

UNHCR/UNDP 3RP EVALUATION MANAGEMENT RESPONSE

Evaluation title:

Regional Refugee and Resilience Plan Evaluation

UNHCR evaluation reference:

Entity that commissioned the evaluation:

UNHCR MENA Regional Bureau (RB) and UNDP Regional Bureau for Arab States (RBAS)

Due Date for Management Response:

December 2022: The finalization of the management response was delayed as it was felt a consultative process involving 3RP partners for agreeing to next steps would be needed, including a workshop conducted on 13 September 2022 in Amman, attended by 75 partners online or in person.

Date Management Response Completed:

[Date returned to Head of Service]

Coordinator of the Management Response:

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Management Response cleared by:

Ayman Charaibeh, Bureau Director, UNHCR MENA RB; Dr. Khalida Bouzar, Regional Director for Arab States UNDP RBAS Director

General comments on the evaluation

UNHCR and UNDP appreciate the comprehensive, inclusive evaluation process and the resulting detailed report. This is the first evaluation of the Regional Refugee and Resilience Plan (3RP) for the Syrian refugee Crisis response since its inception in late 2014. The evaluation was recommended by the 3RP's Regional Steering Committee (RSC) to measure how well the 3RP performs its functions in the areas of strategic leadership, coordination support to the operational response as well as advocacy, policy, and resource mobilisation. Furthermore, the aim of the evaluation was to look critically at coordination approaches and evaluate strengths, opportunities and challenges as well as make recommendations for the future evolution of the 3RP within the regional context.

Some of the recommendations in the report, for example related to "re-initiate the regional strategic leadership function and strengthen the role of national leadership towards more inclusive agenda-setting for the Syria crisis response", had also been emphasized by UNHCR and UNDP as priorities during the consultation process and the mentioned September 2022 workshop, which dedicated one full day to examine the evaluation results and implications. Highlighting this in the recommendations is helpful although more concrete proposals on possible next steps would have been valuable. Overall, UNHCR and UNDP appreciate the information provided in the report and the momentum it has garnered among partners in the region, to further advance the 3RP response.



Recommendation 1:

Evaluation Question 1:

How has the 3RP provided effective strategic leadership, vision, and coordination for the Syria regional refugee crisis response?

Conclusion: The 3RP has effectively carried out its knowledge management, fundraising and Regional Durable Solutions Working Group (RDSWG) functions, but its full potential to support and guide strategic decision making for the region's response to the Syria crisis is not yet realized.

Recommendation: Develop documentation that clarifies the conceptual framework that underpins the 3RP mandate and scope of work. This should clarify the 3RP position on and use of concepts such as the Humanitarian, Development and Peace Nexus (HDPN) and resilience, as well as 3RP alignment to other global standards and frameworks.

Management response:

Agree Partially agree Disagree

Reasons (if partially agree or disagree):

The UNHCR and UNDP agree with the recommendation, acknowledging the added value of further clarifying the conceptual framework guiding the 3RP. Since its inception, the 3RP demonstrated uniqueness in convening over 270 humanitarian and development partners to address strategic issues in responding to this rather complex and protracted crisis integrating Humanitarian-Development response in one plan. Building on existing 3RP publications, the

Joint Secretariat (JS) will draft a document that will further clarify the regional model related to the HDPN and resilience and its link to relevant global standards and frameworks (such as the Global Compact for Refugees and Sustainable Development Goals). Doing so in consultation with the 3RP partners, will also provide an opportunity to review structure reaffirm or build consensus around the 3RP strategic approaches.

Unit or function responsible:

3RP JS (UNHCR IA Unit, UNDP SRF Unit)

Top line planned actions

By whom

Comments

1. Develop Summary document on conceptual framework

JS in consultation with the Evaluation Taskforce (ET)

A Regional Planning Workshop (RPW) took place in mid-September 2022 and brought together regional and 3RP country coordinators and partners. The draft conceptual framework document was presented during the event to solicit additional input and to provide a forum for discussion for RTC members and other stakeholders. Based on the request of participants, a small Taskforce that will be comprised of 3RP partners, including with representation by the countries, will be set up to take forward the development of the document.

Once endorsed by the Taskforce, the document will be shared with the Regional Technical Committee (RTC) and Regional Steering Committee (RSC) members and the countries for distribution among partners.

Exp. completion date

Q1 2023

Progress after one year

Status Update:

Comments:

Recommendation 2:

Evaluation Question 1:

How has the 3RP provided effective strategic leadership, vision, and coordination for the Syria regional refugee crisis response?

