

UNHCR Evaluation Management Response			
<b>Evaluation title:</b>	Evaluation of UNHCR's Child Protection Programming (2017–2019)		
<b>UNHCR evaluation reference:</b>			
<b>Entity that commissioned the evaluation:</b>	Division of International Protection		
<b>Due date of Management Response:</b>			
<b>Coordinator of Management Response:</b>	Amanda Melville		
<b>Management Response approved by (senior manager in commissioning office):</b>	Name: Gillian Triggs	Job title: Assistant High Commissioner - Protection	Country/Office: HQ
<b>Date:</b>			
<b>General comments on the evaluation:</b>	The evaluation of UNHCR's Global Child Protection Programme strategy and programmatic implementation has been extremely useful in clearly identifying its strengths and existing gaps, and in providing achievable recommendations. These recommendations, together with the 2021 OIOS thematic audit of child protection at UNHCR, will provide the foundation for the forthcoming update of the Child Protection Framework in the form of a Child Protection Policy. A Child Protection Advisory Group will be established to ensure the recommendations of the evaluation are followed up on; meeting at least once per year in 2022 and 2023.		
<b>RECOMMENDATION 1:</b>	Define UNHCR's child protection role in both refugee settings and IDPs settings		
<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>	[add only if partially agree or disagree was selected]		

<b>Unit or function responsible:</b>		Division of International Protection (DIP) and Regional Bureaux (RB)			
<b>Top-line planned actions</b>		<b>By whom</b>	<b>Comments</b>	<b>Expected completion date</b>	<b>Progress</b>
					<b>Status</b>
1	Update Child Protection Framework/ Develop child protection policy	(DIP)	The 2012 Framework for Protection of Children will be updated by the Division of International Protection in 2022 and a draft Policy on Child Protection (CP) will be presented to Senior Management for consideration. As part of the operational guidance on UNHCR role's in IDP settings, DIP will clarify our role in child protection in IDP settings. The Policy will include clear minimum actions for planning for refugee/IDP /mixed movement scenarios. It will also outline linkages to other sectors, especially education, and linkages to discussions on social protection within the HPD nexus.	Dec 22	
2	Support operations to develop child protection strategies	RB with support from DIP	RB will support operations that have selected child protection as an outcome area to develop or update child protection strategies. Child protection strategies may be developed as part of the overall protection strategy or standalone. Timing will be adapted to planning cycles of respective operations.	Dec 23	
<b>RECOMMENDATION 2:</b>		<b>Clarify and ensure consistent understanding and implementation of UNHCR's role in child protection responses in emergencies</b>			
<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>		<i>[add only if partially agree or disagree was selected]</i>			
<b>Unit or function responsible:</b>		Division of Emergency, Security and Supply (DESS) with support of DIP			
<b>Top-line planned actions</b>		<b>By whom</b>	<b>Comments</b>	<b>Expected completion date</b>	<b>Progress</b>
					<b>Status</b>
1	Guidance on child protection in emergencies	DESS with support of DIP	DESS and DIP will develop clear guidance on how child protection should be integrated into emergency preparedness, response, and early recovery/transitional programming, including programmatic responses and human resources.	Dec 2022	

2	Strengthen child emergency deployment capacity	DESS with support of DIP	DESS and DIP work together to review and strengthen the child protection capacity within emergency deployment mechanisms.	June 2022		
3	Deployment of appropriate levels of child protection expertise to emergencies	DESS with support of DIP	Ensure appropriate levels of child protection expertise are deployed to emergencies and are provided with resources and support that help them to effectively identify and prioritize child protection issues.	Ongoing		
<b>RECOMMENDATION 3:</b>		<b>Ensure appropriate levels of child protection staffing, as well as clarity in the roles and responsibilities of the child protection workforce, so that all staff and supervisors are clear on required capacity, expertise, and accountabilities to deliver on UNHCR's mandate and responsibilities to children</b>				
<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>		<i>[add only if partially agree or disagree was selected]</i>				
<b>Unit or function responsible:</b>		Division of Human Resources (DHR) with the support of DIP and RB				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Develop guidance on child protection staffing	DHR with support of DIP	DIP and DHR will work together to develop guidance on appropriate levels of CP staffing.	March 2022		
2	Provide guidance on CP staffing for specific operations for 2023 planning	DIP, DHR and RB	DIP will work with DHR to analyse child protection staffing levels and DIP will support RB to develop recommendations for specific operations taking into account funding constraints for 2023 planning.	April 2022		
3	Develop job descriptions for child protection specialisation	DIP and DHR	DIP and DHR will develop and disseminate description of the responsibilities of staff with child protection specialisation.	September 2022		

