

UNHCR Evaluation Management Response – YEAR 1+ 2 FOLLOW-UP REPORT	
Evaluation title:	Evaluation of UNHCR's Repatriation Programmes and Activities 2015 - 2021
UNHCR evaluation reference:	ES/2022/04
Entity that commissioned the evaluation:	Evaluation Office (Geneva)
Due Date for Management Response:	31 July 2022
Date Management Response Completed:	21 November 2022
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Date of Year 1 Report Submission	21 December 2023
Date of Year 2 Report Submission	2025

General comments on the evaluation:	<p>The evaluation of UNHCR's Repatriation Programmes and Activities (2015-2021) has been useful in identifying existing gaps, areas that need improvement and in providing clear recommendations. These recommendations will be useful to guide the forthcoming update of relevant policies and key operational guidance, in particular the 1996 Voluntary Repatriation Handbook and the 2004 Handbook for Repatriation and Reintegration Activities as well as the 2008 Policy Framework and Implementation Strategy: UNHCR's Role in Support of the Return & Reintegration of Displaced Population. A small reference group will be established to ensure that the recommendations of the evaluation are followed up on. Meeting of the reference group will take place at least once per year. As six recommendations require actions from RB level, the reference group should ideally comprise members from both HQ divisions and RBs.</p> <p>Furthermore, the evaluation findings and recommendations provide a useful momentum around ongoing work at regional level, regarding returns monitoring and efforts set in place to better understand returnee profiles, perceptions, and intentions, among other.</p>
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RECOMMENDATION 1:		<p>Attenuate the operational bias placed on return and reintegration by the formal statement, conveyed in UNHCR policy, that this solution is the most preferable for refugees, and place greater emphasis on contextual realities, returnee needs and the principles of voluntariness, safety, and dignity in assisted returns.</p> <p>Suggested actions:</p> <ul style="list-style-type: none"> Update the Policy Framework and Implementation Strategy on UNHCR's Role in Support of the Return and Reintegration of Displaced Populations (August 2008) to acknowledge the complexity of return and reintegration in different contexts, further clarifying UNHCR's role in supporting different modalities of return, including self-organised returns. Noting the necessity for collective action across multiple actors, enhance conditions for voluntariness in returns by giving refugees more latitude in their use of UNHCR support, and more flexibility in the way they stage their return. In consultation with states and in the respect of their sovereignty, explore possible modalities of support enabling temporary returns and 'circular' movements between countries of asylum and countries of origin to allow refugees to better secure their livelihoods in their countries of origin and to rely on phased return strategies to mitigate risk to themselves and their households. In addition to reporting on numerical targets for the number of voluntary returns through UNHCR's global results framework, consider establishing clearer standards, supported by indicators where possible, for the operationalisation of the principles of voluntariness, safety and dignity in assisted returns, so that these can guide multi-year strategies at regional and operational levels. 						
Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree						
Reasons (if partially agree or disagree):		While acknowledging the complexities around return and reintegration and that return is not a linear process, it is legally and operationally challenging for UNHCR to support temporary returns and 'circular movements' between countries of asylum and countries of origin, as per the second suggested action above.						
Unit or function responsible:		DIP, DRS						
Top-line planned actions		By whom	Comments	Expected completion date	Progress After 1 Year		Progress After 2 Years	
					Status Update	Comments	Status Update	Comments
1	Strengthen the contextual analysis in relation to return and reintegration and	DIP, DRS, RBs	UNHCR recently introduced a new strategic planning and results framework with the COMPASS system. This system will support UNHCR to better plan, budget and monitor the impact of our work,	Dec 22	Completed	Strengthening contextual analysis on return and reintegration has been a core area of focus for UNHCR in	N/A	N/A

