

UNHCR Evaluation Management Response	
Evaluation title:	Midterm evaluation of UNHCR’s Cash-Based Interventions (CBI) capacity building approach
UNHCR evaluation reference:	ES/2019/02
Entity that commissioned the evaluation:	Evaluation Service
Date of Management Response:	27/06/2019
General comments on the evaluation	<ol style="list-style-type: none"> 1. UNHCR welcomes the results of the midterm evaluation, and thanks the evaluation team of TANGO for a comprehensive and constructive evaluation report that will enhance future planning for capacity building on Cash-Based Interventions. 2. UNHCR agrees with the overall findings of the Report with regard to learning programme impact and related interventions having been effectively rolled out. In this regard, the TANGO evaluation Terms of Reference (ToR) were met. 3. UNHCR takes on board the recommendations, and agrees in principle with the suggested way forward, noting the need for further internal discussions and clarifications on specific points relating to training content, roles and responsibilities, and resourcing that will need to take into consideration additional factors such as the UNHCR change management process (see below responses to recommendations) as shared already in comments with the evaluator.
Specific comments/ clarifications	See comments below per recommendation.
RECOMMENDATION 1	Identify and resource content holder for the continuation of CBI trainings through (a) existing financial, human, and organizational GCO resources. This will include the transitioning from GCO to GLDC as possible. GCO is not able to retain/secure funding for keeping current GCO capacity building officers in place, but can support GLDC to create a short- to medium-term position to support the update of the CBI training package and establishment of a task-oriented Community of Practice. GLDC needs to identify funding to recruit at least one of the CBI capacity building officers for a 24-month period, to complete recommendations 2 and 3 below. Recommend this be completed within the next six months.
Management response	<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree
Reasons (if partially agree or disagree)	<p>UNHCR agrees that there is an organizational need to continue the CBI Learning Programme, and that resources need to be secured for its sustainability. The details of recommending how exactly the sourcing of resources that are needed for the continuity of the learning programme may be done will be further reflected on.</p> <p>Further discussions on resourcing and the location of a CBI Capacity Building Officer will be held in light of the ongoing restructure of HQ, Divisions and Bureaux, and the decentralization of roles and responsibilities of the regional bureaux and country offices under UNHCR’s</p>

		change management process. The current organizational context of ongoing transition thus makes attempts at detailed recommendations premature.			
Unit or function responsible		GCO and GLDC			
Top line planned actions		By whom	Comments	Expected completion date	Progress
		Status	Comments		
1	Develop plan for continued resourcing of CBI capacity building work	GLDC and GCO	A decision on the location of dedicated CBI capacity building officer to be made by Q4 of 2019 in light of UNHCR's change management process. In addition, there will be some number of colleagues with CBI expertise at HQ, a dedicated regional CBI expert in 5 of the 7 regions, and a global network of CBI Field Support at the local level.	End of Dec 2019	Ongoing Pending stabilisation of posts once regionalisation is complete
RECOMMENDATION 2		<p>Update the CBI training package by establishing two tracks. The first will be a demand-driven, online CBI-orientation package open to all UNHCR staff focused on building knowledge and a skill-based component based around showcasing good practices from the functional CBI trainings as well as the application of experience. The first track will have two levels: Level One will be a continuation of the current online CBI introduction while Level Two will incorporate the majority of the information currently offered through distance-learning modules under the LP as a UNHCR CV certified course.</p> <p>Track Two will be application-oriented and will focus on an in-person multi-functional workshop that is organized at country- or regional-levels based on requests from the region/field. Trainers and facilitators will be drawn from colleagues trained by GCO under the GCO managed Functional Field Support Networks (CBI, protection, finance, supply, programme) and Senior Manager Training; ideally led by the newly established GLDC position under Recommendation One. The Track Two trainings should include an in-person workshop that includes two days of multiple functional training elements in parallel, combined with a multi-functional opening (one day) and closing days (two days) that involve senior management. Track Two will also include substantive sessions to organize Community of Practice teams, organized by task or theme, to address priority issues or opportunities; this would take place on day four or five. Facilitators will be established through a revolving role. Where possible, priority should be given to operation-funded staff and functional roles within the task team, as this role could be integrated into their current job description. Recommend this be conducted within the next 12 months.</p>			
Management response		<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree			
Reasons (if partially agree or disagree)		<p>UNHCR agrees with the recommendation to update the CBI training package by establishing two tracks – one self-paced and one instructor-led.</p> <p>UNHCR agrees with the two levels that are suggested under the self-paced track one and the suggested necessary updates and will allocate resources to update content.</p>			

