

UNHCR Evaluation Management Response	
Evaluation title:	UNHCR Asylum Capacity Development (ACD) Evaluation - An Independent Evaluation of UNHCR's Support for Strengthening National Asylum Systems
UNHCR evaluation reference:	ES/2022/01
Entity that commissioned the evaluation:	Evaluation Office
Due Date for Management Response:	24 May 2022
Date Management Response Completed:	23 November 2022
Coordinator of the Management Response:	Elise Currie-Roberts, Chief of RSD Section, DIP and Daniel Kamphuis, Senior RSD Officer, DIP
Management Response cleared by:	Gillian Triggs, Assistant High Commissioner Protection

General comments on the evaluation:	<p>The independent evaluation of UNHCR's Support for Strengthening National Asylum Systems covering the period 2015-2020 indicates that UNHCR has enhanced, developed, and implemented an array of relevant and effective processes, systems and technical support activities which have contributed to the strengthening of national asylum systems. UNHCR recognizes that additional steps are required to support States more effectively in the development of their national asylum systems by obtaining, strengthening, and maintaining the requisite capabilities, resources, and knowledge. The recommendations in the evaluation highlight the need for a paradigm shift in UNHCR to ensure a more strategic, systematic approach to strengthening national asylum systems based on a broader capacity development methodology. It is appreciated that the recommendations speak holistically to the asylum system, which includes reception, registration, identity management and documentation, in addition to refugee status determination (RSD), the primary focus of the evaluation.</p> <p>The evaluation highlights in 12 recommendations the improvements UNHCR can make in the areas of i) a structured and systematic approach to ACD, ii) a strategic approach to ACD, iii) effective implementation, iv) equipping UNHCR to support ACD, and v) organizational learning for effective ACD. Eleven recommendations have been accepted and one partially accepted. Most of the recommendations are cost neutral or can be absorbed into existing capacities; however, prioritization will be required by the responsible entities.</p>
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RECOMMENDATION 1:	<p>Seek high-level endorsement for a policy and strategy statement on the scope and role of UNHCR's role in ACD.</p> <p>Description: <i>UNHCR would enhance the significance of ACD in its mandate by devising and gaining endorsement from senior management and, ultimately, the support of relevant UNHCR governing bodies and fora (such as ExCom and GRF), for a statement or policy on the scope of, and summary strategy for, ACD. The statement should explain how governments</i></p>
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	<i>and UNHCR cooperate over ACD, and incorporate the ACSG mechanism.</i>					
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:	<i>Division of International Protection Services (DIP), Global Data Service (GDS) in coordination with the Regional Bureaux</i>					
Top-line planned actions	By whom	Comments	Expected completion date	Progress		
				Status	Comments	
1	Develop a five-year global strategy on asylum systems capacity development.	Multi-stakeholder process led by DIP and GDS, in close consultation with RBs. The process will engage States, civil society, and other key stakeholders.	The proposed 5 year-strategy will serve as a blueprint for global action to prioritize ACD as critical to safeguarding international protection. The strategy will signal a paradigm shift in UNHCR's approach to advocacy and support for ACD. It will articulate key goals and areas for action by national actors, UNHCR and other international actors to build more adapted and sustainable asylum systems to ensure that asylum-seekers can exercise their rights in line with international standards. The strategy will articulate UNHCR's support to and cooperation with governments in ACD and methods of implementation. It will build on the guidance document on the Registration, Identity Management and Biometrics Policy currently being developed by UNHCR. It will position the ACSG as a key mechanism for leveraging solidarity and responsibility sharing between states and with other stakeholders to advance ACD.	Development of strategy Q3 2023		