Conclusion: The 3RP has effectively carried out its knowledge management, fundraising and RDSWG functions, but its full potential to support and guide strategic decision making for the region's response to the Syria crisis is not yet realized.

Recommendation: 3RP should update documents to reflect the re-envisioned roles and responsibilities for the RSC, RTC and JS, which includes a transparent overview of the overall 3RP operating model. 3RP membership information must detail clear roles and expectations for 3RP members and partners.

Management response:

Agree Partially agree Disagree

Reasons (if partially agree or disagree):

UNHCR and UNDP agree with the overall thrust of this recommendation but would suggest addressing this in a different manner than is suggested. The roles and responsibilities of the RSC and RTC are outlined in the Terms of Reference (TOR) of the respective Committees and complementary documents. These documents focus on operational aspects of the structures including membership, key roles and reporting lines that have remained valid since the committees were established. While there might be minor updates to these documents, we do agree with TANGO's observation that "the role of the RTC in regional coordination needs to be revitalised" and believe it would be useful to draft a document to

enhance the clarity of the overall 3RP structure that summarizes roles and responsibilities for the RSC, RTC and JS. However, this should speak more to the vision and the interactions of the three structures, the 3RP operational model and the other key components listed in the recommendation. The drafting processes will take place in close consultation with the RTC and RSC to better understand how to best enhance the role of the committees, ensure their endorsement and commitment to taking the proposed changes forward. An update of the TORs of the committees or other relevant documents could take place afterwards as needed.

Unit or function responsible:

3RP JS (UNHCR IA Unit, UNDP SRF Unit)

Top line planned actions

- Develop Summary document on operating model and roles and responsibilities of the regional 3RP structure and its members**

By whom

JS in close coordination with RTC, RSC and Evaluation TF

Comments

Draft a document which provides clarity on various components of the 3RP structures including the roles, responsibilities and vision of the RSC, RTC and JS, roles and expectations for 3RP partners and Country Coordinators, as well as the linkage between the region and the country. During the RPW a first draft of the operating model was presented to solicit additional input and to provide a forum for discussion for RTC members and other stakeholders Based on the request of participants, a small Taskforce that will be comprised of 3RP partners will be set up, including with representation by the countries, will be set up to take forward the development of both the conceptual and operational framework documents.

Exp. completion date

Q1 2023

Progress after one year

Status Update:

Comments:

Recommendation 3:

Evaluation Question 1:

How has the 3RP provided effective strategic leadership, vision, and coordination for the Syria regional refugee crisis response?

Conclusion: The 3RP has effectively carried out its knowledge management, fundraising and RDSWG functions, but its full potential to support and guide strategic decision making for the region's response to the Syria crisis is not yet realized.

Recommendation: Re-initiate the regional strategic leadership function and strengthen the role of national leadership towards more inclusive agenda-setting for the Syria crisis response. This should build on evidence-based insights and options for consideration by response stakeholders. It must be a consultative process.

Management response:

Agree Partially agree Disagree

Reasons (if partially agree or disagree):

UNDP and UNHCR accept this recommendation and strongly agree with the observation about the continued importance of placing the national leadership and capacities at the forefront of the response. Since its inception, the 3RP has made this part of its strategic direction and placed emphasis on local and national capacity building. The evaluation report highlights some areas where regional support could be strengthened, for example related to overall capacity building, but provides limited feedback on the other areas where this is needed. UNHCR and

UNDP are planning a consultative regional process that will be integrated into the annual planning process, to identify more granular information on the specific areas of support needed and integrate this into its work plan for the coming year. The JS of the 3RP will continue to coordinate with inter-agency coordinators, the Evaluation Task Force under the Regional Technical Committee (RTC) to validate the proposed direction forward. The findings from the consultations will inform future capacity building efforts to strengthen national leadership.

Unit or function responsible:

3RP JS

Top line planned actions

1. Prepare Options Paper

By whom

JS in coordination with the RTC and country focal points

Comments

Following consultation with partners and the countries, an Options Paper will be drafted, highlighting 3RP related regional and country coordination needs and priority, taking into considerations possible contextual limitations, and framing a possible way forward regarding future 3RP regional support. This will strengthen the communication and supports between the region and countries.

Exp. completion date

To be finalized in Q1 2023 following end of the annual planning process

Progress after one year

Status Update:

Comments:

Recommendation 4:

Evaluation Question 1:

How has the 3RP provided effective strategic leadership, vision, and coordination for the Syria regional refugee crisis response.

