

## UNHCR Evaluation Management Response

<b>Evaluation title:</b>	<b>Mid-Term Process Evaluation of the IKEA Foundation Livelihoods and Energy Projects Among Somali Refugees and Host Communities in Ethiopia</b>		
<b>UNHCR evaluation reference:</b>	<b>ES/2021/08</b>		
<b>Entity that commissioned the evaluation:</b>	UNHCR Sub Office Melkadida in Ethiopia		
<b>Due date of Management Response:</b>	13. February.2021		
<b>Coordinator of Management Response:</b>	Lilian Otieno	Livelihoods and Economic Inclusion Officer	Sub-Office in Melkadida
<b>Management Response approved by (senior manager in commissioning office):</b>	Name: Abubakarr Talib Jalloh	Job title: UNHCR Head of Sub Office in Melkadida	Country/Office: Ethiopia
<b>Date:</b>	25/12/2021		

<b>General comments on the evaluation:</b>	<p><i>[add any general remarks by the commissioning office on the evaluation findings, recommendations]</i></p> <p>Overall, the midterm process evaluation has provided key insights and learning for the Sub Office Melkadida especially the recommendation validation workshop, which was undertaken jointly with the external Evaluation firm Tango and UNHCR multi-functional team members in the Sub Office. The sub-Office in Melkadida is already undertaking pro-active steps towards key programmatic improvements on information management as well as broader stakeholder engagement. The proposed recommendations are not only relevant but timely with respect to operational strategic priorities linked to UNHCR's New Results Based Management process and (Multi-year planning and programming requirements); the Global Compact for Refugees; UNHCR Stepped up Livelihoods Strategic Directions 2021 -2025 and Ethiopia Operation Multi-Year Strategy. This alignment of the recommendations to the existing corporate and global framework strategic priorities will promote utility of the evaluation results. The sub-office finds the findings, conclusions, and recommendations an excellent fit to context realities and as such implementable with a broad range of stakeholders thus enhancing further UNHCR advocacy, facilitation and convening role for economic inclusion of refugees and host communities.</p>
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<b>RECOMMENDATION 1:</b>	<p><b>1. Improving performance monitoring data and reporting/follow-up to baseline</b></p> <p>Continue to follow up from the baseline to develop and implement a well- functioning performance management system; a Management Information System (MIS) that provides accurate, timely and consistent data on project progress. A Monitoring and Evaluation (M&amp;E) plan that track defined and measurable Key Performance Indicators (KPIs) on at least a quarterly basis is key to this MIS. The resulting data should allow UNHCR staff and consultants to measure, share relevant information with internal/ external audiences, and report on progress toward implementation and achievements of the next project phase (Phase 4) Theory of Change. SOMEL should consider the employment of an M&amp;E specialist staff and/or consultants to support the MIS.</p>
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		Recommended Timing: Nov. 2021- Mar. 2022 [Current planning through Quarter 1 of 2022]				
<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>		<i>[add name of divisions, bureaux, and/or country operations to which recommendation is addressed]</i> <b>UNHCR SOMEL Multi-functional Team (MFT)</b>				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Field expert mission from Country Office on Information Management to assess existing system in place for data collection and management to establish priority areas of support towards an improved MIS System	Management at SOMEL and Representation in Addis. Information Management, Field, Livelihoods and Energy	<p>1.1 SO Melkadida to jointly develop mission ToR with UNHCR Senior IMO in Addis and Formally Request mission against defined TOR</p> <p>1.2 Identification of priority gaps in KPI tracking and Performance Management System; outline key recommendations in the immediate and medium term</p> <p>1.3 UNHCR Addis and Sub Office Melkadida Livelihoods Economic Inclusion and Energy Unit in collaboration with cooperatives; implement identified immediate solutions by Information Management towards improved tracking of performance</p> <p>Note: Currently the Sub Office does not have an Information Management Officer and expects prioritization of the recruitment to allow for timely implementation of proposed actions including through mission support from IM experts in the region</p>	<p><i>[1.1 and 1.2 Ongoing – February 2022]</i></p> <p><b>[1.3 February 2022 – June 2022]</b></p>	<i>[Ongoing]</i>	
2	Develop a Monitoring and Evaluation Plan linked to Phase 4 Key Performance Indicators to allow quarterly data collection for effective tracking of KPIs	Information Management (Addis & SOMEL), Field, Livelihoods and Energy	<p>2.1 Develop draft tools for Key Performance Indicator monitoring and undertake monitoring</p> <p>2.2 Conduct Pilot with developed tools targeting 2 cooperatives per camp across Livelihoods and Energy using draft tool beginning February 2021</p> <p>2.3 Refine and finalize the KPI tracking tools and templates based on field level realities for use by sub operation</p> <p>Note: The tracking of the KPIs will be based on the context profile where we have very high illiteracy levels and thus dedicated time will be required to test the tools and ensure ease of interaction with the cooperatives for data capture</p>	<b>[February 2022 – June 2022]</b>	<i>[Planned]</i>	
3	Recruitment of Monitoring and Evaluation full time staff to support functionalization of	Management at SOMEL and Representation in	3.1 UNHCR SO management to request expedited support from Representation Office for recruitment of M&E expert	<b>April, 2022</b>	<i>[Planned]</i>	<i>n/a</i>