RECOMMENDATION 2:	<p>Revise and expand UNHCR strategy and guidance on ACD, building on existing documents and tools.</p> <p>Description: <i>Building on its achievements in developing its approaches to ACD during the evaluation period, this recommendation aims to support UNHCR in further developing and articulating a structured and systematic approach to ACD. In revising and expanding its guidance, UNHCR should consider embedding a ToC for ACD (incorporating, at least, RSD and REG), and articulating the underpinning implementation strategies. In addition, in extending its guidance, UNHCR should consider elaborating the 'how to' of ACD strategy implementation, built on multi-year strategies, and closing key gaps in guidance, especially organisation design and learning from feedback.</i></p> <p><i>The need to distinguish between capacity addition (time-limited extra capacity UNHCR provides to national asylum systems) and capacity development (the process of assisting governments, civil society and the legislature to strengthen national ownership of, and capacity in, asylum legislation, institutions, systems and results) is a priority in making these revisions, as is the definition of separate outputs and budgets lines.</i></p>
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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:		<i>DIP, GDS, Division of Strategic Planning and Results (DSPR), Regional Bureaux and Country Offices</i>				
Top-line planned actions	By whom	Comments	Expected completion date	Progress		
				Status	Comments	
1	Develop guidance for operational strategies and action plans on ACD.	DIP and GDS, in consultation with DSPR, RBs and COs	The guidance on operational strategies and action plans on ACD will outline a clear vision, objectives, and approaches for strengthening national asylum systems in UNHCR operations. The guidance will focus on the how-to of ACD. It will address the theory of change for ACD and related implementation strategies, the spectrum of country situations and the typology of UNHCR ACD activities as highlighted by the recommendation. The guidance will be widely disseminated and updated in the learning path on asylum capacity development (see Recommendation 10 below).	Q2 2024		

RECOMMENDATION 3:	UNHCR should take a more strategic, performance-driven approach to ACD.				
	<p>Description: <i>This recommendation envisages a systematic review of the ACD approach in all relevant countries, to assess whether the country strategy and funding for ACD is appropriate and how it could be improved, particularly in terms of capacity addition and capacity development. A strategic approach should analyse and clarify the types of ACD investment that are appropriate in various operating contexts, differentiating the type and level of ACD interventions, and aiming at minor, moderate and major gains in the capacity and/or quality of the asylum system, depending on how favourable the asylum context is.</i></p> <p><i>A strategic, performance-driven approach should also consider scaling investment in ACD to different operating contexts, taking into account the willingness and capacity of a government to improve asylum, the current asylum policy, law and systems capacity, the caseload of asylum-seekers, the economic development of the country, the funding available, and other relevant variables. Consideration should be given to situations where investments that have not demonstrated either direct or indirect benefits over the medium term might be suspended while a new strategy is devised.</i></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:	<i>DIP, GDS, DSPR, Regional Bureaux and Country Operations</i>				
Top-line planned actions	By whom	Comments	Expected completion date	Progress	
				Status	Comments

1	Develop and pilot a diagnostic analysis tool in three countries.	DIP, GDS, DSPR, RBs and COs	The diagnostic tool will be based on a revision of the model developed by the evaluation team on conditions influencing ACD success based on information from different sources, including asylum-seekers. It will further include a self-assessment tool to assist a review of asylum systems, including national eligibility commissions, to identify their capacities and gaps, as well as priority areas for support. The tool will be piloted and rolled out to three countries jointly selected with Bureaux based on criteria involving challenges, opportunities and risks relating to ACD, including in relation to national eligibility commissions. After the pilot period, the tool will be made available to other operations for use depending on their stage in the programming cycle. The final diagnostic tool will be implemented as a component of the ACD strategy and action plan development process at operation level. It will be available as Annex to the Guidance on operational strategies and action plans on ACD (see Recommendation 2 above).	Pilot: Q4 2023 Roll out: continuous		
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RECOMMENDATION 4:	<p>UNHCR should extend its collaborative efforts and, where appropriate, form and coordinate partnerships with development agencies (local national and international) to work together on country approaches to ACD and to strengthen the institutional capacity of its national asylum counterparts.</p> <p><i>Description: In order to enhance UNHCR's capacity to support the institutional development of national asylum systems, this recommendation encourages UNHCR to expand collaboration and partnerships with development actors to ACD. Harnessing the contribution of development actors may help create a more favourable environment for asylum and, more specifically, for ACD by adding strategic and operational expertise on governance and public administration reforms and resources and, potentially, adding incentives for the government to take responsibility for and improve its asylum system. Relevant actors and alliances would include donors, multilateral banks, development agencies, local or regional capacity development institutions and national NGOs.</i></p> <p><i>Mapping such institutions that are able to provide institutional development services for inclusion in comprehensive ACD could constitute the basis for strategic and operational collaboration and partnerships could inter alia, include: engaging stakeholders (asylum-seekers, parliamentarians, judiciary, NGOs) to help strengthen government commitment to take responsibility for their asylum systems; working with institutions that can advise on and support public sector and governance reform and institutional development to bring asylum institutions and systems into the national development agenda in countries requiring ACD; and liaising with the ACSG mechanism on the analysis, plans and agreed/potential financing agreed between the partners.</i></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:	DIP, GDS, Division of Resilience and Solutions (DRS), Regional Bureaux and Country Offices					
					Progress	