Conclusion: The 3RP has effectively carried out its knowledge management, fundraising and RDSWG functions, but its full potential to support and guide strategic decision making for the region's response to the Syria crisis is not yet realized.

Recommendation: Develop an adaptive management plan covering the current and next annual planning cycle with metrics and targets to track progress on the issues raised in this evaluation report. This should include an overview of agreed changes to both the 3RP business model and its operating model, i.e., its specific function. Progress updates should be shared with 3RP members in a regular basis for accountability, feedback and collective learning.

Management response:

Agree Partially agree Disagree

Reasons (if partially agree or disagree):

UNHCR and UNDP accept this recommendation and emphasize that it is in line with the agencies' internal policy. This management response to the evaluation sets action points, identifies the responsible units, and a timeline for the planned actions. The two papers developed under recommendation 1 and 2 as well as a 3RP annual work plan that will integrate evaluation related action points, will be drafted before the end

of the 2022 for continuous monitoring of progress. Regular updates to 3RP regional members through the RTC and the Evaluation TF will ensure accountability and allow for a more participatory approach to the process.

Unit or function responsible:

3RP JS

Top line planned actions	By whom	Comments	Exp. completion date	Progress after one year	Comments:
1. Develop adaptive management response	JS with support of UNDP and UNHRC Deputy Regional Directors	The Management Response will provide the basis for this document that will also list the functions and deliverables expected.	Q4 2022	Status Update:	
2. Develop Evaluation Work Plan	JS	Evaluation related outputs and relevant activities will be integrated into the 3RP annual workplan for 2023.	Q4 2022	Status Update:	Comments:
3. Update 3RP members about progress	JS	'Evaluation Updates' will be a standing agenda item for the RTC and RSC meetings	Ongoing till mid 2023	Status Update:	Comments:
4. Progress Review by the Evaluation TF	Evaluation TF	The Evaluation TF will be briefed on progress on a bi-annual basis (December 2022 and June 2023) which is the expected end date of completion of actions included in this Management Response. The TF will be able to share recommendations and feedback on the progress made and further action needed.	June 2023	Status Update:	Comments:

Recommendation 5:

Evaluation Question 2:

How has the 3RP supported the operational response at the country level while promoting regional coherence?

Conclusion: The 3RP successfully disseminated standards and tools to strengthen planning and coordination for a more coherent response at the regional level. 3RP support to country-level planning and coordination is being prioritised but needs to be further increased and strengthened.

Recommendation: Organize structured consultations with national planning stakeholders at the country level with the objective to understand possible roles and emerging needs and priorities for future 3RP support level.

Management response:

Agree Partially agree Disagree

Reasons (if partially agree or disagree):

UNHCR and UNDP agree with the usefulness of a review of the regional engagement with country focal points and partners including on roles, needs and priorities to continue to strengthen 3RP support to country-level planning and coordination. Despite extensive consultation with Key Informants, including national planning stakeholders at the country level, the evaluation provides limited detail on which areas of support specifically need review and strengthening. The JS has started engagement with country focal

points and partners based on which the JS will develop an option paper that will further elaborate on possible areas of future support as input to the 2023 planning process.

Unit or function responsible:

3RP JS

Top line planned actions

By whom

Comments

Exp. completion date

Progress after one year

1. Undertake Consultations and formulate Option Paper

JS in coordination with Country Focal Points

Consultations with the country focal points will take place through bilateral calls (ongoing), the RPW and country missions to re-assess the regional engagement with the country focal points. Based on the feedback provided, an option paper outlining roles, products and emerging needs and priorities for future 3RP regional support in addition to the components outlined under recommendation 3, will be drafted and finalized in consultation with the country focal points and the RTC.

Q1 2023

Status Update:

Comments:

Recommendation 6:

Evaluation Question 2:

How has the 3RP supported the operational response at the country level while promoting regional coherence.

Conclusion: The 3RP successfully disseminated standards and tools to strengthen planning and coordination for a more coherent response at the regional level. 3RP support to country-level planning and coordination is being prioritised but needs to be further increased and strengthened.

Recommendation: Explore working group models, building on the RDSWG experience, to better connect regional and national stakeholders. This should start with ongoing priority areas of work, such as social inclusion and Gender Equality and Women Empowerment (GEWE), and potentially extended into additional areas of thematic work. Working group assignments should produce tailored and specific guidance to countries and enable strategic decisions for the RSC and other senior leadership.