	proposed MIS and overall M&E of the Multi-year Programme	Addis; UNHCR Programme at SOMEL	3.2 Temporary Solution – Senior Information Management Officer at Addis to support Melkadida Sub Office until recruitment is finalized 3.3 Based on 3.1, UNHCR Representation Office in Addis Prioritises and undertakes recruitment of M&E Staff			
4.	Implementation of a well-functioning Management Information System	Information Management (Addis & SOMEL), Field, Livelihoods and Energy	4.1 Based on finalized tools for KPI tracking, develop and test MIS with 2 cooperatives 4.2 Review and Joint validation of MIS with Stakeholders 4.3 Implementation of tested MIS by Cooperatives and Relevant Technical Units	<b>4.1 April – May 2022</b> <b>4.2 -4.3 June 2022</b>	[Planned]	n/a
<b>RECOMMENDATION 2:</b>		<p><b>Sustainability planning/follow-up to baseline:</b></p> <p>Continue to follow up from baseline to develop sustainability plans for each co-op/sector type to enable UNHCR to determine how long and what types of assistance co-ops will need during and after Phase 4. As part of this process, the project team must define the parameters of sustainability using both quantitative and qualitative aspects tailored to the context that enable or inhibit co-ops' continued operation. Based on the results of the sustainability analysis, determine levels and duration of future support and engagement with co-ops, including for example: situations where support should be terminated, or graduation from UNHCR/IKEA Foundation support to self -supporting or support by other actors (where applicable).</p> <p>Recommended Timing: Dec. 2021 – Aug. 2022 [9 months or three quarters to consider this analysis]</p>				
<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>		[add name of divisions, bureaux, and/or country operations to which recommendation is addressed] <b>UNHCR SOMEL Multi-functional Team (MFT)</b>				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Conduct a Sustainability workshop with refugee hosting area economic inclusion actors	UNHCR Programme and Technical Units (Livelihoods Economic Inclusion and Energy)	1.1 Develop refugee hosting area; sustainability workshop terms of reference outlining key elements of sustainability to be discussed 1.2 Organize participatory workshop on Sustainability and document stakeholders' views for next step action	[January to March 2022]	[planned]	n/a
2	Using outcomes of stakeholders Sustainability workshop;	Information Management (Addis & SOMEL),	2.1 Based on documented views in 1.2; undertake sustainability analysis in collaboration with Cooperatives to define qualitative and quantitative aspects of sustainability	[March to April 2022]	[planned]	n/a