Top-line planned actions		By whom	Comments	Expected completion date	Status	Comments
1	Develop guidance to support operations to improve the quality of the protection analysis for development partners on strengthening asylum systems.	DIP, GDS, DRS in close consultation with RBs and COs	As also set out in the evaluation on UNHCR's Engagement with Humanitarian Development Cooperation (2018-2021), solid protection analysis on issues relevant to development partners is crucial. In relation to ACD, standard protection analysis should be complemented with political-economy and governance-oriented analysis to identify policy and institutional weaknesses and address those with support from development partners. Such opportunities can include policy dialogue and/or connections to governance/public administrative reform programmes ongoing in the country or at HQ levels. This type of analysis is already part of the RPRF conducted in the context of the World Bank partnership and the Identity for Development Programme, which will be further supported to improve its quality and address ACD challenges. The analysis will further feed the joint UNDP-UNHCR Rule of Law and Human Rights Global Programme to be leveraged to the extent possible. The guidance will be integrated in the guidance and tools proposed under recommendations 2 and 3.	Inclusion into guidance documents: Q2 2023 Quality improvement support: continuous		
2	Pilot strengthened engagement on ACD in two countries that have identified asylum system challenges in their RPRF and RPA.	RBs, COs, DIP, GDS	From the countries piloting the diagnostic analysis tool, UNHCR will actively seek to include ACD in two countries in one or more of the following: i) relevant national development plans and coordination arrangements (e.g. national civil service reform plan and related development coordination group); ii) policy dialogue of development partners (e.g. deep dives and policy dialogues currently organized with the WB), iii) relevant development programming ongoing or in development in the country (e.g. relevant public administrative support for example for elements on legal and digital identity) or iv) technical assistance (e.g. strategy and policy development to integrate asylum sector financing in the national budgeting processes).	Q4 2024		
3	Integrate asylum systems and ACD in UNHCR's capacity development initiatives related to development cooperation.	DHR/GLDC, DIP, GDS, DRS	DIP and DRS organize protection learning events on international protection for staff of development partners and UNHCR Senior Development Officers (SDOs). Dedicated modules on ACD and its link to development will be included in these capacity development initiatives to increase awareness on this area of UNHCR's work and to facilitate the identification of development contributions. Similarly, UNHCR personnel working with the asylum system will be more actively encouraged to participate in learning activities on UNHCR's partnerships with development actors.	Continuous		