Management response:

Agree Partially agree Disagree

Reasons (if partially agree or disagree):

UNDP and UNHCR have during recent years increasingly worked through country focal points in their engagement with partners. This approach has been successful in enhancing national ownership, but direct engagement with national stakeholders to advance regional knowledge sharing has been recognized as important to reduce the burden on national focal points and create more direct communication between partners and the regional structure. During late 2021 UNDP and UNHCR launched a capacity building initiative related to social cohesion during which the JS worked with regional stakeholders from the different countries and also conducted a workshop for over 100 partners to introduce the guidance documents and relay key concepts. This

approach is similar to the one recommended by TANGO, though it did not involve a formal activation of a working group. UNDP and UNHCR will continue to build on this model of engagement including through the activation of working groups if needed.

Initial discussions with country focal points have indicated that the topics suggested by TANGO need to be revisited through a wider consultation to ensure they are 3RP priority areas. Through the planned consultation process, UNDP and UNHCR, RTC members and partners in the countries will be consulted to identify or confirm priority areas of work. Based on recommendation 7 in the report and consultations during the RPW, advocacy should be a priority and the working group model could be useful.

Unit or function responsible:

3RP JS

Top line planned actions

1. Identification of priority areas of work

By whom

JS in coordination with and Country Focal Points and partners

Comments

Through consultations with the country focal points and partners, identify priority areas where the RDSWG Workstream model (time and task bound (based on specific TOR and deliverables) WGs composed of technical experts) could be applied to produce key outputs. The Workstreams should build a link with country level needs and partners where possible, to avoid redundancy and additional burden for country level coordination structures (as done through Social Cohesion workshop).

Exp. completion date

Q1 2023

Progress after one year

Status Update:

Comments:

Recommendation 7:

Evaluation Question 3:

Has the 3RP provided an effective platform to conduct advocacy, policy, and resource mobilisation at the global and regional levels?

Conclusion: The 3RP is a successful advocate and fundraiser for the Syria response. Addressing the risks and opportunities highlighted in this evaluation through a re-envisioned 3RP will strengthen its relevance, effectiveness and efficiency going forward.

Recommendation:

- 1.** Organise an advocacy needs, gaps and opportunity assessment among regional and national 3RP partners and stakeholders to identify differentiated priorities and advocacy change pathways across sectors and cross-cutting themes. For example, how will advocacy activities lead to expected changes in resource mobilisation and fund allocation?
- 2.** This analysis should inform the development of an advocacy roadmap with metrics to track progress against expected output and outcome results. This roadmap would detail specifically (and sequentially) what advocacy activity gets conducted when and by who, and why – and what the expected results are of the combined advocacy efforts?
- 3.** The road map should be accompanied by an internal knowledge management and learning function to continuously test the implementation assumptions that underpin effectiveness of the advocacy activities.

Management response:

Agree Partially agree Disagree

Reasons (if partially agree or disagree):

UNHCR and UNDP acknowledge the pivotal role played by partners over the past years in mobilizing resources and policy related advocacy to respond effectively to needs of affected populations in the 3RP countries. Regional advocacy efforts have for the most part taken place on a needs basis and UNHCR and UNDP agree that the 3RP mechanism would benefit from a structured advocacy road map that captures ongoing activities, opportunities, successes and lessons learnt. The JS with the support of a consultant is developing a resource mobilization strategy, which will be integrated into this document. The working group model mentioned in recommendation 6 could be useful in taking these efforts forward.

Unit or function responsible:

3RP JS

Top line planned actions	By whom	Comments	Exp. completion date	Progress after one year	Comments:
1. Launch of Advocacy Working Group	RTC	Activation of an Advocacy Working Group under the RTC including regional and national partners (building on national advocacy coordination efforts as relevant).	Q4 2022	Status Update:	
2. Advocacy stocktaking paper	Advocacy Working Group	The working group will identify advocacy change pathways and conduct needs, gaps and opportunities assessment and summarize key findings and recommendations in overview paper. This will be presented to the RTC and relevant national structures for endorsement.	Q1 2023	Status Update:	Comments:
3. Advocacy Roadmap	Advocacy Working Group in coordination with the RTC	Based on the findings above, the Advocacy Working Group in close engagement with key regional stakeholders and countries will develop an advocacy roadmap considering advocacy priorities for the regional 3RP and outlining requirement. The roadmap should complement national efforts but lend a regional perspective related to priority advocacy areas and identify regional areas of support and engagement and be nuanced about capacity and limitations. Unless advised otherwise by the working group, the roadmap will contain a section related to measuring output and tracking progress that can be utilized for the purpose of assessing impact. The final advocacy roadmap will be presented to the regional Communication Working Group to ensure that messages are aligned with broader communication efforts.	Q2 2023	Status Update:	Comments: