

UNHCR Evaluation Management Response			
Evaluation title:	<i>De una ¡Transformando a Mi Comunidad! Proyecto El Salvador</i>		
UNHCR evaluation reference:	<i>EVO/2025/12</i>		
Entity that commissioned the evaluation:	<i>UNHCR El Salvador to request from the United Nations Peacebuilding Fund (PBF)</i>		
Due date of Management Response:	<i>30th of April 2026</i>		
Coordinator of Management Response:	Franklyn RUIZ Hyeyoon KIM	Assistant Reporting Officer Associate Development Officer	UNHCR El Salvador
Management Response approved by (senior manager in commissioning office):	Elizabeth ARROYO	Head of National Office	UNHCR El Salvador
Date:	<i>21 April 2026</i>		

General comments on the evaluation:	<p>The evaluation report is clearly structured and well organised, providing a comprehensive and relevant overview of the contextual background and the focus of the evaluation. It remains closely aligned with the purpose, scope, and evaluation questions set out in the Terms of Reference (ToR). The methodology is appropriate and consistently applied, supported by an evaluation matrix outlining the evaluation questions, criteria, indicators, sources, and methods.</p> <p>While the recommendations are clearly articulated, the proposed timeframes remain broadly defined. Given the inter-agency nature of the project and current financial constraints, the implementation of large-scale joint actions may prove challenging. Nevertheless, efforts can continue in alignment with the Peacebuilding Fund's global evaluation framework and within the broader framework of the United Nations Sustainable Development Cooperation Framework.</p>
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RECOMMENDATION 1:	Systematise and formalise monitoring, evaluation, and learning processes
Management response:	<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree
Reasons (if partially agree or disagree):	Establishing a standardised monitoring and evaluation framework for an inter-agency project is important. In practice, however, participating agencies operate through their own systems and procedures, leading to variations in monitoring, evaluation, and learning practices. Building on this project's experience, strengthened inter-agency collaboration can support the systematisation of

		achievements and good practices to enhance donor accountability, in line with the requirements of the Peacebuilding Fund's global evaluation.				
Unit or function responsible:		UNHCR El Salvador ILO El Salvador UNDP El Salvador				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Develop clear operational guidelines for knowledge management, including standardized templates, monitoring calendars, and focal points for each organization.	Interagency level	It will be important to establish clear operational guidelines for knowledge management for harmonized and evidence-based approach across all participating agencies when opportunities for interagency collaboration emerge.	April 2028	Planned	
2	Schedule periodic spaces for technical review and strategic reflection (for example, quarterly reviews or learning sessions) that promote collective analysis of results and evidence-based decision-making.	Interagency level	If a project-level collaboration arises, it would be useful to schedule periodic spaces for technical review and strategic reflection to jointly assess progress, review evidence, and discuss implementation challenges. Creating these moments for collective analysis supports better coordination and more informed, evidence-based decision-making.	April 2028	Planned	
RECOMMENDATION 2:		Strengthen and expand coordination with state institutions, grassroots organisations, and community actors				
Management response:		<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		[add only if partially agree or disagree was selected]				
Unit or function responsible:		UNHCR El Salvador ILO El Salvador UNDP El Salvador				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Establish framework agreements or memorandums of understanding with key government institutions at the beginning of a new intervention, outlining roles, responsibilities, and commitments related to co-financing or sustainability.	Interagency level	It is recommended to maintain and further strengthen coordination with key stakeholders in future projects by involving institutions from the design stage, strengthening their technical capacities, and positioning them as central actors in the process so that the government can sustain transformative processes.	April 2028	Planned	