	monitoring of returnee needs.		<p>and move to multi-year planning, in collaboration with other UN agencies and host governments. A key component of COMPASS is the Situation Analysis of the condition of people of concern within the broader context.</p> <p>In addition, UNHCR is strengthening its work on protection monitoring in view of improving its understanding of the factors enabling and constraining return as well as the challenges to reintegration. In this regard, colleagues of the East Horn of Africa and Great Lakes bureau have developed a return monitoring toolkit to systematize, harmonize return monitoring initiatives in the region. Project 21 developed by the Bureau of West and Central Africa aims at harmonizing protection data collection and analysis across the region.</p>	June 23	Completed	<p>2023. This has been pursued through the Situation Analysis underpinning country operations' multi-year planning at country level, but also through work done on protection monitoring e.g. Project 21 has continued to support trend analysis across West and Central Africa in 2023 and it will be expanded to CAR and coastal countries impacted by the Sahel crisis in 2024. A regional dashboard is now operational for countries in the East, Horn and the Great Lakes region and under development in the WCA region.</p>		
2	Strengthen how perceptions and intentions surveys are conducted.	DIP, DRS and RBs	<p>UNHCR has put significant efforts in improving and harmonizing its work around refugee perceptions and intentions particularly to ensure a coherent approach at regional level and per situation (e.g., seven surveys on refugees' perceptions and intentions on</p>	Dec 23	In progress	<p>Work is ongoing to strengthen how intentions surveys are conducted both internally but also in collaboration with other protection actors to develop an approach that is</p>	Completed	<p>A harmonized and modernized approach to intentions surveys has been developed and rolled out. This</p>

			return to Syria). However, additional endeavours are needed to understand better the profiles, aspirations and decision-making strategies of returnees and reflect the complexities around return.			rooted in participation of displaced communities in identifying solutions to displacement, reflecting real 'options' when it comes to solutions. In parallel to this, continuous efforts are made to systematize information at regional or situational level.		strengthened methodology aims at understanding the plans of prospective returnees, understand who is more likely to return, and what UNHCR can do and advocate for to create conditions for return in safety and dignity, early on. A dedicated website on UNHCR's work on intentions surveys has also been launched.
3	Operationalisation of the principles of voluntariness, safety, and dignity.	DIP, RBs	The draft updated Operational Guidelines on Voluntary Repatriation contain guidance on returns in adverse circumstances and on UNHCR's possible operational engagement. DIP and RBs will work together to develop additional guidance on benchmarks and redline to operationalise the key principles of voluntariness, safety, and dignity, so that UNHCR engagement in such return movements is tailored to the context.	June 24	Completed	Building on the 2022 updated Operational Guidelines on Volrep, guidance has been provided to operations on UNHCR's operational engagement in situations of return in adverse conditions and vis-à-vis the principle of voluntariness, safety and dignity, in the following return	N/A	N/A

						contexts: Ukraine, Burundi, Venezuela, and Mali/Burkina Faso.		
RECOMMENDATION 2:		<p>Update the 1996 Handbook on Voluntary Repatriation: International Protection and the 2004 Handbook for Repatriation and Reintegration Activities – to reflect contemporary norms and policy orientations conveyed in the GCR and Strategic Directions, and to provide guidance on new approaches and tools.</p> <p>Suggested actions:</p> <ul style="list-style-type: none"> In the new guidance, reflect the recommendations in this report, and address gaps on the following issues: <ol style="list-style-type: none"> reframe voluntary repatriation assistance through the lens of the five core Strategic Directions, and address gaps related to inclusion, empowerment, and solutions (solve); place renewed emphasis on mixed situations and comprehensive solutions, integrated programming, and harmonised/area-based approaches to achieving sustainable reintegration for returnees; address the criticality of supporting refugees who return independently, outside of formal repatriation operations; reconcile notions of durable solutions and cooperation with development and peace actors, and place greater emphasis on UNHCR's ambition to proactively contribute to finding solutions to root causes, as articulated within the Strategic Direction of 'Solve'; update the tools for outreach and information management in support of prospective returnees. Revise the models used to conceptualise reintegration, bearing in mind that the linear conception of transition conveyed by the 4Rs Framework is no longer widely held and that advances in area-based programming warrant the updating of best practice in this area. 						
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:		Assistant High Commissioner for Protection and Operations in collaboration with DIP and DRS						
Top line planned actions		By whom	Comments	Expected completion date	Progress After 1 Year		Progress After 2 Years	
					Status Update	Comments	Status Update	Comments
1	Update and revise the 1996 Voluntary Repatriation Handbook.	DIP	Draft of revised Operational Guidelines on Voluntary Repatriation, superseding the 1996 Handbook, is in its final	Oct 2022 & June 2024	In progress	The VolRep OG has been internally and provisionally released in		DIP has updated and revised the 1996 Voluntary Repatriation

