

UNHCR Evaluation Management Response	
Evaluation title:	Evaluation of UNHCR Prevention of, and Response to, SGBV in Brazil focusing on the Population of Concern from Venezuela.
UNHCR evaluation reference:	ES/2019/04
Entity that commissioned the evaluation:	Evaluation Service
Date of Management Response:	20 January 2020

General comments on the evaluation:	The evaluation process has been a very positive learning experience for the operation. The recommendations contained therein provided a significant contribution for the development of a Protection Strategic Priorities for the operation, of which SGBV is a central component. The Protection Strategic Priorities was endorsed by the Americas Bureau in December, 2020 and is enclosed to this document as a reference. Given the broad and comprehensive nature of the recommendations, a phased and multi-year approach will be required to make meaningful and sustainable changes in the operation, as described in the following text.
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RECOMMENDATION 1: Area to develop (A): “Institutionalize” SGBV within UNHCR Brazil Office through a clear strategy and dedicated resources	<p style="text-align: center;">Establish an SGBV strategy, allocate specific SGBV budget lines and invest in SGBV expertise and training</p> <ul style="list-style-type: none"> • Develop a participatory SGBV strategy (short, medium and long term) with all units and including the Americas Bureau, which would define priorities on how SGBV can be integrated comprehensively across offices. • Adopt a national and participatory SOP for SGBV prevention and response to guide UNHCR staff and partners in addressing this issue. Integrate SGBV specialists with knowledge and experience in SGBV on emergency context with decision power in the operation. • Allocate specific resources for SGBV activities matching the increasing needs of SGBV protection • Strengthen the M&E system for SGBV, in the aim to measure the impact of SGBV interventions. • Ensure SGBV training for all UNHCR staff, IPs and OPs. <p style="text-align: center;">High Priority</p>				
Management response:	X Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):					
Unit or function responsible:	UNHCR Brazil Office				
Top line planned actions	By whom	Comments	Expected completion date	Progress	
				Status	Comments
1.1	SGBV Advisor		31/03/2020		

	Drafting and implementation of a SGBV Training Calendar (for staff and partners)					
1.2	Mapping of available SGBV prevention and response services	SGBV FPs	Supervision: SGBV Advisor	15/02/2020	Ongoing.	Mapping for Roraima needs to be updated. All other offices need to undertake this mapping.
1.3	Drafting of a SGBV situational diagnostic and operational assessment	UN Inter-Agency SGBV Sub-Sector	Protection Unit in Brasilia to bring to SGBV Sub-Sector under the R4V Platform	15/03/2020		Initial draft for Roraima exists.

RECOMMENDATION 2: Area to develop (B): Integrate SGBV programming across UNHCR Brazil units		Mainstream SGBV to all sectors. <ul style="list-style-type: none"> Decentralize and de-partition SGBV interventions from the Protection Unit to all relevant sectors; promote multifunctional teams. Discuss, share, systematize and document learning on SGBV in all units involved (field, communication, protection etc. Mainstream SGBV throughout the programme cycle into all sectors, in line with the IASC guidelines and using a participatory approach. High Priority				
Management response:		X Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):						
Unit or function responsible:		UNHCR Brazil All Units				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
2.1	Ensure mainstreaming of SGBV in the agenda of the Multi-Functional Team (MFT)	Representative and Deputy Rep	Re-launching of Multi-Functional team was done on 28 October, 2020, ensuring participation of SGBV focal points.	28/10/2019	Ongoing	
2.2	Designate Focal Points on Gender Equality/SGBV/CP/LGBTI/AGD for each office, including standard ToRs to be tailored according to main priorities and opportunities at the local level.	Heads of Protection Units in all offices		Completed - end of 2019		
2.3	Training sectors and sub-sectors of IASC 2015 GBV Guidelines (Integrating GBV interventions in humanitarian action)	Led by SGBV advisor	Supervision: SGBV FP BO	15/03/2020		

