

UNHCR Evaluation Management Response

Evaluation title:	Decentralised Evaluation of UNHCR's Livelihoods Programme in South Sudan (2016-2018)		
UNHCR evaluation reference:	ES/2019/11		
Entity that commissioned the evaluation:	Livelihoods and Economic Inclusion Unit (DRS) with financial support from the Evaluation Service		
Due date Management Response:	13 April 2020		
Management Response approved by (senior manager in commissioning entity):	Name: Felicia Mandy	Job title: Assistant Representative Operations	Country/Office: South Sudan/ UNHCR Representation Office in Juba
Date:	13/03/2020		

General comments on the evaluation:	<p>The evaluation is timely as it reflects key recommendations and approaches that add value in programming livelihoods and economic inclusion for protection and solutions. Recommendations have highlighted key best practices relevant to the global compact of refugees as well as resource challenges typical of fragile and conflict affected settings as is the case of South Sudan. Overall, the recommendations reflect demonstrated resilience and pro-activeness of persons of concern hosted in a context with immense socio-economic and political challenges; as well as their capacity to utilize limited resources at their disposal to pursue self-reliance and contribute to local economies. The South Sudan Country office appreciates support from HQ evaluation service as well as livelihoods and economic inclusion unit in contributing resources including oversight for the evaluation. The Country Office following the external evaluation has continued to explore avenues of operationalizing recommendations at the country level including pro-active engagement of broad range of stakeholders as illustrated in some of the planned actions.</p>
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RECOMMENDATION 1:	Support the application of refugee law. In South Sudan, opportunities for policy advocacy on the part of refugees are limited. Where government does exist, UNHCR should support the application of refugee law.			
Management response:	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree			
Reasons (if partially agree or disagree):				
Unit or function responsible:	Operational Delivery/Programme & International Protection and Solutions South Sudan			
Top line planned actions	By whom	Comments	Expected completion date	Progress
				Status

a.	Basic mapping of existing laws and policies that support economic inclusion as well as access to socio-economic rights.	Protection/Programme	Laws and Policies that support economic inclusion for all (Persons of concern and host population) exists.	December 2020	Work in Progress	South Sudan currently is consolidating a Transitional Government of National Unity. It's expected that this exercise will take time especially with Corona Pandemic
b.	Facilitate Government led advocacy process with Commission for Refugee Affairs and relevant actors anchored on outcome of the basic mapping in (a)		Due to contextual challenges and changes there are gaps in Operationalization	December 2024		
RECOMMENDATION 2:		Develop an advocacy strategy for unstable environments and where governments are weak. HQ/RB should have guidance on how to strengthen the enabling environment (transformative capacity) through partnerships with other development partners and the private sector. Taking the evidence from South Sudan, this may involve strengthening livelihood programmes through UNHCR activities to catalyse other development actor engagement. The biggest impediment to implementing the new LEI strategy in this context is convincing development partners to go where UNHCR is working.				
Management response:		<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):						
Unit or function responsible:		Operational Delivery/Programme South Sudan				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
a.	Mapping of existing development actors by CO and together with RB organize 1 in country forum with development actors based on strategies of collaboration & MOUs signed at global level	Programme	Country office will continue advocacy efforts to engage development actors and join efforts with regional bureau to review operationalization of Global MOUs and collaboration strategies in place	December 2024	Proposed	No Comment
RECOMMENDATION 3:		Work with partners to secure funding. Although the livelihoods programme is successful in Maban and Unity, funding cuts will result in programmes being scaled back. A shift in focus is needed where UNHCR works closely with other UN agencies to strengthen livelihood activities. UNHCR should seek opportunities to assist IP to raise additional resources for livelihood programming directly. UNHCR can act as a quality control agent for donors that are considering funding IP livelihood programmes				

Management response:		<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):						
Unit or function responsible:		Operational Delivery/Programme South Sudan, Regional Bureau (Nairobi), LEI HQ (DRS)				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
a.	Increase development actor investment in refugee hosting areas in humanitarian – development nexus space	Regional Bureau/ Programme South Sudan	# Development actors supporting refugee hosting areas & Support being provided % increase in number of households reached as a result of complementary development resources [Based on UNHCR Gap]	December 2024	Work in Progress	Limited development donors with limited to no multi-year resources hence engagement will take time
b.	Scale up advocacy and resource mobilization with non-traditional donors to support refugee hosting areas	Regional Bureau/ Programme South Sudan	# Take stock of private sector actors delivering livelihood related support in refugee hosting areas #Biennial in country advocacy forums with private sector and non-traditional actors	December 2024	Proposed/ Planned	Attraction of private sector to areas with a weak entrepreneurship based is long-term and will require political & economic stability which is currently work-in progress
c.	Explore available funding streams at Headquarters that the operation can benefit from	RB/HQ – LEI unit	#2 annual meetings held with LEI and partnership at HQ for JICA	December 2024	Proposed/ Planned	Currently there is limited complementary development resources to support refugee hosting areas. The RB will continue advocate at the regional level for an increased engagement of development and private sector actors.
RECOMMENDATION 4:		Prioritise protection and appoint staff. Livelihood programming should remain a high priority for the CO. Thus, livelihood staff with technical expertise need to be based in Juba, Maban, and Jamjang. Even as programming funds are reduced, having livelihood expertise embedded in the programme will encourage other partners to invest in livelihood activities for refugees.				
Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				

