, endorsed by the OPAG in November 2024, and agree on way forward in contextualizing the same for UNHCR. The standards have been used to adapt UNHCR internal guidance and taxonomy for feedback.</p>

			<p>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.</p> <p>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.</p>	<p>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.</p> <p>4. Ongoing</p>	<p>3. In progress</p> <p>4. Completed</p>	<p>Action 3: Early iterations of the Digital Gateway were piloted in Indonesia and Egypt, as well as self-onboarding portals in Colombia, Costa Rica, Ecuador, and Guatemala under the US-funded Safe Mobility Offices (SMO) initiative. Roll-out of the MVP is planned in 6 identified countries in 2025 in sequence (Iraq, India, Rwanda, Brazil, Malawi, Cameroon).</p> <p>Action 4: IASC referral procedures were shared with relevant staff including with RB PSEA focal points. Similarly, the procedures are referenced and integrated in the UNHCR PSEA SOP template and e-learning for PSEA focal points.</p>
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	<p>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 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</p>	<p>1. Recurrent Already integrated in key surveys such as the RMS, PDM for cash assistance and protection monitoring</p> <p>2. Ongoing Guidance already developed on simplification of UNHCR's online</p>	<p>1. In progress</p> <p>2. In Progress</p>	<p>Action 1: Information and communication needs assessments continue to be rolled out. The Global digital AAP survey (2025) indicates that 89% of operations have consulted forcibly displaced and stateless people about information and communication needs as a stand-alone or part of broader needs assessments. A revision of the Information and Communications Needs Assessment Tool has also been undertaken and will be rolled out in 2025.</p>

			<p>diversified formats (including audio, video, etc. in consultation communities).</p>	<p>content to ensure messages are understood easily by various categories of displaced and stateless persons.</p>		<p>Action 2: Help websites are being redesigned for improved adaptation to mobile-first and accessible content display. Localized user testing was conducted in 2024 in Costa Rica, Ecuador, Rwanda and South Africa to inform the outcome. In addition, UNHCR has continued to invest in enhancing accessibility to information for forcibly displaced persons on digital channels through the continued roll-out of UNHCR's two-way WhatsApp solution following extensive data protection and privacy assessments. UNHCR has also conducted a thorough review of alternative Instant Messaging solutions to better understand how to safely roll-out forcibly displaced and stateless persons' preferred and trusted digital channels.</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>3. December 2024</p>	<p>3.In progress</p>	<p>Action 3: Webinars held with operations, RB and HQ entities – including a presentation on the Information and communications needs assessment tool review. Guidance continues to be developed and socialized with operations to ensure UNHCR's online content and messages are understood easily by diverse groups of forcibly displaced and</p>

						stateless persons (based on assessed information and communication needs as detailed above).
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 reporting	DSPR with indicator custodians and DER and actions by Regional Bureaux and Operations	<ol style="list-style-type: none"> 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 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 	<ol style="list-style-type: none"> 1. December 2025: Indicator-rebuild in COMPASS is on-going. Operations will be able to use it from 2025 onwards. 2. Ongoing (DSPR with actions required by Operations and Regional Bureaux) 3. March 2025 (DSPR with indicator custodians) 4. March 2025 (DER and DSPR) 	Pending	

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	<ul style="list-style-type: none"> - Broadcast message sent on 7 March 2024, along with a launch video on new features. - Several sensitisation sessions on Orion for DI staff organised by DIP with GDS throughout the year.
4	Invest in system enhancement (i.e. proGres) to improve the system for collection and recording of AGD-related data	GDS (PRIMES) and DIP	<p>1. Prioritisation of actions in proGres that improve the safe collection of AGD data from the registered individuals, with due consideration for protection principles. 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:</p>	<p>1. Work on Disability is completed (inclusion of Washington Questions)</p> <p>a. Alignment of proGres with new features that support safe and accurate recording of SOGIESC data.</p> <p>b. Technical guidance for</p>	<p>1. Work on disability is completed.</p> <p>a. Started</p>	<p>Action 1:</p> <ul style="list-style-type: none"> - Work on disability is completed. - Work on SOGIESC: <p>a. Changes in proGres to be completed in Q2 2025</p> <p>b. Technical guidance provisionally released in July</p>

			<p>interim guidance is being developed on how and when to collect SOGIESC data in progress.</p> <p>2. Align COMPASS and proGres disaggregation criteria, ensuring comparability of AGD datasets.</p>	SOGIESC recording in proGres	<p>b. Completed (to be further revised)</p> <p>Action 2: Pending</p>	<p>2024. Dissemination carried out through webinars. Further update of the Guidance based on changes in progress foreseen for Q2.</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	Completed	<ul style="list-style-type: none"> - Practical Guide and Tool on Gender and Power Analysis finalised in Q1 2025. - 130 Gender Equality and GBV focal points from operations sensitised on gender and Power Analysis in Q4 2024. Further sensitisation done in Q1 on the finalised tool.
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		Progress	