<p>RECOMMENDATION 3:</p> <p>Area to develop (C): Ensure protection capacity of all stakeholders and the ability to provide a tailored SGBV response</p>	<p>Set up standardized and comprehensive SGBV case management and information management systems.</p> <ul style="list-style-type: none"> • Develop a national SOP for SGBV case management with unified procedures and tools that can guide UNHCR and partner staff in each stage of the case management process, in line with the Regional Safe Spaces Network Toolkit and IASC GBV Case Management Guidelines. • Set up an SGBV Information Management System for registration of cases, analysis of trends and information sharing. In addition, this is a tool for case referral to local services and other shelters. • Use an Information Management Systems available at UNCHR and not create a new one. • Once data is produced, set up a data analysis mechanism with the Gender-based Violence (GBV) Working Groups that include IPs, OPs, Government, NGOs, and the UN agencies to discuss and inform coordinated actions to improve SGBV prevention, mitigation and response. <p>Medium Priority</p>				
<p>Management response:</p>	<p>X Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree</p>				
<p>Reasons (if partially agree or disagree):</p>					
<p>Unit or function responsible:</p>	<p>UNHCR Brazil (Protection, Registration, Information Management)</p>				
<p>Top line planned actions</p>	<p>By whom</p>	<p>Comments</p>	<p>Expected completion date</p>	<p>Progress</p>	
<p>3.1</p>	<p>Drafting of national SGBV Case Management SOPs which include an agreed Information Management System (IMS) and a Monitoring and Evaluation (M&E) plan</p>	<p>SGBV advisor</p>	<p>Participation of Registration, Information Management colleagues will be ensured.</p>	<p>31/03/2020</p>	<p>In progress</p>
<p>3.2</p>	<p>Validation of Information Sharing Protocol (ISP) on SGBV data between UNHCR and partners with whom SGBV information is shared</p>	<p>SGBV advisor, Registration, Information Management BO</p>	<p>Review: Deputy Representative</p>	<p>29/06/2020</p>	
<p>3.2.</p>	<p>Increase use of progres V.4 among all UNHCR offices and case management partners, including partners disbursing CBI</p>	<p>Registration and SGBV FPs</p>	<p>Units included: Protection, Field, Registration, CBI and Livelihoods.</p>	<p>31/12/2020</p>	

3.3	Trainings on Protection module ProGres V4 including SGBV and CP modules)	SGBV FP, Registration, Information Management BO	A first round of trainings was organized by the SGBV Adviser in the last quarter of 2019 in Roraima.	31/12/2020	Ongoing	
3.4	Implementation of RSSN case and information management tools at UNHCR and partners	Protection, Registration, Information Management in SOs		31/12/2020	In Progress	

<p>RECOMMENDATION 4:</p> <p>Area to develop (D): Reach the most vulnerable POCs out of shelters</p>	<p>Develop and implement a mass information strategy that can raise the awareness of POC out of shelters about their rights, relevant services available as well as reporting mechanisms.</p> <ul style="list-style-type: none"> • In consultation with the community, identify the most suitable tools, platforms and locations to convey key messages to POC, especially those out of shelter and internally relocated. The information provided needs to exceed the scope of the Maria da Penha law and include guidance for survivors of rape, sexual assaults, survival sex, early marriage, among others. • Adapt information materials to the different audiences, taking into account age, gender and diversity. • Expand the numbers of Outreach Volunteers and the locations, and train them to identify SGBV cases and provide information about services available. • Conduct regular consultation with POC out of shelters to ensure their participation in the design of SGBV protection interventions. <p>High Priority</p>					
<p>Management response:</p>	<p>X Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree</p>					
<p>Reasons (if partially agree or disagree):</p>						
<p>Unit or function responsible:</p>	UNHCR Brazil (Protection, Communication/PI)					
<p>Top line planned actions</p>	<p>By whom</p>	<p>Comments</p>	<p>Expected completion date</p>	<p>Progress</p>		
				<p>Status</p>	<p>Comments</p>	
4.1	Roll-out of Community-Based Protection action plan	CBP focal points in all field locations	Supervision: Deputy Representative	31/06/2020		
4.2	Translation of SGBV/PSEA global web pages for the Brazil website	SGBV and PSEA focal points	Supervision: SGBV FP in Brasilia	31/06/2021		
4.3	PI Strategy on Protection for visibility without harm (includes SGBV global media guidelines)	CBP/AGD/SGBV advisor and PI	Review by Deputy Representative	31/06/2020		
4.4	Community-based, AGD-compliant IEC campaign (includes LGBTI and indigenous) on SGBV	CwC and SGBV Focal points in the field	Review: Brasilia Protection Team	31/09/2020		