RECOMMENDATION 5:		UNHCR should develop strategies and methods to monitor its performance in ACD.				
		Description: <i>Systematic monitoring and reporting of ACD activities would enable UNHCR and governments to measure the outcomes of ACD and better understand the effectiveness of ACD efforts. This could be achieved by generating a global report periodically (perhaps in advance of each GRF and drawing on and embedded in the COMPASS process) on the progress made in improving the capacity and quality of national asylum systems and outcomes, and on the challenges faced by national asylum systems, covering RSD, registration and documentation. Such a report could be presented to the GRF and/or ExCom for consideration.</i>				
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:		DIP, GDS, DSPR and Regional Bureaux				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Develop guidance to improve strategy development and the results framework for ACD in COMPASS.	DIP, GDS, DSPR, RBs	The evaluation identified the implementation of the new results-based management system (COMPASS) as an opportunity to better plan and implement longer-term ACD processes, to measure outcomes, and to assess the value for money in UNHCR's ACD activities. The ability of operations to define their own impact, outcomes and inputs aligned with a multi-year budget were considered positive developments to better integrate operations' ACD work into planning. The ACD integration in COMPASS will be reviewed and, based on practices, operations will be provided with guidance in planning, implementation and monitoring to benefit from these opportunities.	Q4 2023		
2	Integrate reporting on ACD activities and expenditures into COMPASS and standard UNHCR reports.	DIP, GDS, DSPR, RBs	Based on the integration of ACD activities into COMPASS, UNHCR will seek to ensure that ACD activities can be better identified in COMPASS and reports become available for decision-making by representatives and senior managers on the overall investments the organization is making in ACD. In light of the progressive roll out of COMPASS and the further developments of the system, it is expected that the reports will need to be refined regularly over the programming cycles. The new data will be included into existing reports and dashboards to facilitate usage and avoid adding reporting requirements for operations. Furthermore, UNHCR will explore how standard key reports can be further leveraged to better reflect the ACD projects and activities undertaken as well as their results.	First report Q2 2023 Refined versions yearly.		

RECOMMENDATION 6:		UNHCR should ensure that detailed attention is given to assessing the risks associated with ACD at country and global levels.				
		Description: <i>Given the evident risks involved in ACD, UNHCR strategies and operational activities for ACD would be better attuned to local conditions by assessing the risks and reviewing mitigation measures in the design and implementation of ACD strategies and plans.</i>				
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:		DIP, GDS and Enterprise Risk Management Service (ERM)				
Top-line planned actions	By whom	Comments	Expected completion date	Progress		
				Status	Comments	
1	Develop a Risk Management Tool for asylum systems.	ERM, DIP, GDS	A Risk Management Tool will be developed to be included in the Guidance on operational strategies and action plans on ACD (see Recommendation 2 above). The tool will help colleagues to identify and address various topic-based risks they might face in their operations. Based on risks identified in the current country and strategic risk registers, a tool will be developed for asylum systems which will include asylum capacity development and the different risk events, causes, consequences and treatments to adapt to the operational context. Integration with the guidance and diagnostic analysis tool provided in Recommendations 2 and 3 will be ensured.	Q2 2023		
2	Monitor and include Asylum Capacity Development in risk reporting analysis.	ERM, DIP, GDS	ERM Service produces reports to capture the results of the annual risk reviews at regional, thematic, and global levels. Risks and opportunities related to asylum capacity development will be systematically included in data analysis and risk reporting to enable UNHCR to make timely, risk-informed decisions and conduct evidence-based advocacy with States.	Q1 2024		
RECOMMENDATION 7:		Request UNHCR internal auditors to include the functioning and value for money of national eligibility commissions and related appeal structures in audits of UNHCR Country Operations that support such commissions.				
		Description: <i>The evaluation has highlighted concern about the efficiency, effectiveness and substantial UNHCR investment in such bodies. Auditing their performance and the value for money they represent in Country Operations audits would enable UNHCR to better evaluate its investment and the contribution of these bodies to the development of governments'</i>				

