

UNHCR Evaluation Management Response			
Evaluation title:	Evaluation of the Caring for Refugees with NCDs Project		
UNHCR evaluation reference:	ES/2021/06		
Entity that commissioned the evaluation:	Public Health Section, Division of Resilience and Solutions		
Due date of Management Response:	30/December/2021		
Coordinator of Management Response:	Michael Woodman		
Management Response approved by (<i>senior manager in commissioning office</i>):	Ann Burton	Job title: Chief of Section	Country/Office: Public Health Section, DRS
Date:	13/06/2022		

General comments on the evaluation:	The public health section is satisfied with the quality of the evaluation and the findings. There were limitations due to the Covid-19 pandemic and no field visits were possible however the consultations and remote data collection was thorough. The recommendations are in line with the findings and are considered appropriate and in line with UNHCR's strategic direction in Public Health.
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RECOMMENDATION 1:	Continue NCD care capacity-strengthening activities. Overall, the NCD training responded to a major gap in NCD care knowledge and systems and was reported to have significant positive impact on NCD care. Continued investment is required to sustain the benefits of this project and further improve access to high quality NCD care for refugees and other persons of concern.				
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:	Public Health Section, DRS at Headquarters				
Top-line planned actions	By whom	Comments	Expected completion date	Progress	
				Status	Comments
1	Continue capacity building for staff at primary care level in refugee settings through contracting a specialised NCD <i>PHS, DRS</i>	Prepare a detailed Terms of Reference for ongoing capacity building taking into account evaluation findings and lessons learned. Work with Procurement Services to Launch a Request for Proposals from suitably qualified providers.	30/06/2022	ToR prepared, pending launch by supply	

	capacity building provider. The focus will be on building regional and local capacity through training of the trainers and subsequent cascade trainings.		Review submissions select provider and award contract (suggest 3-year period). Commence capacity building activities	as soon as possible following contracting (estimate start August 2022)	management service.	
2	Ensure ongoing strengthening of NCD care in PHC and that appropriate medicines and equipment are on the UNHCR essential medicines and supplies lists and ordered by countries	PHS,DRS and regional bureau	Ongoing review of medical orders from countries to ensure inclusion of appropriate medicines and supplies for NCD care. In particular, 3 countries in EHAGL are included in the WDF funded NCD system strengthening project which will include procurement of equipment and supplies to strengthen NCD care.	ongoing	ongoing activity with review of annual and emergency medical orders	
RECOMMENDATION 2:		Increase participation of senior UNHCR and partner public health and clinical staff in the trainings. This may improve sustainability as senior staff are likely to: 1) remain employed by the partner organization for longer; 2) hold influence within the organization; and 3) increase participation and adoption of new knowledge and skills. Incorporation of senior partner staff in the trainings may also encourage ownership over the process and responsibility for the programme, instead of trainings being perceived as something imposed by UNHCR headquarters. Where they are already active, including Community Health Workers (CHWs) in NCD training may also improve sustainability and reach of NCD care, but this should bear in mind existing CHW workloads.				
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:		Regional Bureau and countries where training rolled out				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Target senior staff (UNHCR, partners and government) in NCD Training of the Trainers	PHS, DRS together with regional bureau	Capacity building planning including selection of appropriate senior country level staff from UNHCR, partners and government/ Ministry of Health wherever possible and in coordination with WHO	ongoing for 3 years	planned with roll out of capacity building activities (estimate August 2022)	

