

UNHCR Evaluation Management Response			
Evaluation title:	“Evaluation of the Protection and Solutions Programme for Internally Displaced Persons in Mindanao (2014–2022).”		
Entity that commissioned the evaluation:	UNHCR National Office in the Philippines		
Due date of Management Response:	04/September/2025		
Coordinator of Management Response:	Vic De la Cruz	Programme Associate	UNHCR National Office in the Philippines
Management Response approved by ( <i>senior manager in commissioning office</i> ):	Name: Maria Ermina Valdeavilla-Gallardo	Job title: Head of National Office	Country/Office: The Philippines
Date:	04 September 2025		

General comments on the evaluation:	<p>We acknowledge the strengths highlighted in the evaluation, including UNHCR’s leadership in protection coordination, its responsiveness to displacement dynamics, and its efforts to localize humanitarian action. At the same time, we recognize the areas for improvement, especially in strengthening monitoring and evaluation systems, enhancing communication with stakeholders, and ensuring sustainability through institutional partnerships.</p> <p>The recommendations are largely aligned with our strategic priorities. However, we emphasize that UNHCR’s role should remain facilitative and strategic—supporting government leadership, building local capacities, and fostering multi-stakeholder collaboration. This approach ensures that interventions are nationally owned, contextually appropriate, and sustainable in the long term.</p> <p>It is important to note that implementing the recommendations will require adequate resources; therefore, the completion of activities will be contingent upon their availability.</p>
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RECOMMENDATION 1:	<p><b>Strengthening Legal and Policy Frameworks.</b></p> <ul style="list-style-type: none"> <li>a) Short Term: UNHCR should enhance advocacy for a national IDP Protection Law by lobbying key policymakers and supporting LGUs in local ordinance development.</li> <li>b) Medium Term: Focus on integrating IDP protection within BARMM and vulnerable regions' governance, ensuring resource-backed policies with standardized guidelines and capacity-building for duty-bearers, supported by UNHCR, NGOs, and academic institutions. UNHCR must collaborate with DILG and MILG for LGUs to adopt IDP protection ordinances.</li> <li>c) Long Term: As advocacy for a national and regional IDP protection policy persists, UNHCR should embed IDP protection in national development and disaster risk management strategies, potentially creating a dedicated</li> </ul>
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		national agency. Collaboration with DepDev DSWD, and DILG is essential for integrating IDP protection in broader development programs.				
<b>Management response:</b>		✓ Agree    □ Partially agree    □ Disagree				
<b>Reasons (if partially agree or disagree):</b>		<i>[add only if partially agree or disagree was selected]</i>				
<b>Unit or function responsible:</b>		Protection Unit (PHL operation)				
Top-line planned actions		By whom	Comments	Expected completion date	Status	Progress Comments
1	Support LGUs in local ordinance development and adoption to enhance advocacy for a national IDP Protection Law ( <i>aligns with short and medium term recommendations</i> )	Lead Actors: UNHCR, DILG, MILG  Support Actors: NGOs, academic institutions	Leveraging on the gains in BARMM, UNHCR will provide technical assistance to target LGUs in the country in the formulation of local ordinances benefitting the IDPs. As of this report, there are 21 LGUs in the country with IDP ordinance, of which 17 are in BARMM.	31 December 2027	Ongoing	Ongoing coordination with DILG to issue a national directive requiring LGUs to adopt a local ordinance for IDPs pending a national law.  Meanwhile in BARMM, ongoing efforts to assist remaining LGUs without IDP ordinance. Policy development will be in alignment with the BAA No. 62  Expected Key Outputs: 1.IDP protection ordinance outside BARMM 2.Issuances of statement of support or resolutions for the passage of a national law from LGU champions
2	Integrate IDP protection in broader development programs while advocating for a national law for IDPs ( <i>aligns with long-term recommendation</i> )	Lead Actors: UNHCR, DSWD, DepDev, DILG, NAPC  Support Actors: NGOs, CSOs, RCO	As a development agenda, UNHCR will sustain its advocacy work to ensure that IDPs are integrated into local, sectoral, and national development agenda. As of this writing, IDPs are integrated in the Philippine Development Plan 2023-2028 and the Bangsamoro Development Plan 2023 – 2028,	31 December 2027	Ongoing	At the national level, efforts will focus in ensuring that plans are effectively implemented. In BARMM, aligned with BAA No. 62, efforts will focus on the development of the three-year Bangsamoro Internal Displacement Plan (BIDP) in close coordination with UNDP and IOM under the SEEDs for Peace Project.

			<p>as well as the UN Sustainable Development Cooperation Framework (2024-2028) with the Government of the Philippines. IDPs are also included in the recently launched Bangsamoro Social Protection Plan 2024 2028.</p> <p>Also, IDPs are mainstreamed in the institutionalization of Local Poverty Reduction Action Plans with NAPC.</p>			<p>Expected Key Outputs</p> <ol style="list-style-type: none"> <li>1. Forging of cooperation framework with development mandated agencies (i.e., MOUs or MOAs)</li> <li>2. Endorsement of regional/local development councils of the IDP bill</li> <li>3. Actual development of local, sectoral, and development plans integrating IDP (e.g., BIDP)</li> </ol>
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RECOMMENDATION 2:	<b>Development of National-level IDP Monitoring Framework.</b> a) Short Term: harmonize existing data collection tools and define clear, standardized indicators to ensure uniform reporting across regions. b) Medium Term: develop an integrated data management platform and conduct nationwide training for local implementers, fostering capacity to manage, analyze, and utilize IDP data c) Long Term: institutionalize this monitoring framework within national legislation, accompanied by dedicated funding streams, oversight mechanisms, and regular stakeholder consultations to ensure sustainability.				
Management response:	<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):	While we recognize the value and intent behind the proposed recommendations, we partially agree due to:  - The development of a fully integrated platform requires substantial investment, inter-agency coordination, and time. To ensure sustainability and avoid duplication, existing platforms and systems should be leveraged and enhanced where feasible. It is also essential that the data generated and managed through these platforms be owned by the state to uphold accountability, sustainability and long-term accessibility. UNHCR Philippines’ current strategy is limited to 2027, with minimal operational leadership on capacity-building strategies, further emphasizing the need for a nationally led and sustainable approach.				
Unit or function responsible:	Protection Unit (PHL operation) with support from IM in the Regional Bureau				
Top-line planned actions	By whom	Comments	Expected completion date	Progress	
				Status	Comments

1	Pending the national law, advocate for harmonization of IDP related monitoring and tracking systems to ensure interoperability with existing government and humanitarian systems through technical assistance and institution capacity building and development ( <i>aligns with short and medium term recommendations</i> )	Lead Actors: UNHCR, OCHA, RCO, PSA, DSWD, OCD  Support actors: Academe	Utilizing UNHCR's comparative advantage on protection information management, it will sustain its technical support to the State to ensure that displacement tracking and monitoring will be in place. In close coordination with the PSA, DSWD, and OCD, UNHCR will play a catalytic role in ensuring that current data management practices are in alignment with international frameworks and standards. Specifically, UNHCR will sustain its technical assistance to DSWD to enhance the DROMIC system that also tracks and monitor displacement movement for the rest of the country.	31 December 2027	Ongoing	Signing of Memorandum of Understanding (MoU) with DSWD to cover support on data management is underway. Similarly, coordination with PSA to operationalize their commitments under the EGRISS is also ongoing. Cooperation agreement is also underway with NCPAG to focus on research and public advocacy.  Expected Key Outputs 1. MoU with relevant stakeholders 2. Enhancement of the DROMIC 3. Strengthening of national statistical system with the PSA (e.g. Community-Based Monitoring System)
2	Institutionalize the IDP Profiling, Assessment, and Response Tracking (iPART) system in BARMM in alignment with the BAA No. 62 ( <i>aligns with long-term recommendation</i> )	Lead Actors: UNHCR, UNDP, IOM, MSSD	Following the enactment of the first regional law in Southeast Asia, BAA No. 62, UNHCR will sustain its technical support to ensure that MSSD will operationalize the Section 17c of BAA No. 62 which states that MSSD shall develop an IDP profiling system that shall be used by all the ministries, offices and agencies, and the constituent LGUS of the Bangsamoro Autonomous Region in tracking the assistance received by the IDPs.	31 December 2027	Ongoing	As per MSSD Memorandum No. 296 series of 2024, iPART is now officially the mechanism to monitor and track displacement movement in BARMM. UNHCR will leverage on this development to enhance the system. Gains from the SEEDS for Peace Project with UNDP and IOM will be integrated in the system.  Expected Key Outputs 1. Enhanced version of the iPART 2. Full-blown rollout of the iPART in BARMM