	<i>asylum capacity.</i>					
Management response:	<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree					
Reasons (if partially agree or disagree):	UNHCR agrees that the efficiency of the performance of national eligibility commissions and related appeal structures should be analyzed. UNHCR observes that the pathway to evaluating the efficiency and effectiveness of the investment in such bodies would be by the management of Country Offices. UNHCR's approach to national eligibility commissions will involve strategic dialogue, support, and tools for review of their work and institutional reform as mentioned under the planned actions in response to recommendation 3. These national eligibility commissions are often provided for in law or other regulatory instruments which limits the options available for short-term organizational changes. UNHCR is not able to commit to actions on behalf of OIOS.					
Unit or function responsible:	<i>DIP, Regional Bureaux and Country Offices</i>					
Top-line planned actions	By whom	Comments	Expected completion date	Progress		
				Status	Comments	
1	Develop and pilot a framework for analysis of operations investment in national eligibility commissions at first instance and appeal.	DIP, COs with support of RBs.	An assessment of operations' investments in the national eligibility commissions at first instance and appeal, their functioning, cost, and output, including an analysis of the institutional setup and the policy environment to determine the scope for action will be completed. This action will be integrated into the diagnostic analysis tool and follow its implementation planning (see Recommendation 3 above). The outcome of such assessment should inform the development of project partnership agreements and other frameworks of engagement relating to national eligibility commissions and other asylum institutions.	Q2 2023		
RECOMMENDATION 8:	<p>Trial the use of third-party actors to consult with asylum-seekers on their experience of the asylum system to ensure ACD remains relevant to their needs and on the design of future ACD projects to inform country programme planning.</p> <p>Description: <i>UNHCR carries out a variety of consultations with asylum-seekers and refugees, but these do not generally include their experiences of the asylum system or, in general, feed directly into the design or implementation of ACD activities. The focus on systems, in its approach to ACD, may also be diluting UNHCR's focus on asylum-seekers' rights. In addition, there are the ethical challenges of consulting affected populations by the agency that is a stakeholder assessing their claims, and the methodological challenges of canvassing views are likely coloured by their direct interests in asylum outcome.</i></p> <p><i>Trialing the use of third-party actors and organisations with community development experience/expertise, such as local academics, consultants or NGOs (one step removed from UNHCR), is proposed as a way forward to strengthen the voice of refugees and asylum-seekers in ACD and to overcome some of the constraints of current UNHCR approaches.</i></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:		<i>DIP, GDS, Regional Bureaux and Country Offices</i>				
Top-line planned actions	By whom	Comments	Expected completion date	Progress		
				Status	Comments	
1	Enhance AGD in ACD design and analyze user experiences of asylum systems in three pilot countries.	DIP, GDS, RBs, COs	Based on the experiences of the communication with communities (CwC) strategies and tools already in place, including participatory assessments and other tools (community gatherings, Call Centres, WhatsApp or Facebook groups, Help.org, engaging the community and refugee-led organizations throughout the planning processes), UNHCR guidance and diagnostic tools on ACD (indicated under Recommendations 2 and 3) will include specific elements aimed at assessing the needs and reflecting the feedback of asylum-seekers and refugees, including through civil society organisations. Specific attention will be given to the AGD issues and needs of asylum-seekers and refugees. This tool on AGD and refugee participation in ACD will seek to enhance communication with refugees and asylum-seekers on the asylum process, expectations rights and duties to ensure appropriate information levels.	Q3 2024		

RECOMMENDATION 9:	<p>UNHCR should equip relevant protection staff in change management and institutional capacity development related to national asylum systems.</p> <p><i>Description: This recommendation addresses the significant gap that exists in staff expertise in change management and institutional capacity development for ACD within UNHCR, which was observed in the evaluation. The aim of the recommendation is to promote the development of a cadre of protection (RSD and REG) staff at HQ/Regional Bureau, and especially Country Office-level staff with this expertise, in order to enhance and align ACD resources and know-how with protection expertise and to work with national counterparts in developing national asylum systems. Linking this recommendation to developing skills in political economy analysis would further strengthen this expertise. Capacity development expertise should be built into the job descriptions of key protection staff.</i></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:	<i>DHR Global Learning and Development Centre (DHR/GLDC), Division of Human Resources (DHR), DIP and GDS</i>				
Top-line planned actions	By whom	Comments	Expected completion date	Progress	
				Status	Comments

