

UNHCR Evaluation Management Response			
Evaluation title:	Decentralised Evaluation of UNHCR's Livelihoods Programme in Malaysia (2015-2018)		
UNHCR evaluation reference:	ES/2019/14		
Entity that commissioned the evaluation:	Livelihoods programme/unit Malaysia		
Due date Management Response:	13 April 2020		
Management Response approved by (<i>senior manager in commissioning entity</i>):	Name: Thomas Albrecht	Job title: Representative	Country/Office: Malaysia
Date:	7 June 2020		

General comments on the evaluation:	<p>In 2019, the Government of Malaysia (GOM) commenced work on formulating a refugee policy that is hoped to lead to the regularisation of the temporary stay of persons registered with UNHCR and afford them with access to work at par with locals. The Livelihoods programme in Malaysia thus depends on the success of advocacy and cooperation with the Government. In support of this development, the Office's key priorities are to: 1) support the GOM in developing a refugee policy and building a national asylum system; 2) engage and facilitate the empowerment of refugee communities; and, 3) expand and engage service providers and civil society partnerships to strengthen the protection environment through greater networks of services and communication. There will be a focus on participation and supporting opportunities for women, girls and youth.</p> <p>The cornerstone of this work towards a national asylum system is guided by a roadmap, which is in development with GOM and details a gradual transition of the responsibility to register, assess asylum claims and document refugees.</p>
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	<p>UNHCR Malaysia will continue to progress gradual national inclusion of persons of concern in the areas of education, health and formal employment with the support of a growing partner network, including private sector, academia and development partners. For youth, focus will be on supporting an increase of different streams of education including life skills development, vocational training, secondary and tertiary education opportunities. Emphasis will be placed on girls' access to such opportunities. UNHCR will seek to enhance the empowerment of youth through partners and the communities, for them to build peer networks and platforms to represent themselves.</p>
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RECOMMENDATION 1:	Recommendation on operation-wide participatory strategy development. All units/functions within the operation should have a cohesive strategy that contributes to the advocacy objectives. The ET recommends a participatory process to develop a consolidated operation-wide strategy including PoC feedback.					
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:	Representative					
Top line planned actions	By whom	Comments	Expected completion date	Progress		
				Status	Comments	
1	Review of the 2017-2021 UNHCR Malaysia five-year strategic directions document	Office-wide led by Senior Management	2019 was the third year since this strategy was conceptualized, but the review of elements to achieve this, including the relevant structures, systems and capacity only took place in the same year (2019). Significant gaps have been identified in shaping this office towards delivering on the 5-year vision. The COP 2020 was developed incorporating feedback from all staff and the comprehensive review of processes and engagement with communities. This helped the Office make decisions to invest in more outreach, including outreach services through partners in areas outside of Kuala Lumpur. Moving forward,	End 2019	Completed	

			the operation's focus will be on supporting participation and opportunities for women, girls and youth to improve the quality of their lives.			
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RECOMMENDATION 2:		Recommendation on restructuring and change management. Continue with a change management process to align operational functions with the above strategy, hiring a consultant as possible. The ET advises the CO: reorganise the current 'operations' unit into functions that form one outward-facing programming package to address PoC needs; move the advocacy work to a team led by senior management; move the worker rights/work pilot portfolio from the DSU to an operations team that has the capacity and systems to implement the pilot to scale. Finally, the reinvigorated Livelihoods and Economic Inclusion Unit of Malaysia should be led by a senior staff with strategic support from the Senior Regional Technical Advisor to be based in Kuala Lumpur.				
Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		No Senior Regional Technical Advisor for Livelihoods to be based in Kuala Lumpur				
Unit or function responsible:		Representative				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Staffing review	Senior Management	A complete staffing review and reorganization of the staffing structure was developed as a long-term plan. In the meantime, the Office is in the process of filling positions in alignment with the new staffing structure. This includes strengthening the capacity of the Programme, Project Control and Administrative functions, Senior Management-led Advocacy and Policy teams and community outreach services.	31 January 2020	Completed	Hiring of staff aligned with the new staffing structure will continue throughout 2020. Delays due to the COVID-19 situation expected.
				Filling positions: end 2020	Ongoing until end 2020	