			stages. As a first step, the guidance will be provisionally and internally released before the end of 2022. It will subsequently be complemented based on the recommendations of the evaluation and consultations with operations and RBs by June 2024.			November 2022 and some chapters are currently being reviewed on the basis of the evaluation's recommendations and of ongoing practices in operations. This process is aligned with the Handbook on (Re)integration the update of which started in 2023.	Completed	Handbook. In addition. UNHCR's Executive Committee of Conclusion No 117(LXXV) on Durable Solutions and Complementary Pathways, was adopted in 2024 and reaffirms key principles of voluntary repatriation and recognizes the importance of meaningful participation of refugees and host communities to realize durable solutions.
2	Update and revise the 2004 Handbook on Return and Reintegration and 2008 Policy Framework and Implementation Strategy.	DRS	DRS started the recruitment of a consultant who will revise and update the 2004 Handbook on Return and Reintegration and other relevant policy document.	Jan/Feb 2024	In progress	Work around updating this Handbook (that will be issued as (Re)integration Operational Guidelines) has started and an advanced draft is being revised. An established field and HQ reference group reviewed the first	Ongoing	The updated guidelines are in the final phases of revision to ensure alignment with: -the recently launched Focus Area Strategic Plan for Protection and Solutions for Internally

						<p>draft. This process is, aligned with the VolRep OG. It is intended to be pragmatic & operational. In the next iteration of the (Re)integration operational guidelines, focus is being placed on mixed return situations (refugee and IDP returns), integrated programming, and harmonized approaches including in the context of area-based programming, effective coordination, partnership (especially with development actors) and government leadership, ownership and accountability.</p>		<p>Displaced People (2024-2030) given we need to bring the IDP dimensions, taking into account mixed contexts in countries of origin; -the sustainable response approach; -the recently released Refugee Coordination Model Guidance which includes a component on return coordination.</p>
<p>RECOMMENDATION 3:</p>		<p>In the design of return and reintegration support interventions, place heavier emphasis on needs assessment and analysis. In particular, ensure that the needs and vulnerabilities of refugees who return independently, outside of formal repatriation operations, are accurately captured and reflected in assessments and programme design.</p> <p>Suggested actions:</p> <ul style="list-style-type: none"> • Adopt a more evidence-based approach that captures and addresses key elements of the operating context, including self-organised returns. Develop internal communication material (aligned to the five core Strategic Directions) to support this vision 						

		<p>and reference the GCR's mention of the need to support refugees who return independently, outside of formal repatriation support operations.</p> <ul style="list-style-type: none"> • In countries of asylum, dedicate resources and devise modalities for better outreach and engagement activities aimed at refugees who are considering return, including those planning to return by their own means, in view of assessing their needs and circumstances more accurately. • In countries of origin, scale up protection monitoring in border areas and known areas of return. Establish support hubs which returnees, including those who have returned by their own means, can approach for advice and legal and non-legal assistance. Use these hubs to collect first-hand evidence from returnees on the circumstances of their return. • At HQ and Regional Bureau level, establish repositories of knowledge and best practice on returns and reintegration, to be fed into by COs involved in assisted returns. • Increase inclusion of refugee-led organisations within the discussion. 						
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:		DIP, DRS and RBs						
Top line planned actions		By whom	Comments	Expected completion date	Progress After 1 Year		Progress After 2 Years	
					Status Update	Comments		
1	Strengthen protection monitoring activities in countries of origin.	RBs and DIP	As mentioned under recommendation 1, UNHCR is strengthening its work on protection monitoring and protection analysis also in the context of return. Significant work to systematize, harmonize information and analysis has been done, for example, by the regional bureau for East and Horn of Africa and the Great Lakes. Data gathering and protection analysis	Ongoing June 23	Completed (but remains a continuous effort)	As per comments made under recommendation 1, this has been pursued and will remain an area requiring continuous efforts e.g. under the Protection Cluster in Ukraine, a community level protection	N/A	N/A