1	Review the competency framework for RSD and registration personnel to add change management and institutional capacity development skills.	DIP, GDS, DHR	The rollout of UNHCR's new human resources system, Workday, provides the opportunity for colleagues to indicate their acquired skills as well as previous functional areas. This allows UNHCR to assess the skills in the organization and match them to the required profiles. The corporate skills catalogue contains change management skills and can be updated to include institutional capacity development skills for selection by colleagues. Standard job descriptions will be updated where needed, and operations will be reminded to include position-specific skills that may be required in the above-mentioned areas depending on the operational context.	Q2 2023		
2	Recommend UNHCR registration and RSD managerial personnel to complete learning products on change management and political economy analysis.	DIP, GDS, DHR/GLDC	As indicated under recommendation 10 below, UNHCR is developing an online learning programme on ACD to be made available to all colleagues. In addition, a variety of third-party e-courses on change management and political economy analysis are available to UNHCR colleagues through the Learn & Connect platform. There is further additional free learning content available from external learning platforms. Based on a review of available learning products, colleagues engaged in asylum capacity development activities will be recommended to complete available learning materials. Pending the strengthening of this capacity at the protection level, UNHCR does expect to address the skills gap through a whole of organization approach to bring together diverse skills to address the different aspects of ACD. Alternatively, Country Offices could engage partners and local organizations to bridge a skills gap.	Q1 2023		

RECOMMENDATION 10:	<p>Complete the development and implementation of an online learning programme on ACD for UNHCR staff, and potentially government counterparts.</p> <p><i>Description: The gap in staff knowledge on concepts and tools for capacity development and their application to asylum systems development has been identified as a significant constraint on UNHCR's capacity to design and deliver ACD strategies and programmes. An online learning programme on ACD has been developed to tackle these constraints but has not yet been finalised and implemented; this recommendation seeks to remedy that. Its application for training government counterparts as well as UNHCR staff is strongly encouraged. A curriculum that recognises the importance of the capacity development strategies in the proposed ToC in Section 3.3.1, and which includes RSD and registration, is endorsed. Developing this knowledge would be further enhanced if analysis of the wider political economy context, within which ACD takes place, could also be built into the curriculum. If it were extended to government counterparts, the learning programme would need to be adapted to the different requirements and perspectives of these officers.</i></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:		<i>DIP, GDS and DHR/GLDC</i>				
Top-line planned actions	By whom	Comments	Expected completion date	Progress		
				Status	Comments	
1	Complete the development of the National Asylum Systems Learning Path.	DHR/GLDC, GDS, DIP	The National Asylum Systems Learning Path is being developed and will be piloted, rolled out and translated to increase the availability to all colleagues. The Learning Path focuses mainly on the capacity development approach and its application to national asylum systems. It will build learners' understanding of types of national asylum systems and major stakeholders – including non-traditional ones such as development actors – before focusing on the fundamentals of a capacity development approach as applied to national asylum systems. This will include learning how to engage with stakeholders and how to create a common understanding on capacity development needs, conducting a capacity assessment, developing an ACD project, implementation, and monitoring and evaluation. The focus will be on providing learners with skills that can be used to accompany and empower governments to own ACD projects and sustainably embed asylum within national systems. The Learning path includes the capacity development strategies in Section 3.3.1. of the evaluation. Other Learning Paths under development will be cross-referenced with the National Asylum Systems Learning Path. The Learning Path will be updated with guidance tools and documents once completed.	Development: Q4 2022 Implementation: continuous		
2	Review the online portions of the National Asylum Systems Learning Path to be made available to Government counterparts.	DHR/GLDC, GDS, DIP	The National Asylum Learning Path fosters a flexible learning environment for a wide audience. The introductory modules will be made available online in the learning platform and it will be reviewed if they can be accessible to government counterparts who can access the platform.	Q1 2023		

