

UNHCR Evaluation Management Response				
Evaluation title:	Decentralised Evaluation of UNHCR's Livelihoods Programme in Mauritania (2017-2019)			
UNHCR evaluation reference:	ES/2019/15			
Entity that commissioned the evaluation:	Livelihoods programme/unit Mauritania			
Due date of Management Response:	30 May 2020			
Management Response approved by (senior manager in commissioning entity):	Name: Maria Stravropoulou	Job title: Country Representative	Country/Office: Mauritania	
Date:	5 May 2020			
General comments on the evaluation:	The operation appreciates the evaluation and is grateful for the encouragement, but also the insights and opportunities for course correction. The operation takes note of the fact that the evaluation was carried out in July 2019, nine months ago, and that between then and now (early May 2020) several actions have already been taken to implement most of the recommendations. The top line actions below address only those recommendations of which the implementation is ongoing.			
RECOMMENDATION 1:	<p>To play a stronger role in supporting refugee livelihoods and economic inclusion, UNHCR Mauritania should be positioned as the partner and convener for refugees within Mbera Camp and in urban centres. UNHCR's repository of information, from the registration of refugees entering Mbera Camp to the registration of urban refugees, should help UNHCR solidify its role as a lead agency in coordination. When: by end of 2020.</p> <p>UNHCR should regularly convene stakeholders for a refugee Livelihoods and Economic Inclusion working group to coordinate programming among United Nations agencies, government, private sector and financial institutions, NGOs, and the World Bank on the infrastructure, livelihoods, and development needs of refugee/host areas. The first aim of this convened group should be to articulate a national refugee/host community Livelihoods and Economic Inclusion agenda.</p> <p>UNHCR should further develop a refugee data management system that provides a technical service to operational partners to clarify targeting and inform planning based on refugee needs, capacities, and aspirations.</p>			
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:	Country Representative Mauritania			
Top line planned actions	By whom	Comments		Progress

				Expected completion date	Status	Comments
1.	Enhance further the work of the already existing Livelihoods Technical Group in the Hodh Echargui, under the co-leadership of UNHCR	Head of Sub-Office Bassikounou	TORs for the livelihoods technical group have been adopted and six meetings are to be scheduled in 2020. These will be convened by the head of sub-office with the support of the Livelihoods Officer. Data will be shared as relevant to enhance targeting.	End 2020	Ongoing	Impacted by COVID, as both the head of Sub-Office and the Livelihoods officer cannot return to Mauritania at the present time
2.	Support further the local authorities in their convening role	Livelihoods Officer	The Wali of Nema convenes a Regional Technical Group on occasion; his team will be supported to systematize these meetings. UNHCR will support the convening capacity of the Wali.	End 2020	Paused	Impacted by COVID and has not been convened recently
3.	Create a livelihoods and economic inclusion working group at capital level	Senior Development Officer	The incumbent of the recently created Senior Development Officer position will create this working group at national level (Nouakchott), the first action of which will be the articulation of a livelihoods and economic inclusion agenda.	End 2020	Not started yet	Selection of incumbent of SDO post in process
4.	Continue the use of the locally developed data management system to support livelihoods activities, and regularly share relevant data and analysis with stakeholders and partners	Livelihoods Officer	While a refugee data management system that will better cater to livelihoods activities is an issue beyond the competence of the Office, the Mauritania operation will support operational partners with the necessary data and analysis.	End 2020	Ongoing	
RECOMMENDATION 2:		UNHCR should continue to advocate around the environment as a key nexus point between protection and livelihoods for PoC in Mauritania. UNHCR, as a primary convener of development partners around refugee LEI (see recommendation above), should convene stakeholders and lead United Nations partners to develop a plan to address the urgent environmental degradation of the Moughataa. When: by end of 2020.				
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:		Country Representative Mauritania				
Top line planned actions		By whom	Comments		Progress	