<b>RECOMMENDATION 3:</b>	<b>Enhancing Coordination and Local Ownership.</b> a) Short Term: UNHCR should facilitate the formation of an IDP Protection Coordination Platform, bringing together
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		<p>national and local government agencies, humanitarian actors, and civil society organizations. Improvements to the IDP Profiling and Response Tracking (iPART) system should also be made. <i>Please refer to 2<sup>nd</sup> recommendation above.</i></p> <p>b) Medium Term: Institutionalizing IDP response plans in LGUs and training officials on IDP protection is critical for continuity. Collaboration with DILG, OCD, DSWD, and their BARMM counterparts is essential. The UNHCR should strengthen partnerships through a co-production framework to enhance grassroots participation and align protection initiatives with governance. Additionally, UNHCR must continue promoting Cultural Sensitivity in interventions, ensuring cultural nuances are considered for inclusivity, especially for indigenous IDP communities like the Badjao.</p> <p>c) Long Term: UNHCR should advocate for the creation of a permanent IDP coordination unit within BARMM and DSWD, reinforcing interagency mechanisms to facilitate cross-sector collaboration.</p>				
<b>Management response:</b>		<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
<b>Reasons (if partially agree or disagree):</b>		<i>[add only if partially agree or disagree was selected]</i>				
<b>Unit or function responsible:</b>		<i>Protection Unit (PHL operation)</i>				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Sustain efforts in strengthening the IDP Protection Coordination Platform to collectively address the needs of IDPs in all phases of internal displacement	Lead: UNHCR, DSWD  Support Actors: NGOs, CSOs UN, private sector	Functional coordination mechanism has proven to be advantageous to uplift and preserve of the dignity of the IDPs, affected populations, and host communities; guarantee access of IDPs to the social protection floor in the country; and ultimately contribute to the prevention, mitigation, and reduce of protection risks faced by IDPs in times of emergency.	31 December 2027	Ongoing	UNHCR to formalize the Memorandum of Understanding (MoU) with the DSWD to cover collaborative efforts to enhance the IDP Protection Coordination mechanisms.  UNHCR will continue to co-lead the Protection Cluster within the Humanitarian Country Team.
2	Advocate for the creation of a permanent IDP coordination unit within BARMM and DSWD, reinforcing interagency	Lead: MSSD	With the BAA No. 62, protection coordination mechanism for IDP has been institutionalized through the creation of the Bangsamoro Internal	31 December 2027	Completed	UNHCR will sustain technical support to ensure the overall functionality of BIDCC through the MSSD. UNHCR envisaged that MSSD will continue to strengthen its protection coordination

	mechanisms to facilitate cross-sector collaboration		Displacement Coordination Council (BIDCC), supported by the MSSD's Bangsamoro Internal Displacement Management and Monitoring Division.			<p>leadership pursuant to its mandate to provide a balanced and responsive approach to social welfare whereby the rights, need, and interest of all citizens within its jurisdiction, with special focus on the marginalized and vulnerable sectors, including the IDPs, are protected and always addressed.</p> <p>Also, under the SEEDs for Peace Project with UNDP and IOM, UNHCR will provide technical assistance to capacity of Local Internal Displacement Councils (LIDC) and relevant policy development/enhancement of Bangsamoro Ministries Offices and Agencies (BMOAs) to ensure effective implementation of the law.</p> <p>To sustain these efforts beyond the project timeline, it is essential to:</p> <ul style="list-style-type: none"> <li>- Embed capacity-building initiatives within existing government structures, ensuring local ownership and continuity.</li> <li>- Promote policy coherence and institutional alignment across BMOAs to avoid fragmentation and duplication.</li> <li>- Ensure that data and systems developed through the project are state-owned, enabling long-term access,</li> </ul>
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						<p>accountability, and integration into national frameworks.</p> <ul style="list-style-type: none"> <li>- Leverage partnerships and existing platforms to maximize resources and foster inter-agency collaboration.</li> <li>- Advocate for dedicated budget allocations and policy mandates within the BARMM government to institutionalize support for LIDCs and displacement-related programming.</li> </ul>
	Continue the Protection Cluster co-lead role of UNHCR within the Humanitarian Country Team	<p>Lead Actors: UNHCR, RCO, HCT</p> <p>Support Actors: NGAs, NGOs, CSOs</p>	UNHCR through its National Office in Manila will continue providing strategic support to the government in terms of protection coordination and in providing support in the development of a responsive durable solution strategy for the internally displaced populations.	31 December 2027	Ongoing	<p>Key Outputs:</p> <ol style="list-style-type: none"> <li>1.Periodic coordination meetings</li> <li>2.Cluster Operational Deliver Plan</li> <li>3.Shared data and reporting mechanisms</li> </ol>