			specifically includes spontaneous returns and their challenges in repatriation. The possibility of scaling up protection monitoring will depend on availability of resources. In many operations, community centers serve already as information hubs where returnees receive information on the availability of services and assistance, sometimes directly by local authorities. In other operations, call centers, hotlines are in place and accessible to returnees.			monitoring tool at settlement level has been deployed since 2022, including a module on displacement and return to identify key trends as well as issues related to impact of returns and social cohesion. Return monitoring is ongoing in Burundi , Somalia and efforts are ongoing to improve the analysis on returns to South Sudan also through UNHCR Forced Displacement Survey . In WCA, Project 21 data feeds into the analysis of the protection situation in return areas and return trends. Scale up of protection monitoring remains conditional upon sufficient financial and resource allocation.		
2	Stock taking and lessons learnt on support to spontaneous returns.	DIP and DRS	DIP and DRS will take stock and analyse lessons learnt in relation to support to spontaneous returns in view of developing guidance on areas of support to refugees who	June 23	In progress. Moved to 2024	This area of work is being addressed through the revision of the two operational	Completed	An internal stock taking has been done looking at UNHCR's engagement in

		<ul style="list-style-type: none">• In countries of asylum, encourage UNHCR staff to adhere more consistently to existing UNHCR guidance on the participation of refugees – including women – in consultations surrounding the modalities for their return (1996 Handbook on Voluntary Repatriation, pp. 14, 16, 19, 30).• To support and complement outreach activities aimed at refugees who are considering return, design templates for accountability mechanisms that span both prospective and actual returnees and give them a voice in the design and conduct of repatriation support interventions.						
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:		DIP in close collaboration with the Protection Pillar at regional bureau level						
Top line planned actions		By whom	Comments	Expected completion date	Progress After 1 Year		Progress After 2 Years	
					Status Update	Comments		
1	Make refugee participation in repatriation planning and programming more meaningful.	DIP and RBs	UNHCR is finalizing a toolkit on applying participatory methodologies across the programming phases. RBs and DIP will support the country operations in operationalizing this in the context of repatriation.	Dec 2022 and ongoing efforts in 2023	In progress	This is an area of focus for UNHCR beyond return and repatriation. Over the past year, emphasis has been put on strengthening intentions surveys. UNHCR is also working on the toolkit on applying participatory methodologies which should be finalized in Q4 of 2024.	Completed (ongoing efforts)	UNHCR has finalized a toolkit on participatory assessments and updated its Programme Handbook in 2024, with specific emphasis on applying participatory approaches across program phases.
2	Review how “Go and See” and “Come and	RBs, with DIP and DRS	Mostly due to Covid-19, these visits have been suspended. UNHCR will assess how these	July 23	Moved to 2024	Generally (i.e. In WCA region, and to Burundi), go and	Completed	A guidance on Go and See visits has been

		<ul style="list-style-type: none"> • Explore the possibility of mainstreaming modalities of reintegration support that are not geographically confined, such as mobile cash and online vocational training. • In designing needs- and context-appropriate interventions – which will also inform local development priorities – draw on repositories of knowledge held by local actors. Ideally, a repository of localised knowledge should be recorded and maintained at the level of the operation and regional bureaux. 						
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:		RBs with support from DRS and DIP						
Top line planned actions		By whom	Comments	Expected completion date	Progress After 1 Year		Progress After 2 Years	
					Status Update	Comments	Status Update	Comments
1	Strengthen a return and reintegration continuum between CoA and CoO	RBs with DIP and DRS with the support from GDS and DIMAs	RBs, with support from DIP and DRS, will continue to strengthen, where needed, collaboration and coordination activities between operations in CoA and CoO from an earlier stage in view of supporting identification and addressing information needs, reintegration and protection challenges upon return and sharing of data to inform future returns. In the context of monitoring the implementation of the Comprehensive Solutions Strategy of Ivorian refugees, for instance, task force meetings are organized on a regular basis with all CoAs and CoO involved. Country operations may identify	Ongoing	In progress	Revision of the two guidance documents (VolRep and Reintegration) is being approached together and not in silo. Unpacking the concept of 'solutions from the start' will support preparing the ground for solutions at an earlier stage. In 2024, the RB for Europe foresees developing a job-matching platform inside Ukraine, benefiting	Completed (ongoing efforts)	Several efforts have been undertaken to support creating conditions for return from an early stage. This in particular includes understanding civil documentation and housing, land and property challenges from the moment refugees approach

			prospective returnees who are willing to maintain contact post-return to gather evidence and insights on obstacles and opportunities in reintegration.			returnees, IDPs and conflict-affected persons alike, in line with refugee employment platforms being set up in Ukraine-neighbouring countries. RB WCA facilitates regular cross border coordination meetings between the operations in COO and COA to facilitate exchanges on modalities of engagement, context analysis, and monitoring of protection guarantees in the process.		UNHCR, but also ensuring that the situation of refugees with specific needs is adequately addressed in return areas, through cross border coordination between specialized protection actors in COA and COO. Organizing and advocating for Go and See visits (guidance developed) also provides a unique opportunity for refugees to see first-hand the conditions in the area of return so that they can prepare their return, enhancing reintegration efforts. Data and information gathered through intentions surveys (tools
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								<p>developed) and protection/return monitoring (protection monitoring guidance and toolkit developed) also help to understand challenges as well as opportunities upon return and are used to share information with refugees on conditions in areas of return. The operational Framework developed to support the Voluntary Return of Syrian Refugees and IDPs (2025) showcases how the different activities described above inform activities and programs to support return and reintegration of IDPs and refugees (on</p>
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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:		RBs in collaboration with DIP and DRS						
Top line planned actions		By whom	Comments	Expected completion date	Progress After 1 Year		Progress After 2 Years	
					Status Update	Comments	Status Update	Comments
1	Review and strengthen information gathering and dissemination on areas of return.	RBs with support from DIP, DRS and DER	Several initiatives are ongoing to improve the relevance of information provided to prospective returnees and to improve and modernise its dissemination through digital capacity. Examples of the latter include work around the help platform, owned and managed by each country operation, accessible by refugees and local organizations as well as use of the 2021 UNHCR guide on Using Social Media in Community-Based Protection . UNHCR also seeks to make better use of and to include information from surveys of other organizations, like UNDP and the World Bank, in the information provision to prospective returnees. In collaboration with DER (Digital Service), UNHCR will review existing digital platforms and create templates to ensure that operations accurately outline return pathways, designing them to enable refugee/returnee information and feedback as well	Dec 23	In progress. Moved to 2024	In EHAGL, regional areas of return information sheet are regularly produced and shared. RB Europe is looking at provision of information to individuals considering returning to Ukraine via the well-established CwC channels (help.org pages, blue dots in countries of asylum, regional call centre, etc) as well as through a dedicated online mass information platform providing information on access to support and assistance in Ukraine. The Comprehensive Solutions Strategy	Completed	The platform Ukraine is Home , a collaboration between the Ministry for Restoration in Ukraine and UNHCR, is a good example on how information on services and assistance in areas of return but also in hosting countries can be made available to refugees and IDPs. An additional information platform for Syrian refugees and IDPs has been recently