				Expected completion date	Status	Comments
1.	Ensure partner activities as of 2020 prioritise environmental protection and conservation	Programme Officer (Nouakchott) Livelihoods Officer (Bassikounou)	The UNHCR-sponsored study on the impact of the presence of refugees in the department of Bassikounou recommended that projects be implemented that would mitigate negative impacts on the environment. Nine projects were selected and included in the PPAs signed with two implementing partners for 2020.	Ongoing	Completed as concerns 2020	
2.	Create a partnership with key UN agencies, relevant central, regional and local authorities and NGOs based in Bassikounou to implement a large-scale project for reforestation in the department of Bassikounou, and the use of sustainable energy in Mbera camp	Senior Development Officer (Nouakchott) Programme Officer (Bassikounou)	The Office has held initial discussions with key UN partners, the competent central and regional authorities and the refugee leadership in Mbera on a project entailing sustainable reforestation and afforestation of large swathes of land around Mbera and in the department of Bassikounou, with seed funding from UN funds and in the hope that larger funding can be attracted in due course. The project will include education elements and IGAs directly related to the reforestation project mentioned above. The Office is exploring undertaking together with the refugees and members of the host community, in particular the young people residing in Mbera and surroundings, as well as the support of the regional authorities, the green energy challenge, launched at the Global Refugee Forum in 2019. These activities will have a strong focus on conflict prevention among the refugees and their host communities.	2026	Initial discussions with potential partners started	
RECOMMENDATION 3:		Change the budget cycle length for livelihoods programming. An essential administrative transformation needs to be embraced at the HQ level, as no truly effective livelihoods support can be offered through one-year project cycles. Meanwhile, a parallel track for livelihoods projects needs to be adopted, to allow annual interim reports and multiannual projects. Annual revision functions can be maintained to allow for adaptive management to continue in a volatile environment. When: by end of 2020.				
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:		DRS, DSPR				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1.	The revised Results-Based Management (RBM) project	DSPR RBM Project, DRS	The revised RBM will allow UNHCR operations, regional bureaux and HQ units to plan using a multi-year cycle,	Revised RBM scheduled to		

	will integrate flexibility for operations to plan programmes in multi-year cycles.	Livelihoods and Economic Inclusion Unit	enabling longer-term planning and programming through the development of multi-year country strategies. Corporate reporting requirements and resource allocation will remain in annual cycles.	launch in 2021 for 2022 implementation		
RECOMMENDATION 4:		Foster M&E of livelihoods activities. Improved indicators and a data collection system need to be adopted for livelihoods activities and adapted to fit a multi-annual planning schedule. The livelihoods M&E system needs to be maintained at field level, and data should be used to drive programme choices and changes that are made at higher levels. Note: TANGO recognises that HQ review of the livelihood monitoring system and indicators is underway. The Evaluation Team is reiterating these points, particularly the need for enhanced CO and field-level internal capacity for monitoring and data management systems. When: by end of 2020.				
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:		DRS, DSPR				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1.	As part of the RBM revision process, UNHCR's results monitoring framework will be aligned with the multi-year planning schedule, allowing for collection of PoC-wide, systems-level change indicators including ones related to livelihoods and economic inclusion.	DSPR RBM Project, DRS Livelihoods and Economic Inclusion Unit	<p>The focus of the RBM revision project is on the measurement of outcomes and impact level results for PoC. Overall, the focus on longer-term, high-level results at the impact level will undoubtedly reflect the bigger picture of the conditions of PoCs and, to some degree, host communities. Moving toward a common system of core indicators to measure progress against the proposed systems-level impact and outcome areas in which UNHCR is engaging will allow for the measurement of contributions towards the intended results.</p> <p>PoC population-wide, country-level indicators related to livelihoods and economic inclusion have been proposed to the RBM team and we foresee integration of indicators on: right to work, right to freedom of movement, poverty levels, unemployment levels and access to financial services. Integration of these measures within the revised RBM tool signifies that these indicators will be collected at the country level regularly and systematically. The next step of putting in place support structures and personnel to better equip operations to collect and report on such data is already underway with the hiring of data staff at country, regional and HQ levels.</p>	Revised RBM scheduled to launch in 2021 for 2022 implementation		

RECOMMENDATION 5:		Develop strategic dialogue at HQ level between internal units to better link livelihoods to sustainability, and between UNHCR and the World Bank. UNHCR needs to build in more awareness of the toll that environmental degradation takes in the refugee camp settings; especially regarding its effects on livelihoods for rural and pastoral populations. Interventions to prevent environment degradation should be mainstreamed into all UNHCR activities to foster employment and livelihoods opportunities connected with regenerative interventions. When: by end of 2020.				
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:		DRS				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
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1.	UNHCR units working on livelihoods / economic inclusion and energy / environment will ensure closer linkages to integrate environmental sustainability considerations in livelihoods programmes.	DRS Livelihoods and Economic Inclusion Unit and DRS Energy and Environment Unit	<p>DRS was reconfigured in January 2020 to include the Energy and Environment unit, in addition to all other technical sectors within UNHCR: WASH, shelter and settlements, cash, health and food security. As one division, these units together with the education, livelihoods and development partnerships units previously in the division are well-positioned to collectively work towards refugees' resilience in a cohesive manner.</p> <p>DRS has also been working closely with the Food and Agriculture Organization (FAO) through a joint Memorandum of Understanding, of which one of the workstreams involves natural resource management (NRM). The partnership will continue in 2020 to help ensure the climate-smart perspective is well integrated into agricultural programmes with refugees.</p>	End 2020		