	sustainability assessments as well as analysis with cooperatives per business sector across the 5 camps	Field, Livelihoods and Energy				
3	Develop Sustainability Plans for each cooperative Sector type	Information Management (Addis & SOMEL), Programme, Livelihoods and Energy unit	3.1 Based on outcome at 2.1 (defined sustainability parameters); establish levels and duration of future support and engagement with co-ops 3.2 Jointly with stakeholder's present outcome of sustainability analysis 3.3 Develop sustainability Plans of Cooperatives by Business Sector	3.1 & 3.2 (May to August 2022) 3.3 August - December 2022	[planned]	n/a
<b>RECOMMENDATION 3:</b>		<p><b>Advocacy and monitoring of financial services</b></p> <p>Work with Financial Services Providers (FSPs) to define their roles in Phase 4 including the definition of the FSPs' relationship with UNHCR for purposes of the project. FSPs should be brought in as participants in coordination fora such as livelihoods and/or cash working groups. When defining the FSP roles in Phase 4, consideration will need to be given to establishing what banking/ client information will be shared by FSPs with UNHCR. UNHCR should engage FSPs to advocate for terms of service for refugees and the host community that encourage women's participation and seek to protect financial service clients from high interest rates, or collateral requirements, or the prospect of having their possessions seized in cases of default. UNHCR should develop KPI(s) appropriate to monitor and track financial services provision and develop monitoring questions to measure client satisfaction.</p> <p><b>Recommended Timing:</b> Dec. 2021 – Aug. 2022 [9 months or three quarters to consider this analysis]</p>				
<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>		[add name of divisions, bureaux, and/or country operations to which recommendation is addressed]				
<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	Engagement of Financial Service Providers in the refugee hosting area	Programme, Livelihoods and Energy unit	1.1 Mapping of available Financial Service Providers and invitation to Financial Inclusion Workshop 1.2 Formal inclusion of FSPs in existing Financial Inclusion and Market Information Working Group	[February 2021]	[Completed]	n/a
2	Evidence based advocacy and Facilitation of FSPs activities in refugee hosting areas including enhanced inclusion of refugees in	UNHCR SO Protection; Programme, Livelihoods and Energy unit	2.1 Identify jointly with humanitarian and development actor's key advocacy areas for Financial Inclusion in existing financial services delivery by domestic private FSP actors 2.2 Develop a working draft SOP/MOU (Zero Sum) to be discussed with FSPs on service provision including prioritization of women access to financial services	[February to May 2022]	[planned]	n/a

	available Financial Services provision		(The SOP/MOU will define FSP roles and responsibilities in Phase 4)			
3	Monitoring of Financial Services Provision in Refugee Hosting area	UNHCR SO Management; Programme, Livelihoods and Energy unit	3.1 Jointly with Financial Inclusion working group review and refine Key Performance Indicators for tracking access to financial services (Including client satisfaction) 3.2 Define KPIs for joint tracking with economic inclusion actors' access to financial services (Including client satisfaction) in the refugee hosting area 3.3 Include in the MIS the agreed indicators for tracking access to financial services & Generate analysis of information for initial advocacy with FSPs	[3.1 & 3.2 January to March 2022]  [3.3 March to August 2022]	[planned]	n/a
<b>RECOMMENDATION 4:</b>		<p><b>Engagement with local government</b> Expand the ongoing engagement with local level government offices to ensure government officials are invested in the success of the project per Global Compact for Refugees (GCR/CRRF) objectives. This can include the promotion of attendance at coordination meetings, regular presentations to Woreda and Kebele level officials on the project activities and plans, inclusion in local training opportunities, and potentially capacity building in coordination with RRS where specific needs have been identified. This engagement should include awareness raising and reinforcement of refugee rights and inclusion, as well as advocacy for robust engagement in livelihood project related infrastructure development, e.g., roads and markets, access to land and resources, etc.</p> <p><b>Recommended Timing:</b> Jan.-Dec. 2022</p> <p>[Considerations to be put in place in Year 1 of Phase 4, and ongoing during the phase]</p>				
<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>		The Head of Sub-Office and MFT, as appropriate				
<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	Refugee hosting area Stakeholder engagement workshops	[add name of responsible office]	1.1 Identification on gaps and key areas of value add in government engagement 1.2 Mapping jointly with local government 'Kebele' the specific areas of engagement in advancing economic inclusion	[Ongoing – March 2022]	[Ongoing]	n/a
2	Joint quarterly economic inclusion project progress	[add name of responsible office]	2.1 Livelihood Economic inclusion working group to identify key projects where local government engagement is crucial	[2.1 January – February 2022]	[Planned]	n/a

	monitoring with local government		2.2 Undertake joint/collaborative Quarterly project progress monitoring with local government officials 'Kebele'	<i>[2.2 January - December 2022]</i>		
3	Capacity Development of Woreda and Kebele Government Officials with RRS	UNHCR SO Management; Protection, Livelihoods and Energy unit	3.1 Jointly with RRS Undertake mapping of capacity development areas for government officials linked to the Global Compact of Refugees 3.2 Conduct awareness sessions, round table discussions and training workshops (Camp, Woreda and Regional level with government officials) aimed at developing capacities for advancing economic inclusion agenda in refugee hosting area	<i>[2.1 January – February 2022]</i> <i>[2.2 January - December 2022]</i>	<i>[Planned]</i>	<i>n/a</i>