Reasons (if partially agree or disagree):		Country office acknowledges the importance of having expertise in all key locations however the limited resources remains an impediment.				
Unit or function responsible:		Operational Delivery/Programme South Sudan, Heads of Sub-office South Sudan				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
a.	Create a technical livelihood post at country level	Programme	Post created as of March	March 2020	Completed	None
b.	Designate livelihood focal points in the field locations	Programme/ Heads of Offices	Capacity development to be supported for focal points in the field supporting livelihoods interventions	December 2020	Work in Progress	Capacity building support/training can be requested and delivered both in person or remotely to new LH focal points for UNHCR and national, INGO and other agencies, by RB and DRS.
c.	Capacity development of livelihood focal points & Livelihoods working Group	Programme	Field missions and trainings for focal points in the field will be organized	June 2020 - 2024	Proposed	None
d.	Finalize framework for structured collaboration with FAO to support key refugee hosting areas	Programme	Ongoing discussions and CO will engage UNHCR/FAO Liaison for support	June 2020	Work in Progress	UNHCR and FAO have hired in Feb a senior officer at the RB, who is available to support the operation in mapping, development of funding proposals and fund raising.
RECOMMENDATION 5:		Establish monitoring and evaluation (M&E) positions in Juba and the camps. Although a strategy is in place to have partners monitor changes in nutrition and food security, there is a need for M&E officers in the field to harmonise data collection and ensure that data can inform adaptive management. In addition, a technical M&E person in Juba should oversee this effort. This will ensure that the indicators used by the implementing partners are harmonised and easier to roll up for reporting purposes.				
Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		Country office acknowledges the importance of having M & E positions in all key locations however the limited resources remains an impediment.				
Unit or function responsible:		Operational Delivery/Programme South Sudan				
Top line planned actions		By whom	Comments		Progress	

				Expected completion date	Status	Comments
a.	Review of livelihood indicators in line with measurement markers for resilience against existing UNHCR results framework	Programme/Livelihood focal points/ M&E – Country Office	Limited available resources for M&E positions	June 2020	Proposed/Planned	RB is on stand-by to support a review and provide guidance on indicators.
RECOMMENDATION 6:		Ensure that adequate livelihood staff are available in country to move to a more facilitative role. UNHCR South Sudan's ability to advocate to donors and other development partners for livelihood programming was seriously limited by a shortage of livelihood staff. Even as UNHCR's role in direct implementation decreases, technical expertise is needed within the CO to advocate on behalf of IP to secure livelihood resources.				
Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		Country office acknowledges the importance of having available expertise in all key locations however the limited resources remains an impediment.				
Unit or function responsible:		Operational Delivery/Programme South Sudan, Regional Bureau (Nairobi), LEI HQ (DRS)				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
a.	Technical support provided and initial draft funding proposal for graduation approach submitted for fundraising consideration under the Global Poverty Alleviation Coalition (PAC) launched during the GRF.	Programme/RO Juba/RB/ HQ LEI unit	Operation is working closely with HQ team on the Global Alliance for Economic Inclusion funding proposal. The proposal will allow partners to fundraise for multi-year funding for poverty alleviation coalition and will include refugee hosting areas.	December 2020	Work in Progress	UNHCR provided technical guidance and support for WVI/NRC joint fundraising proposal for graduation approach. Proposal scope will be expanded to include other partners to leverage on fundraising efforts for South Sudan
RECOMMENDATION 7:		More resources should be used to carry out performance evaluations as in South Sudan. Although UNHCR has carried out numerous assessments of its operations, the survey carried out as part of this evaluation provided valuable information on				

	improved outcomes that have resulted from the livelihood programmes. This information provides evidence to donors and other development partners that livelihood activities in Maban and Jamjang are working. In this way, the information can attract other resources for infrastructure, improved access to markets, and financial service providers, and other improvements in the enabling environment.					
Management response:	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree					
Reasons (if partially agree or disagree):	The results of the evaluation will contribute added value to evidence-based programming in South Sudan					
Unit or function responsible:	Evaluation Service HQ, Operational Delivery/Programme South Sudan					
Top line planned actions	By whom	Comments	Expected completion date	Progress		
				Status	Comments	
a.	Evaluation services is hiring a Senior Evaluation Officer to be based at the Bureau and will support the operations	Evaluation Service (HQ)	Senior Evaluation Officer will provide support to operations	August 2020	Work in Progress	No comment
b.	Conduct socio-economic assessments to strengthen evidence-based programming	Programme South Sudan	OPs/Programme South Sudan will work together with the GCR unit in the Regional Bureau and DRS, to design and implement socio-economic surveys that will inform livelihood programming in the future.	2020-2021	Work in Progress	Feasibility depends on availability of funds to support the activity. Programme unit in South Sudan will coordinate with DRS and Bureau for technical and financial support.