2	Work pilot programme	Durable Solutions and Livelihoods	The Work Pilot programme has been moved from the CBI-Livelihoods Unit to the Durable Solutions Team.	End 2019	Completed	
3	Advocacy teams led by Senior Management	Senior Management	Advocacy is led by Senior Management and supported by teams in technical areas (Government liaison, health, education, child protection, etc.). The Office's engagement with the Government of Malaysia (GOM) seeking to establish a refugee policy that would afford refugees and asylum-seekers with temporary stay and work rights remains positive.	Teams are in place, including to pursue the 'Roadmap Towards a National Asylum System'	Completed	This roadmap has a two-year timeframe and will lay the foundation for continuing advocacy work.
RECOMMENDATION 3:		Recommendation on employment readiness. Large segments of the PoC population are not ready for employment and financial inclusion activities. The LU should compile secondary data and build a complete profile of the employment readiness of the diverse PoC population—with the aim to strengthen current “foundational” capacity interventions through the one-stop shop approach in different regions of the country.				
Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		The Livelihoods Unit does not currently have the capacity to compile secondary data and to build a complete profile of the employment readiness of the POC population. However, the introduction of proGres version 4 to this operation will be an opportunity to ensure that the Office has access to primary data related to work preparedness. The Office can assign another team working with academic institutions with whom the Office has an agreement to compile secondary data and build a complete profile of the employment readiness of the POC population. The priority for the Office in 2020 is to set-up the Outreach Centres throughout Peninsular Malaysia, starting with Johor, Penang, Kedah and Klang, after which work on employment and financial inclusion may be added on.				
Unit or function responsible:		Representative				
Top line planned actions	By whom	Comments	Expected completion date	Progress		
				Status	Comments	

1	Setting up Outreach Centres in Johor, Penang, Kedah and Klang.	Community-Based Protection	Outreach Centres will first focus on key protection needs, especially card renewals and registration. In line with reducing reliance on direct implementation, the newly established Outreach Centres will need considerable time for capacity-building of implementing partners (NGOs) who have limited experience in these functions and/or with refugees and asylum-seekers. Once consolidated, the Centres may begin to perform other functions, including serving as hubs for data collection and work on employment and financial inclusion matters.	End 2020 (in view of preoccupations with the COVID-19 situation)	Commenced	The COVID-19 situation continues to impact implementation.
RECOMMENDATION 4:		Recommendation on partnerships. Senior management should conduct an operation-wide assessment of partnerships, and develop a new multi-year partnerships model. This includes working with the UN Country Team to identify opportunities for a joint advocacy strategy.				
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:		Representative				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Assessment of partnerships and MYMP model	Senior Management	UNHCR works closely with the Malaysian Government Ministries at the federal level, including the ministries of Home Affairs, Foreign Affairs, Human Resources, Education, Health, Women, Family and Community Development and National Security Council, as the key interlocutors on refugee policy and access to	End 2020 (in view of preoccupations with the		

		<p>rights and services. The Joint Task Force, established in 2016, has been revived in 2019 and is expected to continue as the main forum for coordination on refugees between the Government and UNHCR, supported by different technical working groups as needed. The Representation has also started to establish strategic links at state level with governmental and non-governmental entities, including law enforcement and service providers to link them closer with the refugee communities. It will build upon the growing partnerships with the Government through policy dialogue, information and data exchange. The Representation will expand its capacity building strategy with Government through dedicating expert resources and efforts to implement a sound refugee policy and build a national asylum system.</p> <p>The Qatar Fund for Development will provide substantial support, through Malaysian NGOs, in the next 3 years, with a USD 50 million contribution to refugees. The National Welfare Foundation represents the GOM in coordinating the funds and working with locally appointed NGOs and the Qatar Charity. The launch of the first primary care clinic under the health project took place in 2019. There is a view towards funding education programmes next, followed by livelihood related efforts. This has presented the Office an opportunity to assess partners who may be included in a MYMP approach with or without direct funding from UNHCR Malaysia and allows</p>	<p>COVID-19 situation)</p>		
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			the Office to position itself as a thought-leader and in an advisory role.			
2	Joint advocacy with the UN Country Team	Led by Senior Management	UNHCR is a member of a dedicated `inclusivity and wellbeing results group` of the UNCT, moving the SDG agenda by profiling and advocating for inclusion of marginalised groups in Malaysian society for whom Government needs to take measures in order to be compliant with their commitments under the SDGs. Close collaboration within UN leverages our sister agencies` influence and activities for the protection and inclusion of refugees and stateless people and that their issues are firmly places in the development agenda.	In place		
RECOMMENDATION 5:		Recommendation on HQ/RB support. There is a need for more capacity building support by HQ/RB around the shifts represented in the new livelihoods strategy, in particular for: distinguishing impact goals and measurement expectations, guidance on how to implement MYMP within the constraints of the annual project cycle and contracting mechanisms, and to create a mechanism for supporting other livelihood programmes similarly struggling with the strategy shift.				
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:		Regional Bureau (Bangkok), DRS				
Top line planned actions	By whom	Comments	Expected completion date	Progress		
				Status	Comments	

1	Include HQ/Regional Livelihoods in livelihoods strategy development and implementation	HQ/Regional and UNHCR Malaysia		Pending new Livelihoods and Economic Inclusion strategy (End 2020 - in view of preoccupations with the COVID-19 situation)	Not started	
2	Capacity-building for staff on livelihoods and economic inclusion interventions	Senior Management	This is to include distinguishing impact goals and measurement expectations; data collection, monitoring and evaluation; project design and implementation; etc.	Pending new Livelihoods and Economic Inclusion strategy (End 2020 - in view of preoccupations with the COVID-19 situation)	No started	