<b>RECOMMENDATION 4:</b>	<p><b>Promoting Durable Solutions for IDPs</b></p> <ol style="list-style-type: none"> <li>a) Short Term: Conduct a comprehensive assessment of IDP needs to identify gaps in access to social services, housing, and livelihoods.</li> <li>b) Medium Term: These efforts should expand into a cohesive durable solutions framework, integrating long-term support for housing, employment, and community integration through partnerships with the private sector.</li> <li>c) Long Term: Securing land tenure and establishing permanent housing solutions will be critical. UNHCR should work closely with the Department of Human Settlements and Urban Development, the National Housing Authority, and their BARMM counterparts particularly MHSD, and concerned LGUs to develop resettlement programs that prioritize sustainability and cultural appropriateness.</li> </ol>
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<b>Management response:</b>		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
<b>Reasons (if partially agree or disagree):</b>		<p>While we fully recognize the importance of securing land tenure, establishing permanent housing and livelihood as part of durable solutions for IDPs, we partially agree with the recommendation based on UNHCR's defined role and operational scope.</p> <p>UNHCR's primary role is to facilitate and support national and local authorities in leading durable solutions, rather than directly implementing large-scale housing or land tenure programs. The responsibility for land allocation, housing construction, and tenure regularization lies with mandated government agencies such as DHSUD, NHA, MHSD, and LGUs.</p>				
<b>Unit or function responsible:</b>		<i>Protection Unit (PHL operation)</i>				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Advocate and facilitate the comprehensive assessment of IDP needs to identify critical gaps in access to social services, housing, and livelihoods, forming the foundation for long-term recovery and reintegration.	UNHCR, in coordination with relevant government agencies and humanitarian partners	UNHCR will leverage the gains of the SEEDs for Peace Project with UNDP and IOM. UNHCR will advocate the result of the Community Assessment Profiling (CAP) of the joint project which focuses on the assessment of IDPs in BARMM in protracted displacement and the identification of preferred settlement options and pathways towards durable solution.	31 December 2027	Ongoing	<p>UNHCR is currently facilitating the integration of the CAP results into the iPART system to ensure a comprehensive and solutions-oriented support to IDPs in BARMM. It will also continue to advocate the profiling of IDPs due to the Marawi siege in 2017.</p> <p>Expected Key Outputs</p> <p>1.Integration of CAP results to iPART</p> <p>2.Consideration of CAP results in the development of local and regional plans for IDPs</p>
2	Increase engagement with development partners from various sectors to integrate solutions-oriented programming for IDPs and ensure its sustainability	UNHCR, in coordination with relevant government agencies and humanitarian partners	<p>UNHCR continues mainstream IDP protection and durable solutions to the development agenda of the Government.</p> <p>Through advocacy, UNHCR will lobby the integration of long-term support for housing, employment, and</p>	31 December 2027	Ongoing	<p>Target Key Activities:</p> <p>Advocate for the inclusion of durable solutions in national development plans and legislation.</p> <p>Support the adoption of a national IDP law or durable solutions framework.</p>