RECOMMENDATION 5: Area to develop (D): Reach the most vulnerable POCs out of shelters		Extend and strengthened Safe Space Network (RSSN). <ul style="list-style-type: none"> • Develop and implement a clear protection monitoring and outreach strategy including all receiving cities in the relocation programme; map relevant services for SGBV survivors and POC at risk. Based on that develop referral pathways and reinforce links with local protection networks. • Create a community-based protection fund to support grassroots NGOs and community projects (replicating similar models implemented by UNHCR in Ecuador, Lebanon and Turkey). • Develop peer-to-peer information channel and support network by helping the creation of a curated platform managed by Venezuelans (using WhatsApp or other tools used by PoCs). 				
		High Priority				
Management response:		X Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):						
Unit or function responsible:		UNHCR Brazil All Units				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
5.1	Mapping of existing community-based organizations	CBP/AGD/SGBV FPs	Supervision: CBP/AGD/SGBV FP BO	31/06/2020	In progress in Roraima	To be conducted in all other locations.
5.4	Conduct regular trainings of Outreach Volunteers (OVs) in SGBV	SGBV FPs	Supervision: Heads of Protection Units	31/12/2020	Ongoing in Roraima	To be conducted in all other locations.

<p>RECOMMENDATION 6:</p> <p>Area to develop (E): Promote local integration of PoCs at risk of SGBV</p>	<p>Mainstreaming SGBV in durable solutions</p> <ul style="list-style-type: none"> Extend the facilitation of livelihoods support and durable solutions to survivors and persons at risk of SGBV in partnership with local networks (e.g.: vocational training, university programs, connect PoCs with potential employers). Expand the coordination between durable solutions and protection units to better monitor and tailor CBI and relocations interventions. In the framework of the internal relocation programme, map and select carefully the shelters that are apt to receive LGTBIs and that can mobilize public and civil society entities to support their local integration, making sure to relocate this population only to those ones. In the selection of POC for the internal relocation programme, maintain family unity at all times, as separation can increase their exposure to SGBV <p>High Priority</p>					
<p>Management response:</p>	<p>X Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree</p>					
<p>Reasons (if partially agree or disagree):</p>						
<p>Unit or function responsible:</p>	<p>UNHCR Brazil (Protection, Livelihoods, CBIs)</p>					
<p>Top line planned actions</p>	<p>By whom</p>	<p>Comments</p>	<p>Expected completion date</p>	<p>Progress</p>		
<p>6.1</p>	<p>Protection colleagues to refer cases to CBI partners.</p>	<p>Heads of Protection Units in all locations</p>			<p>Status</p>	<p>Comments</p>
<p>6.2.</p>	<p>Review the CBI SOPs and expand the part related to CBIs for SGBV survivors and persons at risk of SGBV</p>	<p>CBI and Protection Team Brasilia</p>	<p>Review by Deputy Representative</p>	<p>31/03/2021</p>		
<p>6.3</p>	<p>Review the livelihoods strategy to ensure prioritization of SGBV cases for livelihoods interventions</p>	<p>Livelihoods and SGBV FP</p>	<p>Review by Deputy Representative</p>	<p>31/06/2021</p>		

<p>RECOMMENDATION 7:</p> <p>Area to develop (F): Build partnerships across locations to address SGBV prevention and response</p>	<p>Extend, strengthen and capacitate partners to support PoCs protection needs.</p> <ul style="list-style-type: none"> • Diversify partners selection though criteria that include SGBV, LGBTI and indigenous experience • Ensure that SGBV objectives are integrated in all PPAs and consistent to the work done by the partners; provide capacity building to ensure quality standards of the SGBV response. • Promote the coordination of partners by fostering “one-stop-shops” where survivors and persons at risk of SGBV can access holistic assistance through multi-sectoral services. <p>Medium Priority</p>					
<p>Management response:</p>	<p>X Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree</p>					
<p>Reasons (if partially agree or disagree):</p>						
<p>Unit or function responsible:</p>	<p>UNCR Brazil All Units, Implementing Partners (IPs), Operational Partners (OPs)</p>					
<p>Top line planned actions</p>	<p>By whom</p>	<p>Comments</p>	<p>Expected completion date</p>	<p>Progress</p>		
<p>7.1</p>	<p>Include mandatory reporting on SGBV activities indicators in PPAs</p>	<p>Program at all field locations</p>		<p>15/04/2020</p>	<p>Status</p>	<p>Comments</p>
<p>7.2</p>	<p>Draft a standard TORs template for Protection staff at IPs with SGBV responsibilities</p>	<p>SGBV advisor</p>		<p>29/02/2020</p>		
<p>7.3</p>	<p>Ensure completion of Result-based management (RBM) for IPs coordinators</p>	<p>Program at all locations</p>		<p>31/12/2020</p>		