RECOMMENDATION 11:	<p>Increase the number of internal and external reviews and evaluations of ACD efforts, engaging stakeholders beyond UNHCR, to generate more evidence of what does and does not work.</p> <p>Description: <i>UNHCR has underinvested in the analysis and evaluation of the effectiveness of different ACD efforts – what works, what does not work, and why – and the outcomes and impacts of its efforts. This recommendation seeks to remedy this gap in learning by stressing the need to undertake a more extensive and systematic review programme at scale: to inform UNHCR's understanding of which ACD strategies are most effective; to analyse why certain interventions work to improve asylum quality and sustainability and others do not; and to measure outcomes. In doing so, it is important that a wide range of stakeholders are engaged in the reviews – governments, asylum-seekers and refugees, and implementing</i></p>
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	<p>partners. <i>While thematic priorities (building on the findings of this evaluation) – such as QAIs, developing metrics and methods for measuring ACD outcomes, partnerships with international development organisations on institutional development, strategies for building institutional and governance capacity for asylum systems within governments, and assessing modalities for transition and handover of national asylum systems – could be subjects for early review, it is important to stress the foundational importance for this evaluation of the ToC Model presented in Section 3.3.1. Capacity-building for sustainable national asylum systems requires systematic and holistic approaches that articulate a range of strategies, tools and resources and expertise.</i></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:	<i>DIP, GDS, Evaluation Service, Regional Bureaux and Country Offices</i>					
Top-line planned actions	By whom	Comments	Expected completion date	Progress		
				Status	Comments	
1	Review practices on ACD topics and learn lessons through organized exchanges and events.	DIP, GDS, RBs in close collaboration with COs	The review of practices and learning of lessons will be prioritized based on the priorities, goals and actions identified in the 5-year strategy as well as the topics identified by the evaluation for learning. A topic of extensive interest is the engagement of regional entities in ACD efforts. The method for the reviews could include exchanges and events including those of the ACSG depending on the topics. The practices and lessons learned will be made available to personnel engaged in ACD in other locations for their review and application as applicable.	continuous		
2	Identify thematic light evaluations on ACD topics for learning.	DIP, GDS, RBs in consultation with Evaluation Service	While a further centralized, forward-looking, longitudinal evaluation on ACD development is not foreseen within the coming years, UNHCR conducts decentralized, field-oriented, and rapid evaluations. During the generation of topics, ACD-related issues, for example learning tracer studies, will be identified, and recommended for evaluation and potential selection. In addition, close linkages will be kept with States and other stakeholders in ACD to ensure that their reviews and evaluations do include learning on relevant ACD topics.	continuous		
RECOMMENDATION 12:	<p>Undertake further analysis of the QAIs implemented in the Americas and Europe, and expand the most successful aspects for application elsewhere.</p> <p><i>Description: The evaluation has highlighted the effectiveness of QAIs and the scope for transferring the lessons learned to other contexts. To build on this potential requires a further systematic analysis of past success factors and how they may be built on, including: encouragement of regional dynamics; state leadership; the detailed application of performance</i></p>					

		<i>measurements; progress reporting; peer review; and regional exchange of experience.</i>				
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:		<i>DIP, GDS and Regional Bureaux</i>				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Collection and analysis of experiences of quality assurance through a survey.	RB for Europe	A survey has been conducted of ongoing quality initiatives of the Regional Bureau for Europe. The survey will be analyzed and is expected to provide an opportunity for cross-fertilization of experiences across the region and beyond. Based on the results, there will be an analysis of the value of developing fact sheets for selected countries.	Q4 2022		
2	Review success factors for QAIs and learn lessons for future QAI and ACD initiatives.	RBs for Europe and Americas, DIP, GDS	Thematic and light reviews and learning of elements of the success factors of QAIs will be conducted based on the extensive documentation of QAIs and previous studies. The recommendation includes a number of areas for review including encouragement of regional organization engagement. Elements of the reviews could be integrated in learning events of the ACSG.	Q2 2024		