			<p>as enhancing information sharing, accountability, transparency, fraud prevention and regional consistency.</p> <p>In relation to provision of information, efforts have been dedicated at regional level to develop a standard format for country operations on area of return profiles as information collected by each operation significantly differed. In addition, regional bureaux have created dedicated digital platforms/websites as a repository of tools and material on repatriation. As an example, significant work has been done on digital inclusion by the regional bureau of West and Central Africa (link here) where in the context of the Comprehensive Solutions Strategy for Ivorian refugees, an extensive #Return2CIV CwC toolbox with various materials (posters, videos, factsheets, etc) along with an extensive Q&A have been used during the sensitization campaigns (including through social media), and to support counselling sessions of prospective returnees.</p>			<p>for Ivorian refugees relied in great part on digital inclusion and community mobilization. The strategy included a multiformat communication campaign which involved returnee communities, community influencers and local authorities alongside individual testimonies of returnees. It comprised a dedicated Return2CIV CwC toolbox to support sensitization and CwC in concerned operations.</p> <p>In the Lake Chad Basin, an analysis template is used for return area analysis following a “traffic light” system which complements existing factsheets for key return areas and the CAR Operation regularly shares updated information on return areas and</p>	<p>launched (Syria is Home).</p>
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						reintegration activities.		
RECOMMENDATION 7:		<p>For the collection and dissemination of information relating to conditions in countries of origin, as well as for outreach activities aimed at the greater inclusion of refugees in repatriation programming, mainstream the use of digital platforms and social media tools.</p> <p>Suggested actions:</p> <ul style="list-style-type: none"> Review existing digital platforms and create templates for platforms that can be established at regional level and accessed by refugees and local organisations on an ongoing basis. Ensure that these platforms are designed to enable refugee/returnee inputs and information-sharing. Dedicate resources and create capabilities for the management of these platforms by regional bureaux. 						
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:		RBs in collaboration with DIP and DRS						
Top line planned actions		By whom	Comments	Expected completion date	Progress After 1 Year		Progress After 2 Years	
					Status Update	Comments	Status Update	Comments
			Merged with the response provided under recommendation No. 6.					
RECOMMENDATION 8		<p>Drawing on the framework set by UNSG Decision 2011/20, achieve better clarity on how the two distinct conceptions of Durable Solutions held by UNHCR and its development partners should be integrated at operational level, notably as regards shared leadership and the joint coordination of relevant programmes.</p> <p>Suggested actions:</p> <ul style="list-style-type: none"> In guidance on repatriation and reintegration, make reference to UNSG Decision No. 2011/20 on Durable Solutions, as well as the 2017 Durable Solutions Handbook published by UNDP on behalf of the Global Cluster for Early Recovery and the Inter-Agency Standing Committee (IASC) Framework on Durable Solutions. Provide more detailed guidance on how to harmonise the programme design and implementation work of both agencies, and on what modalities should be deployed for programme-level cooperation between UNHCR and development actors more generally, in mixed situations involving both refugees and IDPs. 						

		<ul style="list-style-type: none"> Building on experience gained in UNHCR's advocacy to support the inclusion of refugees in national development plans, develop advocacy strategies to secure the earlier engagement and greater participation of both governments and development actors in reintegration efforts. Building on the framework for durable solutions (2003): develop clearer standards, supported by indicators where possible, for UNHCR's catalytic role as envisioned in the GCR, and support operations in their effort to proactively engage with development and political actors, support peacebuilding initiatives, and leverage opportunities for reintegration. 						
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:		DRS in collaboration with RBs						
Top line planned actions		By whom	Comments	Expected completion date	Progress After 1 Year		Progress After 2 Years	
					Status Update	Comments	Status Update	Comments
1	Update the existing 2004 Handbook on Return and Reintegration and related 2008 policy framework orientation with the latest developments, approaches and frameworks.	DRS	The update includes issues related to harmonized approaches, coordination, integrated approaches and others.	Jan/Feb 2024	In progress	See comment under recommendation 2.	Ongoing	See comment under rec. 2
2	Develop an internal durable solutions framework (that includes return/reintegration)	DRS	Work in progress- a draft framework planned for Nov/Dec 2023.	Dec 2023	Moved to 2024	Work on this has been deprioritized. Meanwhile, the need to take into account the result of several on-going initiatives that inform solutions has been identified. This includes inter alia: the ongoing development of an	N/A	This action was de-prioritized considering the progress made and efforts on several other initiatives over the past two years, as mentioned in this