RECOMMENDATION 8:		Support SGBV public service providers.				
Area to develop (F): Build partnerships across locations to address SGBV prevention and response		<ul style="list-style-type: none"> Continue the implementation of the Regional Safe Space Network and work with other UN agencies and the government in sensitization, training and allocation of government resources to improve quality, availability and responsiveness of the services to SGBV survivors. In particular, support capacity development of the Delegacias Especiais de Atencao a la Mulher (DEAMs) identified as institution with most gaps, in locations with a large number of POCs (Roraima and Manaus) to attend Venezuelan SGBV survivors. 				
Management response:		X Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):						
Unit or function responsible:		UNHCR Brazil (Protection, Donor Relations), UN Agencies, Operational Partners (OPs)				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
8.1	Drafting of an Advocacy and Fundraising Plan to obtain resources to strengthen the Local Protection Network services (State actors, civil society organizations and host community)	Donor relations FP and SGBV FP	Special attention to be paid to Delegacias Especiais de Atencao a la Mulher	31/03/2021		
8.2	Include the GBV sub-sector members in systematic capacity building opportunities (ex. RSSN Workshops)	SGBV FP in Brasilia		31/12/2020		

RECOMMENDATION 9: Area to develop (G): Tailor SGBV interventions to populations with specific needs		Address SGBV issues taking into account Age, Gender and Diversity. <ul style="list-style-type: none"> • Build the capacity of UNHCR staff and partners on the differentiated approaches required to address SGBV affecting women, men, girls, boys, LGBTI, persons with disabilities (PWD) and indigenous population. • Recruit a Child Protection Specialist that can support the operation in the development and implementation of a Child Protection strategy • In the framework of the internal relocation programme, ensure that relevant information about the specific needs of POCs is communicated to the receiving municipalities prior to their departure, in order to ensure adequate reception conditions. To preserve confidentiality, UNHCR can seek the informed consent of the concerned POCs. • Consolidate a formal procedure for the internal relocation of POC facing physical protection risks and make a more extensive use of this important protection mechanism. <p>High Priority</p>				
		Management response: X Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):						
Unit or function responsible:		UNHCR Brazil All Units				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
9.1	Ensure completion of AGD/CBP/SGBV/CP/LGBTI/PSEA/CoC trainings in Learn and Connect from UNHCR and IPs staff	Heads of Protection and Program in all locations		30/06/2020		
9.2	Draft standard TORs with clear objectives for SGBV/CP/LGBTI/PSEA /indigenous Focal Points	SGBV advisor	Final clearance by Deputy Representative	31/03/2020		
9.3	Establish a standard distribution list to ensure flow of communication amongst AGD/CBP/CWC/U-report and SGBV/CP colleagues	Protection Unit Brasilia		31/03/2020		

RECOMMENDATION 10: Area to develop (H): Maximize the impact of collaboration on SGBV		Strengthen mechanisms of coordination and joined SGBV planning and programming with UN partners.				
		<ul style="list-style-type: none"> • Design a clear strategy based on the assessment of needs and best the division of labour between the UN Agencies (UNHCR, UNICEF, UNWOMEN, and UNFPA) for SGBV programing for the VENSIT. • Expand interagency cooperation throughout the humanitarian corridor established by the relocation programme and support the creation of Gender WGs with the participation of the UN, the government and CSO in the main cities to coordinate actions and improve SGBV preventions, mitigation and response. Each WG needs to have an action plan that defines clear responsibilities and monitoring strategies. • Country, by strengthening the coordination with all the civil institutions that are part of Operacao Acolhida at Brasilia level. A national Protection Working Group could be established to improve the response in States other than Roraima. <p>High Priority</p>				
Management response:		X Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):						
Unit or function responsible:		UNHCR Brazil, UNFPA, UN Women				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
10.1	Ensure systematic reporting of RSSN activities in RMRP and enhanced promotion of RSSN through the R4V Platform in Brazil	Heads of Protection, IM and Programme		31/12/2020		
10.2	Draft a National Memorandum of Understanding (MoU) with UNFPA on SGBV	SGBV Advisor	Review: Representative and Deputy Representative	30/04/2020		
10.3	Finalize a National Memorandum of Understanding (MoU) with UNICEF on Child Protection	Representation	Revised draft submitted to UNICEF on 3 December, 2019. Reminder sent on 14 January, 2020. Feedback to be cleared with Americas Bureau.	31/01/2020		

RECOMMENDATION 11:	
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Area to develop (I): Strengthen accountability to affected populations		Strengthen POCs participation and feedback mechanisms.				
		<ul style="list-style-type: none"> Promote the creation of an inter-agency community based reporting mechanism to enable persons of concern to report SEA and other incidents of misconduct in a safe and confidential manner. Conduct regular monitoring of shelters in all the locations that are receiving Venezuelan refugees. During these visits UNHCR shall allocate an adequate amount of time to the interaction with POC so to hear from them their concerns on existing risks, challenges and protection gaps. Promote the use of satisfaction questionnaires as a feedback mechanism for POCs that have been benefiting from SGBV prevention or response interventions. 				
		Medium Priority				
Management response:		X Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):						
Unit or function responsible:		UNHCR Brazil All Units				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
11.1	Ensure regular PSEA/SH and CoC trainings for UNHCR staff, IPs, OPs and OVs/CCs	PSEA FPs	Supervision: PSEA FP BO and Management	31/12/2020		
11.2	Raise awareness about SEA in the communities, including through trainings and information campaigns, and ensure that individuals are aware of their rights and how to report SEA incidents.	PSEA FPs	Supervision: PSEA FP BO and Brasilia	31/12/2020		
11.3	Create or enhance inter-agency community-based complaint and feedback mechanisms to report information, fraud, sexual abuse and exploitation (PSEA) in all areas of intervention, including shelters, Support Spaces and community centers, following existing UNHCR internal policy, while ensuring wide dissemination of these mechanisms among POCs (brochures, etc.).	Protection team in Brasilia + PSEA FP in Brasilia and BV to propose initiative for consideration at field level		31/06/2020		

<p>RECOMMENDATION 12:</p> <p>Area to develop (I): Strengthen accountability to affected populations</p>	<p>Implement community-based interventions to address gender inequalities in Roraima shelters.</p> <ul style="list-style-type: none"> Given the fact that many of the shelters of Roraima receive POC for several weeks before they can continue their journey down south, UNHCR and partners can take advantage of their stay to sensitize men, women, girls and boys about gender equality mid-term behavioral change transformation methodologies could also be adopted, including “Engaging Men in Accountable Practices (EMAP)”, “Start, Awareness, Support, Action (SASA!)” and Journeys of Transformation. In indigenous population shelters stronger efforts should be made to challenge early marriage. Participatory methodologies can be used to raise the awareness of the community about Brazilian legal framework against this harmful traditional practice and the negative consequences that this form of SGBV has on the girl child, her family and community. <p>Medium Priority</p>					
<p>Management response:</p>	<p>X Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree</p>					
<p>Reasons (if partially agree or disagree):</p>						
<p>Unit or function responsible:</p>	<p>UNHCR Brazil (Protection, Programme)</p>					
<p>Top line planned actions</p>	<p>By whom</p>	<p>Comments</p>	<p>Expected completion date</p>	<p>Progress</p>		
<p>12.1</p>	<p>Promote SGBV Prevention activities by UNHCR and IPs during the year (16 days of activism campaign, Information and Communication (IEC) materials, regular social media content, etc.)</p>	<p>Heads of Protection</p>	<p>Review: Management</p>	<p>Ongoing</p>	<p>Status</p>	<p>Comments</p>