			community integration through partnerships with relevant sectors. Stakeholder engagement with DHSUD and MHSD on housing, land, and property programs will be strengthened.			<p>Mobilize domestic resources and integrate IDP needs into national and local budgets and establish dedicated funding streams for durable solutions.</p> <p>Institutionalize IDP participation in local decision-making.</p> <p>Conduct regular stakeholder consultations to ensure accountability and responsiveness.</p>
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<b>RECOMMENDATION 5:</b>	<p><b>Capacity Building for Local Government and Community-Based Protection.</b></p> <p>a) Short Term: UNHCR should sustain the development and implementation of training modules for local officials, community leaders, and civil society actors on IDP rights, protection frameworks, and disaster response strategies. While personnel turn-over remains a challenge in retaining the skills and competencies transferred to the duty-bearers through the trainings conducted by UNHCR, the UNHCR can assist the agencies to take charge of conducting their own trainings using these modules.</p> <p>b) Medium Term: Joint training initiatives, technical assistance, and multi-stakeholder working groups should be established to sustain IDP support at the local level. Institutionalizing capacity-building programs through partnerships with academic institutions and government training centers will ensure sustained learning and skill development. The UNHCR has been increasing its partnerships with academic institutions lately. It should continue engaging local state and even private universities and colleges that can serve as training partners.</p> <p>c) Long Term: Advocating for the integration of IDP protection training into national civil service programs will prepare future government leaders to address displacement challenges effectively. The UNHCR should consider establishing partnership with the Civil Service Commission and other agencies involved in training future government leaders towards this end.</p>					
<b>Management response:</b>	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree					
<b>Reasons (if partially agree or disagree):</b>	[add only if partially agree or disagree was selected]					
<b>Unit or function responsible:</b>	Protection and Programme Units (PHL operation)					
<b>Top-line planned actions</b>	<b>By whom</b>	<b>Comments</b>	<b>Expected completion date</b>	<b>Progress</b>		
				<b>Status</b>	<b>Comments</b>	

1	Institutionalize capacity-building programs through partnerships with academic institutions and government training centers to sustain understanding on IDP protection and durable solutions	<p>Lead Actors: UNHCR, MILG, LGA, CSC, MSSD</p> <p>Support Actors: NGOs, Academe</p>	Mainstreaming protection and durable solutions for IDPs including protection information management will be the central theme of capacity enhancement support for stakeholders at the national and sub-national levels. To ensure sustainability and part of its sustainable programming UNHCR aims to institutionalize capacity building and development support to the training arm or institutions of the Government and other actors.	31 December 2027	On going	<p>Ongoing efforts to forge cooperation framework with training arm or institutions of the Government such as the Local Government Academy and the Center for Civil Defense and Disaster Management Training Institute (CDTI).</p> <p>Also, the office is exploring to accredit IDP protection modules and qualify for CPD points for Government personnel.</p> <p>UNHCR also intends to formalize partnerships with state universities, local colleges, and private institutions and co-develop accredited training programs or certificate courses on displacement and humanitarian response.</p> <p>Expected Key Outputs:</p> <ol style="list-style-type: none"> <li>1. MoU/MoA with training arm or institutions of the Government and other actors.</li> <li>2. Accreditation of IDP protection modules</li> <li>3. A trained pool of local implementers and decision-makers.</li> </ol>
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<b>RECOMMENDATION 6:</b>	<p><b>Integrating Environmental Sustainability into IDP Protection</b></p> <p>a) Short Term: UNHCR should assess environmental vulnerabilities affecting IDP communities and integrate climate resilience measures into existing interventions. LGUs should be supported in incorporating IDPs into disaster preparedness and climate adaptation initiatives. The third recommendation in this section mentions some of the national government level plans relevant to environmental sustainability.</p>
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		b) Medium Term: Developing sustainable livelihood programs that align with national environmental policies will enhance resilience. UNHCR should work closely with the DSWD and MSWD, as well as DOLE and other government agencies to help ensure that current and future livelihood programs integrate the resilience component. c) Long Term: UNHCR should collaborate with environmental organizations and government agencies to institutionalize climate-sensitive IDP protection strategies, ensuring that resettlement programs are sustainable and disaster-resilient.				
<b>Management response:</b>		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
<b>Reasons (if partially agree or disagree):</b>		While we acknowledge the importance of integrating environmental and climate resilience into IDP interventions, we partially agree with the recommendation due to limitations on resources, mandate and capacity. UNHCR Philippines current strategy is only limited until 2027 with minimal OL on capacity building strategies, while its mandate on internal displacement is focused on those driven by armed conflict				
<b>Unit or function responsible:</b>		Protection Unit (PHL operation)				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Advocate the integration of climate resilience and disaster preparedness into local interventions and planning.	Lead: UNHCR, in collaboration with relevant government agencies and local partners	Key Actions:  Support to LGUs on Disaster Preparedness and Climate Adaptation  Provide technical assistance to LGUs to include IDPs in Local Climate Change Action Plans (LCCAPs) and Local Disaster Risk Reduction and Management Plans (LDRRMPs).  Facilitate workshops and planning sessions with LGUs and IDP representatives.	12/31/2027	Planned	Expected Outputs: a) Climate-resilient modifications to existing IDP interventions b) LGU plans that explicitly include IDPs in climate and disaster strategies c) Alignment with national sustainability and resilience frameworks