						institutional plan on UNHCR's engagement in IDP situations; consultations in the contexts of the revision of the two VolRep and Reintegration OGs; the external evaluation on UNHCR's response to internal displacement; and outcomes from the 2023 Global Refugee Forum.		document and the ongoing efforts on sustainable response and its impact on UNHCR's engagement in countries of origin.
3	Develop advocacy on inclusion	RBs and respective country operations with DRS	DRS is developing an approach paper on inclusion that would result in supporting RBs and country operations in developing their advocacy strategies on inclusion	June 2023	Completed	DRS in close collaboration with DIP has finalized an internal interim guidance on inclusion, intended for UNHCR staff encompassing all functions and sectors. The document focuses initially on asylum seekers and refugees. Further work is envisaged, including an external version of the guidance, on internally displaced persons (IDPs), refugee returnees	N/A	N/A

						<p>and stateless persons. Furthermore, OECD and UNHCR issued jointly a paper on inclusion, including IDPs.</p> <p>RB Europe developed a regional socio-economic inclusion strategy for the Ukraine refugee response in early 2023. In WCA, several activities have been conducted in 2023 to: (a) generate evidence to inform displacement-sensitive programming by development actors, e.g. the JDC or Joint Data Centre supported a pilot to introduce a socio-economic module for Project 21 in Burkina Faso; IDPs were included in 2 rounds of the Poverty Survey in Mali as well as in the first ever Poverty Assessment for CAR; inclusion of Refugees and IDPs</p>		
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						<p>in the national Census in Cameroon; inclusion of displacement data in the regular program of the National Statistics Office in Chad). (b) organize cross-country policy discussions focusing on inclusion-oriented development needs (ie. strategic dialogue with AFD, AfDB, JICA, IFC on the Sahel, deep-dives with the WB); (c) strengthen advocacy efforts leading to solutions-oriented government policy instruments supported by development actors (ie. the national strategy for recovery in Burkina Faso, plan of action for durable solutions in Mali, strategy of return in Niger, durable solutions strategy in CAR). UNHCR's Strategy on Engaging with Development Actors is also a useful tool for inclusion of</p>		
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						refugee returnees in national, local plans, systems and services.		
RECOMMENDATION 9:		At country and regional levels, support the development of broader and better integrated multi-partner platforms. Suggested actions: <ul style="list-style-type: none"> • Develop regional frameworks for return and reintegration that further operationalise the principles of voluntariness, safety and dignity, with a strong focus on strengthening national and local capacity. • Develop an engagement strategy for international, national, and local actors in supporting reintegration by proactively sharing programme data and supporting the design of modalities for joint interventions that leverage UNHCR's strong operational presence. • Promote and mainstream coordination architectures that can achieve efficiencies and economies of scale by spanning mixed caseloads, as well as by pooling programme information and enabling joint approaches. • Build on existing good practice platforms such as SSAR and MIRPS, and reinforce UNHCR's support to governments in facilitating tripartite agreements to ensure coherent work across a broader range of partners, particularly in the area of sustainable reintegration and durable solutions for returnees. Ensure that there is common understanding and consensus among partners regarding definitions, frameworks, roles and responsibilities regarding durable solutions and reintegration. 						
		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: RBs with the support of DRS and DIP						
Top line planned actions		By whom	Comments	Expected completion date	Progress After 1 Year		Progress After 2 Years	
					Status Update	Comments	Status Update	Comments
1	Galvanize multi-stakeholder support to countries of origin in view of creating conditions for return	RBs with support from DRS and DIP	Ahead of the 2023 GRF, RBs with the support of DRS and DIP will work closely with different stakeholders to develop and	Dec 23	Completed (and remains a continuous effort)	The CAR-Solutions Support Platform (SSP) , launched in Oct. 23, is a significant milestone	N/A	N/A

