

<b>UNHCR Evaluation Management Response</b>	
<b>Evaluation title:</b>	<b>Evaluation of the UNHCR Quality Integration Project in the United Kingdom</b>
<b>UNHCR evaluation reference:</b>	2017/1
<b>Entity that commissioned the evaluation:</b>	UNHCR UK
<b>Date of Management Response:</b>	15 September 2017

<b>General comments on the evaluation:</b>	<p>UNHCR UK welcomes the evaluation of the Quality Integration Project (QIP). The evaluation was timely, took into account the views of a diverse range of actors involved with the QIP, and was guided by a highly qualified reference group. UNHCR UK is of the view that the evidence gathered was thoughtfully and fairly considered and the recommendations provided are reasonable. We appreciate recognition of the constructive role that the QIP has had in the UK and that its work should continue. At the same time, we share the views outlined in the evaluation regarding the value in strengthening aspects of the project, including its governance structure. As outlined below, UNHCR and the Home Office have already commenced work in this area and will seek to make further progress over the coming months. Similarly, there is ongoing engagement with stakeholders and internal work to strengthen communication and coordination on the UK's and other QI projects, however, it is recognised that more can be done in these areas. UNHCR UK is in agreement with the four recommendations.</p> <p>The Evaluation has been shared with the Home Office, which has provided feedback on it. The Home Office fully agrees with UNHCR UK in its assessment that the Evaluation is very valuable, provides an accurate picture of the QIP and that the recommendations below are reasonable and to be pursued.</p>
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<b>RECOMMENDATION 1:</b>	As already acknowledged in the 2016-2018 GA, strengthen the QIP's governance structure and its implementations. The joint-work plan is useful and further planning could benefit from an explicit articulation of a theory of change approach.
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<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>						
<b>Unit or function responsible:</b>		<b>Quality Integration Project/ Legal Protection</b>				
Top line planned actions		By whom	Potential limitations, risks and constraints	Expected completion date	Progress	
					Status	Comments
1.1	An improved governance structure is already in place. The Home Office and UNHCR will work to implement the same during 2017 and 2018	UNHCR and UK Home Office	No limitations or risks associated. While there will be increased resource commitments to adhere to the improved governance structure, the merits of the revised approach justify any additional work commitments	Ongoing	Commenced	Ongoing
1.2	Ensure that a theory of change is incorporated into the 2018 joint Work Plan	UNHCR and UK Home Office	N/A	January 2018	Drafting of Work Plan to commence in November 2017	N/A
1.3						
<b>RECOMMENDATION 2:</b>		<p>While overall very positive, it is critical that UNHCR proactively manage expectations, both with the HO and amongst other stakeholders, in order to help mitigate the disparity between the ambitious objectives of the QIP and limited scale of available resources and contribution to intended results.</p> <ul style="list-style-type: none"> <li>Continue to reflect on whether UNHCR's engagement with the HO through the QIP poses any political or reputational risks to UNHCR, particularly concerning its integrity and independence.</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>						
<b>Unit or function responsible:</b>		<b>Quality Integration Project/ Legal Protection</b>				

Top line planned actions		By whom	Potential limitations, risks and constraints	Expected completion date	Progress	
					Status	Comments
1.1	<p>UNHCR engagement with HO and stakeholders to be reviewed and discussed with HO during upcoming QI Project Steering Group meeting.</p> <p>UNHCR UK to develop plan for improved HO and stakeholder engagement</p>	UNHCR and UK HO	<p>There is a need to achieve balance in stakeholder engagement between transparency and ensuring respect for QI confidentiality principles. This can be managed effectively through close communication and engagement with the HO</p>	November 2017	Ongoing	N/A
1.2	<p>Periodic internal review takes place of QI Project and reflection on whether or not it poses political or reputational risks to UNHCR</p>	UNHCR UK	<p>This is an element of UNHCR UK's ongoing work, including in the context of programme planning. UNHCR UK does not currently consider this to be a significant issue given the relationship between UNHCR UK and the HO and the latter's respect for UNHCR's integrity and independence.</p>	Ongoing	Ongoing	N/A

<b>RECOMMENDATION 3:</b>	<p>To maximise the potential effectiveness of the project, UNHCR should conduct an assessment of existing QIP recommendations and review the most effective way to draft and share recommendations from the QIP with the HO, including reflection on the level of recommendations produced and intended audience.</p> <ul style="list-style-type: none"> <li>In terms of added value and with regard to the supervisory role, UNHCR should advocate for a review of the implementation status of all outstanding recommendations that have been accepted.</li> </ul>
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	<ul style="list-style-type: none"> <li>Explore the possibility of placing QI audit reports, recommendations and their status in the public domain systematically.</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>						
<b>Unit or function responsible:</b>	<b>Quality Integration Project/ Legal Protection</b>					
Top line planned actions	By whom	Potential limitations, risks and constraints	Expected completion date	Progress		
				Status	Comments	
1.1	UNHCR UK to incorporate a review of existing QIP recommendations and their implementation into the draft 2018 Work Plan; subject to agreement with the HO.	UNHCR and UK HO	A review of existing QIP recommendations will have resource implications. UNHCR UK and the Home Office will explore the manner in which this exercise can be conducted efficiently and effectively.	July 2018	To be commenced	N/A
1.2	UNHCR UK and the HO have already agreed that upcoming audit reports are in principle to be placed in the public domain. Future work streams to include provision for the public release of the final audit report.	UNHCR and UK HO	There is a need to achieve balance between transparency and ensuring respect for relevant confidentiality/data protection principles. This can be managed effectively in agreement with the HO.	Completed	Ongoing	N/A

<b>RECOMMENDATION 4:</b>	Enhance communication mechanisms to ensure that interactions with civil society stakeholders occur on a more regular and inclusive basis, and explore options to more pro-actively reach out to other stakeholders and partners, including EASO and the Independent Chief Inspector.
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	<ul style="list-style-type: none"> <li>Explore further communication and coordination with UNHCR offices regionally in order to maximise the learning from the QIP beyond the UK.</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>						
<b>Unit or function responsible:</b>	Quality Integration Project/ Legal Protection					
Top line planned actions	By whom	Potential limitations, risks and constraints	Expected completion date	Progress		
				Status	Comments	
1.1	UNHCR to review scope for increased engagement with stakeholders and partners, including the possibility of regular discussions on the Work Plan and feedback on findings.	UNHCR UK in consultation with the HO	See abovementioned comments regarding the need to balance transparency and confidentiality standards relating to the QI project. It is the assessment of UNHCR UK that this balance can be achieved.	October 2017	To be completed	N/A
1.2	UNHCR to engage with the RRWE, RBE and DIP on increased internal communication and coordination regarding the UK QIP – telecon to be arranged.	UNHCR UK	N/A	October 2017	To be completed	N/A