			<p>Develop guidance notes or toolkits for inclusive climate and disaster planning.</p> <p>Alignment with National Environmental Sustainability Plans</p> <p>Review and align local efforts with national frameworks such as the Philippine Development Plan, National Climate Change Action Plan (NCCAP), and the National Disaster Risk Reduction and Management Plan (NDRRMP).</p> <p>Identify opportunities for convergence and funding through national programs.</p>			
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<b>RECOMMENDATION 7:</b>	<b>Adoption of Systematic M&amp;E Framework</b> UNHCR must adopt a robust monitoring and evaluation (M&E) framework to strengthen its internal project and program management, address data inconsistencies, and ensure the sustainability of interventions. This framework should encompass standardized indicators at the output, outcome, and impact levels, integrated reporting structures, and participatory evaluation tools. Collaboration with other United Nations agencies in the Philippines will bolster best practices, resource sharing, and alignment with national development frameworks.				
<b>Management response:</b>	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
<b>Reasons (if partially agree or disagree):</b>	[add only if partially agree or disagree was selected]				
<b>Unit or function responsible:</b>	<i>Programme Unit (PHL Operation) in consultation with the Bureau MFT</i>				
<b>Top-line planned actions</b>	<b>By whom</b>	<b>Comments</b>		<b>Progress</b>	

				Expected completion date	Status	Comments
1	Adopt a comprehensive M&E framework through COMPASS that enhances internal project and program management, ensures data consistency, and supports sustainable, evidence-based interventions.	UNHCR Programme Unit, Planning Coordinator, Information Management and Results Managers	<p>1. Framework Design and Standardization: Develop a unified M&amp;E framework aligned with UNHCR's global standards and contextualized for the Philippines. Define standardized indicators at the output, outcome, and impact levels across sectors. Create indicator reference sheets and data collection protocols.</p> <p>2. Integrated Reporting Structures: Harmonize reporting formats across projects and partners. Develop a centralized digital dashboard or platform for real-time data visualization and reporting. Ensure alignment with national development frameworks and UN Sustainable Development Cooperation Framework (UNSDCF).</p> <p>3. Participatory Evaluation Tools Design participatory tools (e.g. feedback surveys, focus group guides).</p>	12/31/2024	Completed	<p>Expected Outputs: A standardized and operational M&amp;E framework Improved data quality and consistency across programs Increased use of evidence in decision-making Strengthened collaboration with UN agencies and national stakeholders Enhanced accountability and transparency in program delivery</p>

			<p>Train field staff and partners on participatory M&amp;E approaches.</p> <p>Integrate community feedback into program design and adaptation.</p> <p>4. Capacity Building and Technical Support</p> <p>Conduct training workshops for staff and partners on M&amp;E principles, tools, and data analysis.</p> <p>Provide ongoing technical assistance to field teams and local partners.</p> <p>5. Collaboration with Other UN Agencies</p> <p>Establish an inter-agency M&amp;E working group to share tools, methodologies, and lessons learned.</p> <p>Align indicators and reporting with joint UN programming and national monitoring systems.</p> <p>Explore joint evaluations and pooled data systems for shared outcomes.</p>			
2	(to be integrated in the detailed plan for 2026 and 2027 subject to Bureau's approval): Establish a sustainable, integrated data management system and build local capacity for effective IDP data use.	UNHCR Information Management	<p>Actions:</p> <p>Develop an Integrated Data Management Platform</p> <p>Conduct Nationwide Training</p> <p>Roll out a training program for local implementers</p>	31 December 2027	On going	<p>Expected Outputs:</p> <ol style="list-style-type: none"> <li>1. Operational integrated data platform</li> <li>2. Trained pool of local data managers</li> <li>3. Data governance framework</li> </ol> <p>M&amp;E reports on platform use and data quality</p>