	in safety and dignity (GCR objective 4).		implement pledges to support return and reintegration conditions.			in the search of solutions (incl. sustainable return and reintegration) for CAR forcibly displaced persons. Multi-stakeholders pledges will be made at the 2023 GRF for increased support to CoO, for example on housing, land and property, peacebuilding and conflict prevention and on situations (see here)		
2	Building and strengthening regional and national agreements.	RBs, DRS with the support of DIP	RBs with support from DRS continue to support the work of regional platforms, including the soon to be established support platform on CAR, following the Yaoundé Declaration, as well as national agreements like the Sudan and South Sudan country plans under the Solutions Initiative. UNHCR will continue to advocate with the governments of CoO and CoA to establish tripartite agreements to ensure refugee protection before and during return.	Ongoing	Completed (and remains an area where continuous efforts are required)	The CAR support platform was launched in October 2023. Where possible, UNHCR pursues tripartite agreements as a protection instrument.	N/A	N/A
3	Revise return/reintegration assistance for IDPs	RBs and DRS	UNHCR has harmonized return packages for refugees returning to the same areas (The use and	Ongoing	In progress	See comment under recommendation. 3. The work on area-	Completed	Guidelines were issued such as the new

		<p>to fund, this broader-based approach is likely to provide better opportunities for efficiencies and economies of scale in programme delivery. Other avenues to secure better sustainability or returns are worth exploring, but are less promising.”</p> <p>UNHCR also agrees that (Finding 16) “the sustainability of returns might potentially be increased by tapping into existing funding streams for activities that support reintegration, through partnerships with development actors that can contribute their own resources to this objective. For example, to complement its working relationship with UNDP in CAR, UNHCR has engaged in consultations with the World Bank to explore prospects for a cooperation framework.”</p> <p>On the other hand, “establishing a (new) multi-donor trust fund” is a lengthy process, with no guarantee that funding will materialize once the fund is established. In addition, funding disbursed through multi-partner trust funds is usually tightly earmarked. As such, UNHCR would not single out establishing multi-donor trust funds as the optimal solution to close the funding gap for reintegration programmes.</p> <p>Rather, UNCHR would suggest, in line with Finding 16, to prioritize existing funding streams, and continue to advocate for flexible funding. Flexible funding, particularly unearmarked funding, greatly facilitates UNHCR’s ability to have a greater impact on prioritized needs with limited resources, regardless of status.</p> <p>In addition to advocating for flexible funding that would benefit different population groups, UNHCR will continue to enhance operational partnerships with development actors. Among others, it will advocate for the inclusion of different populations that it serves in development plans, with a view to promoting sustainable reintegration.</p>						
Unit or function responsible:		DER and DSPR in collaboration with the RBs- DRS and DIP to engage in relevant discussions						
Top line planned actions		By whom	Comments	Expected completion date	Progress After 1 Year		Progress After 2 Years	
					Status Update	Comments	Status Update	Comments
1	Strengthen needs-based planning.	DSPR	UNHCR’s new results-based management system facilitates planning and monitoring across different population types by designing results frameworks that are structured around impacts and outcomes for persons of concern (and no longer by the budgetary	July 23	Completed	The revision of the Programme handbook has been completed and work around programming approaches is ongoing and part of continuous efforts.	N/A	N/A

			<p>pillars 1-4). At the same time, information on pillars is kept at the output level to ensure appropriate reporting. This approach allows UNHCR to plan for results based on needs while reporting on results as well as population types, if required. An analysis of the approved strategies will be available on a yearly basis.</p> <p>UNHCR is currently revising its Programme handbook (chapter 4) and its programming approaches, which may include considerations of area-based approaches.</p>					
2	Better leverage of existing funding streams.	DER	<p>UNHCR will continue to advocate for flexible funding, including but not limited to existing funding streams</p> <p>Flexible funding, particularly unearmarked funding, greatly facilitates UNHCR's ability to have a greater impact on prioritized needs with limited resources, regardless of status.</p>	Ongoing	Completed	Part of continuous efforts.	N/A	N/A