<b>RECOMMENDATION 4:</b>		<b>Increase the predictability of resources for children protection within UNHCR's existing funding and increase targeted resource mobilization that can be translated into internal investments in child protection</b>				
<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>		<i>[add only if partially agree or disagree was selected]</i>				
<b>Unit or function responsible:</b>		DIP, Division of Strategic Planning and Results (DSPR) and Division of External Relations (DER)				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Annual capacity building on child protection planning	DIP and DSPR	Existing guidance from DIP and DSPR is already in use to encourage the systematic prioritization of CP in the planning process. This guidance was presented during a round of webinars jointly delivered by DIP/DSPR for field operations and RB for the 2022 planning cycle. This practice will be repeated annually.	Annually in April and October		
2	Develop benchmarks to inform resource allocation on CP	DIP and DSPR	DIP will work further with DSPR to develop appropriate benchmarks to inform resource allocation and prioritization of CP activities in advance of the 2023 planning cycle. The CP dashboard developed by DIP will serve to support these efforts as it provides the basis for a comparison of funding levels in different operations and regions. The value of benchmarks as a means of ensuring predictability across operations can only be as effective as the level of available funding permits in practice.	March 2022		
3	Explore mobilisation of additional resources for child protection	DER with support of DIP	DER and DIP will review possibility of mobilising additional resources for child protection.	Dec 2021		
<b>RECOMMENDATION 5:</b>		<b>Clearly define what UNHCR coordination leadership in refugee settings means for child protection and ensure dissemination and clarity with all operational partners and governments along with the appropriate level of skilled staff to lead.</b>				
<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>		<i>[add only if partially agree or disagree was selected]</i>				

<b>Unit or function responsible:</b>		DIP, DER, Global Learning and Development Center (GLDC) and RB				
<b>Top-line planned actions</b>		<b>By whom</b>	<b>Comments</b>	<b>Expected completion date</b>	<b>Progress</b>	
					<b>Status</b>	<b>Comments</b>
1	Capacity building for child protection coordinators in refugee settings	DIP with support of DER and GLDC	DIP will continue to provide annual capacity building opportunities for child protection coordinators, building on the virtual capacity building efforts undertaken in 2021, with the support of DER and GLDC.	October 2022 and 2023		
2	Annual learning needs assessment of CP coordination groups	DIP in collaboration with DER and RB	DIP will undertake annual analysis of child protection coordination groups capacity building needs and together with RB will provide tailored technical support and learning to child protection coordinators and coordination groups utilizing both interagency and UNHCR existing guidance and learning needs, in collaboration with RB.	Dec 2022		
3	Guidance on child protection coordination in refugee settings	DIP and DER	DIP and DER will create a "pocket guide" on child protection coordination in refugee settings, focusing on UNHCR coordination accountabilities, co-coordination arrangements, coordination process, and local actors' engagement.	Dec 2022		
<b>RECOMMENDATION 6:</b>		<b>Strengthen operational planning to incorporate child protection, and strengthen child protection staff skills in planning, decision making, and partnership management</b>				
<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>[add only if partially agree or disagree was selected]</b>				
<b>Unit or function responsible:</b>		DSPR with support of DIP, GLDC and RB				
<b>Top-line planned actions</b>		<b>By whom</b>	<b>Comments</b>	<b>Expected completion date</b>	<b>Progress</b>	
					<b>Status</b>	<b>Comments</b>
1	Global learning on CP planning	DIP, DSPR and GLDC	DIP and GLDS will implement global training on child protection programming in 2022 for protection, child protection and programme staff. In addition, as noted above, planning	Training: June 2023		

			guidance and associated webinars on CP will be updated and conducted annually by DIP and DSPR.			
2	Provide technical support and capacity building to operations on child protection planning	RB with support of DIP	RB will provide technical support and capacity building to operations on the integration of child protection into UNHCR planning processes with support of DIP/GLDC as needed. RB also provide support for the development of CP strategies to be annexed in COMPASS with results aligned with the country strategy. Where there is sufficient child protection capacity at the regional level, this will be undertaken by RB, while DIP will support where RB need additional capacity.	Annually in May and October as part of annual planning processes		
<b>RECOMMENDATION 7:</b>		<b><i>Increase the 'ownership' of child protection responses among senior leadership</i></b>				
<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>[add only if partially agree or disagree was selected]</b>				
<b>Unit or function responsible:</b>		AHC-P's Office with support of DIP, GLDC, DER and RB				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Orientation for senior management on CP	DIP and GLDC	Develop and rollout short guide/FAQ on fundamentals of child protection for senior management and integrate in senior management learning initiatives.	Dec 2023		
2	Integration of CP in senior management forums	AHC-P's Office, DIP, RB	Integrate child protection in senior management forums, including the SET, on a regular basis.	Dec 2023		
3	Establish global child protection consultation group	AHC-P	Establish a global child protection consultation group to follow up on the recommendations of audit and evaluation.	Dec 2023		