2	<i>Include CHWs in trainings and through targeted and adapted modules according to their role</i>	<i>PHS, DRS together with regional bureau and country offices</i>	Community Health Workers, where existing, to be included in trainings which are tailored to their needs, taking into account their existing roles and responsibilities and focusing on key messages of prevention and control of NCDs, support, follow up linkage with clinic-based services. Will be adapted according to the country context and the terms of reference of the community health workforce and based on the forthcoming UNHCR Operational Guidelines on Community Health Programming 2022.	ongoing for 3 years	planned with roll out of capacity building activities (estimate August 2022)	
RECOMMENDATION 3:		Consider complementing country level staff training with specialized trainings for higher-level regional* or national staff from government or implementing partner Non-Governmental Organizations (NGOs). These individuals may be in a position to institutionalize and prioritize NCD training within their regional or national health care programmes and to facilitate continuous practical training for field-level health care services. *Regional refers to UNHCR global regions i.e., East and Horn of Africa and Great Lakes, West and Central Africa, Middle East and North Africa, Asia and the Pacific, Americas etc				
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:		PHS, DRS, Regional Bureau				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	<i>Similar to planned actions above, senior staff will be targeted including those with a regional role as ToT</i>	<i>PHS, DRS together with regional bureau</i>	<i>Capacity building planning will include selection of appropriate senior staff from UNHCR, partners and government. To note that some senior staff who are no longer practising clinicians will not be able to provide clinical training but should be capacitated on NCD programming and monitoring.</i>	Ongoing for 3 years	planned with roll out of capacity building activities (estimate August 2022)	
RECOMMENDATION 4:		Support increased cascade training. This can be achieved by: 1) producing standardised guidance on how cascade training is to be done; 2) agreeing on timelines, audiences for the training, resources and other support; and 3) implementing a system to monitor the roll out and coverage of cascade training.				
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:		PHS, DRS , Regional Bureau and countries where training rolled out				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	<i>The terms of reference with new provider to include a focus on enabling cascade training including appropriate tools and a monitoring mechanism for UNHCR to track implementation</i>	<i>PHS/DRS to develop ToR; monitoring by RB and country personnel</i>	<i>Training plans and materials are to include specific guidance to trainers on how to perform cascade training and the appropriate tools to do so. A monitoring system will be established to monitor the roll-out of cascade training.</i>	Ongoing for 3 years	planned with roll out of capacity building activities (estimate August 2022)	
RECOMMENDATION 5:		Improve monitoring of NCD care with a list of simple and clear indicators for NCD systems, processes and clinical outcomes. The introduction of an electronic medical record for NCD patients is recommended to improve patient follow up and to allow cohort monitoring. Introduce audits of patient files and integrate them into the Balanced Score Card.				
Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		Agree with establishing clear indicators for NCD care and audits of patient files in the Balanced Score Card to monitor patient care. An individual electronic medical record is not available within the current UNHCR iRHIS. It is not envisaged to implement in the short term. However UNHCR could consider using an EMR where this is part of the national health information system.				
Unit or function responsible:		PHS, DRS, Regional bureau and countries				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	<i>Define good practice indicators for NCD systems and care and integrate them in the iRHIS</i>	<i>PHS/DRS</i>	Integration of good practice indicators for NCD systems and care in the integrated Refugee Health Information System.	June 2022	in progress	
2	<i>Develop an NCD module and integrate it within the UNHCR Balanced Score Card</i>	<i>PHS/DRS</i>	<i>The Balanced Score Card will be enhanced with a module specifically assessing the systems and care for NCD to allow regular monitoring of health facilities and identify areas for improvement. It will include availability of essential medicines, supplies, equipment and trained staff and protocols for NCD</i>	June 2022	in progress	

			<i>care and will include a section of quality of care through the review of selected NCD patient files</i>			
RECOMMENDATION 6:		Create a system for continuous learning and professional development. Enable training participants to access a learning repository including online training modules and on-site support and exchange groups. Learning materials may be developed and maintained by an external agency but owned by UNHCR to ensure sustainability. They should be accessible to past, current and future cohorts of trainees.				
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 continuous learning is desirable, and staff should have access to a learning repository and access to all materials that have been used for trainings as well as access to resources for continuing professional development. It is agreed that learning materials can be developed by an external agency and those that are done so on behalf of UNHCR will be owned by UNHCR. However, there are collaborative efforts with Interagency partners to share information and resources on training materials available and other resources. UNHCR envisages to work in a collaborative manner with such partners on collating, recommending and advocating for open-source materials to increase access to materials as part of a broader community of practice for NCD care.				
Unit or function responsible:		PHS, DRS				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Access to learning repository for NCD training participants	PHS, DRS	All learning modules and resources will be made available to training participants online and material for continuous development. Some of these materials will be through UNHCR's capacity building partner and others will be through collaborative efforts with other interagency partners working on NCD capacity building.	Ongoing for 3 years (estimated to start August 2022)	planned	
2	Encourage establishment of onsite exchange groups.	PHS, regional bureau and country offices	During trainings, onsite local peer groups and exchange groups will be set up using available modalities such as WhatsApp groups. These groups will be encouraged to share information and experiences.	ongoing with trainings (estimated to start August 2022)	planned	