				Expected completion date	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	Completed (recurrent)	<p>NGO consultations in 2024 with focus on gender equality</p> <p>NGO awards 2024 dedicated to disability inclusion</p>
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	Completed (recurrent)	<ul style="list-style-type: none"> - Joint efforts led by DSPR with DIP on revising and simplifying the modalities of UNHCR “Small Grant”; further socialization with Operations and Bureaux (webinars in November 2024); update of communication material on “Small Grants” - DIP-DER led UNHCR Task Team on Meaningful Participation is finalising two Issue Briefs on (a) <i>Working with Organizations led by Displaced and Stateless Persons</i> and on (b) <i>Engaging with and Working with Women Led Organisations</i> to sensitise UNHCR staff and operations. - In Q2 and Q4 of 2024, DIP conducted a series of sessions/ webinars with Regional Bureaux and operations on engaging with organizations led by forcibly displaced and stateless women, including presentations by the UN

						<p>Women Peace and Humanitarian Fund (WPHF).</p> <ul style="list-style-type: none"> - 40 WLOs led by forcibly displaced women trained on digital livelihoods, digital safety, digital skills, and project management in Nov-Dec 2024 through the DIP/Innovation “Digital Bootcamp”.
3	<p>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</p>	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. 4. Reinforce investment in working with organisations promoting protection and solutions for LGBTIQ+ displaced and stateless persons. 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 	<ol style="list-style-type: none"> 1. Since 2024 UNHCR is the Chair of the UN WPHF Board and an active member of the UN trust Fund to end Violence Against Women 2. End 2025 3. 2025 4. Ongoing 5. Ongoing 	<ol style="list-style-type: none"> 1. Completed 2. Completed. Partnership ongoing 	<p>Action 1:</p> <ul style="list-style-type: none"> - UNHCR, through DIP, chairs the Funding Board of the WPHF allocating funds to WLOs, including those led by forcibly displaced women. According to WPHF data (July 2024), 24% of funded organisation were WLO led by forcibly displaced persons. - Modalities under finalisation (DIP/DRRM/DSPR/WPHF) for a UNHCR-WPHF Pilot Grant for unregistered grass-root organizations led by forcibly displaced women. After sensitization session with operations (August 2024) Malawi, DRC, Mali, CAR, and Uganda have signalled their interest to roll-out the pilot funding workstream in 2025. <p>Action 2: Meeting between UN Women DED and UNHCR AHC-P held in Q4 2024, where the MOU revision was discussed and later put on hold given the UN80</p>

			<p>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>	6. Ongoing	<p>3. Completed. Different partnership pursued on disability inclusion</p> <p>4. Completed (ongoing efforts)</p>	<p>Initiative of the UN SG on the reconfirmation of UN mandates.</p> <p>Action 3: Instead of pursuing its partnership with the IDA, DIP provided technical support to an emerging Global Network of Refugees with Disabilities, to be formally established in 2025, through a Grant Agreement.</p> <p>Action 4:</p> <ul style="list-style-type: none"> - UNHCR is an active member of the Advisory Board for TRANSFORM, an IRC led project to develop tools to systematically embed diverse SOGIESC considerations in humanitarian response. [IRC was compelled to terminate the project after the US freeze] - UNHCR and Rainbow Railroad signed an Exchange of Letters in 2024 to enhance coordination at global and field levels (exchange of information on country situations, referral and coordination on SOGIESC-sensitive cases, participation in global events and in other initiatives related to LGBTIQ+ in situations of forced displacement). - Exchange of letters UNHCR/ Rainbow Railroad and UNHCR/ Immigration Equality on data sharing arrangements for cases
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					<p>5. Completed (ongoing efforts)</p>	<p>under resettlement consideration by both entities.</p> <ul style="list-style-type: none"> - Aspects related to SOCIESC embedded in the Gender Equality theme of the 2024 UNHCR Global Consultations with NGOs (June) and in the 2024 Consultations on Resettlement & Complementary Pathways (CRCP) (June 2024) <p>Action 5: The Fund ran its fifth round in 2024. Small-scale grants were provided to 9 local organizations working on community-led efforts to strengthen communications and engagement on around SEA sensitization. Projects funded under this initiative specifically target groups at heightened risk of SEA such as women and girls with disabilities, sexual orientation and gender identity diverse individuals, and geographically isolated communities. The Fund has become a key inter-agency project supporting the localization agenda and has so far supported 65 projects in 39 countries, reaching over 2 million people with awareness raising activities. It has been extended for implementation into 2025.</p>
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					6. Completed	Action 6: DIP contributed to a Comparative Analysis Report feeding into the Evaluation of the UNICEF Gender Policy and Gender Action Plan (September 2024)
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	Pending	
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	Pending	