			<p>(LGUs, CSOs, regional offices).</p> <p>Cover data collection, digital tools, analysis, and ethical data handling.</p>			<p>Mainstreaming protection and durable solutions for IDPs including protection information management will be the central theme of capacity enhancement support for stakeholders at the national and sub-national levels.</p> <p>To ensure sustainability and part of its sustainable programming UNHCR will aim to realize in 2025 the envisaged institutionalization of capacity building and development support to the training arm or institutions of the Government and other actors</p>
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<b>RECOMMENDATION 8:</b>		<b>Addressing Key Challenges for Program Transition and Sustainability</b> <ul style="list-style-type: none"> <li>a) Clarifying Coordination Mechanisms: UNHCR should define its coordination structure in Mindanao, including contact details for key operational units, to enhance transparency and efficiency.</li> <li>b) Improving Communication with Stakeholders: Establishing clear communication protocols and issuing meeting notices well in advance will strengthen partnerships, particularly with agencies like DepEd and DSWD.</li> <li>c) Providing a Clear Exit Strategy: UNHCR should communicate a structured exit strategy while ensuring continued technical support for the BARMM government in achieving durable solutions.</li> </ul>				
<b>Management response:</b>		<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
<b>Reasons (if partially agree or disagree):</b>		[add only if partially agree or disagree was selected]				
<b>Unit or function responsible:</b>		<i>Multi-Functional team (PHL Operation)</i>				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Strengthen partnerships and coordination by establishing clear communication protocols	Lead: UNHCR Coordination, Programme and External Relation	Key Activities 1. Establish Clear Communication Protocols Develop a stakeholder communication protocol	12/31/2025	On going	Expected Outputs: a) A formalized communication protocol adopted by UNHCR teams

	and ensuring timely, transparent engagement with key stakeholders.		<p>outlining roles, responsibilities, and preferred channels (e.g., email, formal letters, coordination platforms). Assign focal points for key agencies such as NEDA and DSWD to ensure consistent and personalized engagement. Create a contact database of focal persons across agencies and partners.</p> <p>2. Regular Coordination and Feedback Mechanisms Schedule regular coordination meetings (e.g., quarterly or bi-monthly) with key stakeholders. Document and circulate minutes and action points promptly.</p> <p>3. Strengthen Information Sharing Tools Lead: UNHCR Information Management Unit Use visual tools (e.g., infographics, dashboards) to enhance clarity and accessibility of information.</p>			<p>b) Improved stakeholder engagement and meeting attendance</p> <p>c) Enhanced transparency and trust with government and partner agencies</p> <p>d) Timely and coordinated decision-making processes</p>
2	Communicate a structured exit strategy for UNHCR's engagement in BARMM, while ensuring continued technical support to local authorities in achieving durable solutions for IDPs.	Lead: UNHCR Field and National Office	<p>Key Components &amp; Activities</p> <p>1. Develop and Communicate the Exit Strategy Activities: Define clear criteria and timelines for transition and exit, Prepare a communication plan to inform stakeholders (BARMM government, LGUs, partners, and communities) of the strategy.</p>	12/31/2022	Completed	<p>Expected Outputs:</p> <p>(1) A publicly shared and locally endorsed UNHCR exit strategy</p> <p>(2) Strengthened institutional capacity within BARMM to lead IDP response</p> <p>(3) Sustained technical support mechanisms beyond UNHCR's direct presence</p>



			<p>Conduct consultations with BARMM ministries and local actors to ensure alignment and ownership.</p> <p>2. Strengthen BARMM Government Capacity Provide targeted technical assistance to BARMM agencies on IDP protection, data management, and durable solutions planning. Support the institutionalization of IDP-related functions within BARMM structures (e.g., Ministry of Social Services and Development, Ministry of the Interior and Local Government).</p> <p>Facilitate peer learning and exposure visits to other regions with successful transition models.</p> <p>3. Sustain Technical Support Post-Exit Embed UNHCR-trained focal points within BARMM ministries or partner agencies. Explore secondment or co-deployment of technical staff during the transition period.</p> <p>4. Ensure Continuity Through Partnerships Coordinate with other UN agencies (e.g., UNDP, IOM, UNICEF) to ensure continuity of support in areas such as governance, livelihoods, and social services.</p>			(4) Continued progress toward durable solutions under local leadership
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			Align exit planning with the UN Sustainable Development Cooperation Framework (UNSDCF) and BARMM's development agenda. Mobilize donor support for BARMM-led initiatives post-UNHCR transition.			
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