4	Child-led advocacy and communications	DER with support of DIP and RB	Strengthen child participation and child-led advocacy through integration of child participation in refugee advisory groups and high-level events. DER to ensure systematic visibility of children's voices and issues in external publications.	Dec 2023		
5	Include child protection in UNHCR strategic priorities	HC with support of AHC-P and DIP	Include child protection in the strategic directions of UNHCR covering period 2022-2026	June 2022		
<b>RECOMMENDATION 8:</b>		<b>Reinforce Child Protection capacity at the regional level</b>				
<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>		[add only if partially agree or disagree was selected]				
<b>Unit or function responsible:</b>		RB with support of DHR and DIP				
<b>Top-line planned actions</b>		<b>By whom</b>	<b>Comments</b>	<b>Expected completion date</b>	<b>Progress</b>	
		<b>Status</b>			<b>Comments</b>	
1	Developing strategies to address staffing gaps at regional level	RB with support of DIP and DHR	DHR and DIP to map regional child protection capacity and undertake consultations with regions to address gaps in 2023 planning. Contingent on resources, RB to develop actions to address gaps in 2023 planning.	April 2022		
<b>RECOMMENDATION 9:</b>		<b>Strengthen the mainstreaming of child protection within UNHCR, and in line with the Child Protection Minimum Standards</b>				
<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>		[add only if partially agree or disagree was selected]				
<b>Unit or function responsible:</b>		DRS and DIP				
<b>Top-line planned actions</b>		<b>By whom</b>	<b>Comments</b>	<b>Expected completion date</b>	<b>Progress</b>	
		<b>Status</b>			<b>Comments</b>	

1	Build capacity on child protection mainstreaming	DIP in collaboration with DRS	A CP mainstreaming project, being undertaken in 2021-2022 will help ensure that CP is integrated across all elements of UNHCR protection, assistance and solutions activities. Greater progress on mainstreaming is a critical way to achieve a multiplier effect and contribute to the achievement of cost and process efficiencies.	June 2023	Ongoing	Existing partnership with CPWG and Save the Children
2	Strengthen integration of child protection and education in operations	RB, with support from DIP and DRS	RB will provide support to greater integration between CP and education in operations. This will build upon the work at the global level between INEE and the Alliance for Child Protection in Humanitarian Action, as well as ongoing work on child marriage.	Dec 2023	Planned	Selected RBs will be identified to work on this action where relevant to their region
<b>RECOMMENDATION 10:</b>		<b>Continue strengthening the skills of the Child Protection workforce, with a focus on national staff</b>				
<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>		[add only if partially agree or disagree was selected]				
<b>Unit or function responsible:</b>		DIP, GLDC and RB				
<b>Top-line planned actions</b>		<b>By whom</b>	<b>Comments</b>	<b>Expected completion date</b>	<b>Progress</b>	
					<b>Status</b>	<b>Comments</b>
1	Develop and implement child protection learning strategy	DIP, GLDC and RB	DIP, GLDC and RB to a develop child protection learning strategy and implement it on an ongoing basis	Dec 2022	Planned	Global learnings will be complemented by operation specific learning opportunities
<b>RECOMMENDATION 11:</b>		<b>Promote consistent understanding and increased knowledge of child protection across UNHCR</b>				
<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>		[add only if partially agree or disagree was selected]				
<b>Unit or function responsible:</b>		GLDC, DIP and RB				
<b>Top-line planned actions</b>		<b>By whom</b>	<b>Comments</b>		<b>Progress</b>	



				<b>Expected completion date</b>	<b>Status</b>	<b>Comments</b>
1	Provide global foundational learning on CP	DIP and GLDC	DIP and GLDC will develop foundational e-learning for all staff working on CP in UNHCR with different levels and targets.	June 2023		
2	Integration of CP into global learning programmes	GLDC with support of DIP	GLDC with support of DIP will ensure integration of child protection into key learning initiatives (based on the overall learning strategy)	Dec 2023		
3	Capacity building to operations on CP	RB with support of DIP/GLDC	RB and child protection TOT participants to conduct training for operations on CP based on their needs. The ability of RB to do so depends on their child protection capacity. Where needed, DIP will support.	Dec 2023		