

UNHCR Evaluation Management Response			
Evaluation title:	An Evaluation of Progress of the Inclusion of Refugees in National Education Systems in the IGAD Member States		
UNHCR evaluation reference:	EvO/2023/03		
Entity that commissioned the evaluation:	ESA (former Regional Bureau (RB) for East and Horn and Great Lakes (EHAGL))		
Due date of Management Response:	19.02.2025		
Coordinator of Management Response:	Katie Ogwang/Fatima Mohammed		
Management Response approved by (senior manager in commissioning office):	Name: Martin Manteaw	Job title: Head of Bureau Strategic Planning and Management Service	Country/Office: RB ESA
Date: 07 November 2025	21.05.2026		
General comments on the evaluation:	UNHCR welcomes the evaluation and acknowledges the importance of translating policy into practice. The recommendations will inform strategic planning and advocacy efforts to strengthen refugee inclusion in national education systems across the IGAD region.		
RECOMMENDATION 1:	Recommendation 1: Parties to regional-level declarations and international actors should ensure that findings from this evaluation and existing sub-commitments - including in relation to financing and monitoring and evaluation - are explicitly included in revised Action Plans. Suggested action 1.1: Develop revised action plan for the DD considering the findings of the evaluation and focusing on moving from policy to practice. Suggested action 1.2: Revise, adopt and ensure ownership of a relevant monitoring and evaluation framework with SMART targets and indicators for all parties. Suggested action 1.3 Develop a regional mechanism for tracking and reporting of international and national financing. This should draw on good practices such as Uganda's ERP.		
Management response:	☐ Agree ☒ Partially agree ☐ Disagree		
Reasons (if partially agree or disagree):	The recommended actions are not entirely in the Bureau's control. Additionally, with reduced technical capacity at the bureau, it will be difficult to effectively engage and support IGAD to execute the proposed actions.		

Unit or function responsible:		IGAD/UNHCR				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	IGAD and UNHCR will collaborate to revise the Djibouti Declaration Action Plan and integrate SMART indicators and financing mechanisms.	RB ESA	Agree with IGAD on the revision timelines and methodology.	Within 12 months		
RECOMMENDATION 2:		Recommendation 2: Member States should strengthen the management and governance required to operationalize policies, strategies and legislative frameworks associated with inclusion, by putting in place implementation mechanisms that bring together departments from different sectors and different administrative levels and that are clearly costed. Suggested action 2.1: National actors should develop workplans that explicitly include actions, indicators and results for different ministries and departments. Suggested action 2.2: IGAD, UNHCR and the international community develop regional guidance on the formulation of costed planning for refugee inclusion in national education systems supporting standardisation of key parameters while, encouraging contextualisation to a specific national or sub-national context Suggested action 2.3: National actors should aim to bolster their implementation systems, including improving coordination between the national and sub-national levels, building the capacity of sub-national levels, and ensuring reporting and tracking of key indicators on a regular basis. Suggested action 2.4: National actors should outline financing requirements associated with bolstering implementation systems and should fundraise accordingly. Suggested action 2.5: National actors should develop incentive structures to support ministries and departments that fulfil their targets.				
Management response:		☐ Agree ☒ Partially agree ☐ Disagree				
Reasons (if partially agree or disagree):		The recommended actions are not entirely in the Bureaus control. While the bureau will encourage and support IGAD and State parties to the Djibouti declaration to facilitate the implementation of the suggested actions, UNHCR is not in a position to enforce or compel the states to execute the actions and monitor compliance.				
Unit or function responsible:		States, IGAD and donors				
Top-line planned actions		By whom	Comments		Progress	

				Expected completion date	Status	Comments
1	UNHCR will support Member States to develop costed workplans and improve coordination mechanisms.	RBESA and IGAD + Member States	Support member states to develop costed work plans	1-5 Years	Not initiated	The bureau is working towards recruiting an education officer
RECOMMENDATION 3:		Recommendation 3: IGAD and UNHCR should advocate with the international community to increase transparency, and coordinate across different “nexus” actors and different sectors to assure clarity on responsibility-sharing obligations in the context of the inclusion agenda. Suggested action 3.1: IGAD and UNHCR to encourage development and humanitarian donors, both bilateral and multilateral, to agree on mechanisms to ensure transparent tracking of pledges and reduction of double counting in reporting mechanisms. Suggested action 3.2: IGAD and UNHCR to advocate that the international community should take responsibility for producing an analysis of the funds availed specifically for refugee inclusion in national education systems and analysing the sufficiency of funds against prioritized needs.				
Management response:		☐ Agree ☒ Partially agree ☐ Disagree				
Reasons (if partially agree or disagree):		While the Bureau will continue to advocate with donors, this is a broader issue that goes beyond the regional block and should be escalated to the global level especially in discussions with entities such as GPE, ECW, and the WB.				
Unit or function responsible:		IGAD and UNHCR				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	UNHCR will advocate for harmonized tracking systems and support IGAD in developing a regional financing dashboard	RB ESA /HQ Education Section	Take advantage of UNHCR's participation in the education donor platforms, such as the ECW High-Level Steering Group (HLSG) and the GPE's board, to disseminate the findings of the evaluation and suggested actions. While not specific to the findings of this evaluation, the discussion about the visibility of refugee education financing in programs such as ECW MYRP has been ongoing.	18 months	Not initiated	
RECOMMENDATION 4:		Recommendation 4: The international community should transparently commit sufficient, predictable, and long-term financing against the prioritized needs in updated country plans and costed plans, while supporting the inclusion agenda by coordinating across nexus actors. Suggested action 4.1: The international community should make explicit pledges allocated against costed education plans and should pledge funds specifically to recurrent costs (e.g., teacher payments).				

		Suggested action 4.2: Financing should progressively be availed through national budgets; where required, transitional financing arrangements to ensure accountability to refugee learners should be developed.				
Management response:		☐ Agree ☒ Partially agree ☐ Disagree				
Reasons (if partially agree or disagree):		Largely depend on donor contributions and with dwindling humanitarian aid, policy and administrative barriers to access development financing guarantee that long-term financing remains elusive.				
Unit or function responsible:		International community				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	UNHCR will continue advocacy with donors and support Member States in developing financing proposals.	Donor Relations/PSP team	[detail the actions to be taken]	1-3 years	ongoing	
RECOMMENDATION 5:		Recommendation 5: Engaging both donors and Member States as well as the core task force, IGAD should develop a research and learning agenda to ensure that good practices are identified and feed into 1) future efforts to support the implementation of commitments, and 2) other similar refugee inclusion initiatives. Suggested action 5.1: Development and humanitarian donors should conduct a critical analysis of some of the pilot approaches to financing that have been used in the last five years to better understand how they affect structural issues and governance systems. Suggested action 5.2: Development and humanitarian actors should conduct an analysis of good donor practices and good nexus infrastructures, across different regional agreements, and build these into future declarations. Suggested action 5.3: Country-level political economy analyses should be conducted across IGAD states, using comparable approaches, to support improved policy and programming.				
Management response:		☒ Agree ☐ Partially agree ☐ Disagree				
Reasons (if partially agree or disagree):		[add only if partially agree or disagree was selected]				
Unit or function responsible:		IGAD/UNHCR				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments

1	<i>UNHCR will work with IGAD and partners to document good practices and conduct political economy analyses.</i>	<i>RBESA/HQ Education Team</i>	<i>Integrated as part of the ongoing PROSPECTS program and soon to commence, Master Card Foundation Grant</i>	<i>4 Years</i>	<i>Ongoing</i>	
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