2	Design and implement institution-strengthening plans tailored to public and community actors, including technical training, operational support, and the provision of methodological tools.	UNHCR	The active participation of community-level actors expands the reach of interventions and creates localized support networks essential for sustaining change beyond the intervention. Continued operational support and community-based initiatives that strengthen peaceful coexistence, community cohesion, and local decision-making can help sustain positive outcomes even in contexts of reduced capacity.	April 2028	Planned	
RECOMMENDATION 3:		Scale the strategy to other communities facing exclusion or vulnerability				
Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		Although the project has demonstrated its capacity to generate meaningful change in contexts of high exclusion, and expansion to other communities with similar conditions should therefore be considered, current financial constraints limit the possibility of scaling the strategy to additional territories. Nevertheless, it remains important to sustain the progress achieved in the prioritised areas, particularly by continuing participatory diagnostics with highly vulnerable and excluded groups and by strengthening active inter-agency coordination in the formulation of future projects.				
Unit or function responsible:		UNHCR El Salvador ILO El Salvador UNDP El Salvador				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Repeat the participatory diagnostic approach to understand community dynamics and adapt the intervention to the specific needs and opportunities of each context.	UNHCR	Within the scope of the operational strategy and available outreach capacity, it will be essential to maintain a locally driven approach that fosters early participation through participatory community diagnostics and adapts tools and methodologies to the realities of each community. This will support a clearer understanding of local dynamics and needs, enabling context-sensitive and appropriately tailored responses.	April 2028	Planned	
RECOMMENDATION 4:		Promote greater awareness within the private sector regarding structural challenges				
Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		Formal labour market insertion continues to face structural barriers, including widespread informality and persistent biases towards certain populations. This underscores the need for more active and strategic engagement with the private sector through awareness-raising, dialogue, and the co-creation of solutions that promote more inclusive cultures and practices. Strengthening collaboration with the private sector should be approached as a medium- to long-term strategy, recognising that cultural and regulatory changes within				

		companies require time, clear incentives, and the gradual building of trust. Given current financial constraints, such engagement may initially focus on dialogue and awareness-raising rather than large-scale joint initiatives.				
Unit or function responsible:		UNHCR El Salvador ILO El Salvador UNDP El Salvador				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Design and implement awareness-raising campaigns aimed at companies, highlighting the social and economic benefits of labour inclusion for vulnerable populations, as well as good practices and success stories.	UNHCR	Active engagement with the private sector is essential to address the specific challenges faced by this population, raise awareness of their context, and drive the adoption of inclusive practices that foster their participation.	April 2028	Planned	
2	Promote dialogue spaces and working groups between the private sector, public institutions, UN agencies, and community organizations to identify joint opportunities for training, mentoring, or employment insertion.	Interagency level	At the inter-agency level, dialogues with the private sector will be promoted to support coordinated engagement, raise awareness, and foster collaboration, aligned with the United Nations Sustainable Development Cooperation Framework, especially in matters of employment.	April 2028	Planned	
RECOMMENDATION 5:		Keep gender and human rights approaches explicit, even in changing contexts				
Management response:		<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		<i>[add only if partially agree or disagree was selected]</i>				
Unit or function responsible:		UNHCR El Salvador ILO El Salvador UNDP El Salvador				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Continue designing conceptual and operational frameworks that integrate gender and human-rights approaches from the planning stage, ensuring they are	Interagency level	Despite potential challenges arising from evolving contexts and shifting institutional priorities, it remains crucial to continue consolidating operational frameworks that embed gender and human rights approaches as core values at the inter-agency level. By engaging in dialogue with the Government within the frameworks of the Universal Periodic Review and the Committee on the Elimination of	April 2028	Planned	

	validated by local and institutional partners.		Discrimination against Women (CEDAW), these efforts are expected to sustain and advance institutional discussions.			
RECOMMENDATION 6:		Design realistic exit strategies that ensure the technical, institutional, and financial sustainability of the processes initiated				
Management response:		<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		<i>[add only if partially agree or disagree was selected]</i>				
Unit or function responsible:		UNHCR El Salvador ILO El Salvador UNDP El Salvador				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Include, from the project design stage, an exit roadmap with a timeline, milestones, responsible actors, and mechanisms for the gradual transfer of responsibilities to local and institutional stakeholders.	Interagency level	To ensure a responsible and well-structured exit process, it is important to promote more proactive inter-agency discussions to design an exit roadmap with a clearly defined timeline, distribution of roles, and key milestones, ensuring the successful transfer of responsibilities to local and institutional stakeholders. For instance, sustained collaboration with the Directorate for the Reconstruction of Social Cohesion, alongside continued capacity-building efforts in community centres (CUBOs), can further strengthen local ownership and maintain youth participation beyond the duration of the intervention.	April 2028	Planned	
2	Provide technical assistance to public institutions in formulating projects that ensure continuity of the actions initiated, adapting them to national budgets and regulatory frameworks.	Interagency level	It is important to coordinate with key government institutions prior to project design to assess the financial sustainability of an intervention within the framework of the national budget and institutional capacity, thereby ensuring sustainability from the outset.	April 2028	Planned	