	For the instructor-led track two, GLDC and GCO agree with the multi-functional team approach and the need to address senior management. However, we find the structure of the training perhaps too prescriptive, particularly as each UNHCR operation has varying capacity building needs. In addition revolving facilitators may work for some topics only. The structure of track two will need to be further elaborated in discussions between GLDC and GCO.					
Unit or function responsible	GCO and GLDC					
Top line planned actions	By whom	Comments	Expected completion date	Progress		
	Status	Comments				
1	Update of track one training material	GCO	GCO to conduct revision of track one online learning material by end of 2019 with a view to launching revised self-study training package by Q1 2020 with GLDC support.	Dec 2019	Started	GCO has begun the revision of the online learning material
2	Develop plan for material development, resourcing and roll-out of track two	GCO and GLDC	GCO and GLDC to develop a plan and agree on content, training plan, allocation of resources for the roll out of track two instructor-led learning initiatives by end of Q3.	Sep 2019	Ongoing	Initial discussions held
RECOMMENDATION 3	Invest in a Community of Practice to support progress towards CBI proficiency. This includes building on GLDC experience towards a user-driven Community of Practice that is premised on the collaboration and learning function. Investments would organize participants around the most relevant challenges and opportunities related to design, implementation, and monitoring of CBIs within UNHCR through a user-driven Community of Practice. This could range from the UNHCR Yammer platform, to WhatsApp to basic listservs, or email groups, to a working group. The newly created position within GLDC under Recommendation One will have to focus on establishing these task teams and supporting local facilitators. This may include the regional or national CBI Officers, if those roles still exist, or knowledge-management and learning focal points with existing CBI operations, and working groups. These facilitators would ensure that content development, including the quality of messages inserted into the task teams, is aligned with UNHCR and sector CBI standards. Experience shows that it will take about twelve months from start to finish to have these task teams operate independently, in addition to accounting for another year with accompaniment from GLDC for the Community of Practice task team function to be institutionalized beyond the first pilot projects. Recommend this be conducted within the next 18 months.					
Management response	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree					
Reasons (if partially agree or disagree):	UNHCR agrees with the recommendation overall but find the details for how to implement the recommendation are felt to be too detailed and will need to be discussed with different stakeholders. Specifically, GLDC and GCO agree that a supportive Community of Practice (CoP) is necessary to upkeep capacity. For example, GLDC has not yet established the post for the GLDC Knowledge Management Coordinator. GCO has already established initiatives around maintaining communities of practice, through a global CBI Yammer group,					

		<p>monthly webinar series, weekly emails and the global network of trained Field Support practitioners. There is need to continue to support this CoP by providing it with a host of best practices to encourage peer learning for sustainable development of expertise in the long-run.</p> <p>The details on what support GLDC may provide to GCO in supporting the established network are to be determined upon further consultation between GCO and GLDC as per the UNHCR Learning Policy and following the co-creation of a roadmap.</p>			
Unit or function responsible		GLDC and GCO			
Top line planned actions		By whom	Comments	Expected completion date	Progress
					Status Comments
1	Develop roadmap for the roll-out of an enhanced community of practice	GLDC and GCO	GLDC to provide guidance based on expertise in the roll-out and maintenance of a community of practice. Decision to be held on roles and responsibilities, and channels to be used.	End of Q3 2020	Not started Measures of success needed to be developed