



Mid-Term Process Evaluation of the IKEA Foundation Livelihoods and Energy Projects Among Somali Refugees and Host Communities in Ethiopia

EVALUATION REPORT
DATE: REV. NOVEMBER 2021

Conducted by: TANGO International

UNHCR Evaluation Service

UNHCR's Evaluation Policy confirms UNHCR's commitment to support accountability, learning and continual improvement through the systematic examination and analysis of organizational strategies, policies, and programmes. Evaluations are guided by the principles of independence, impartiality, credibility and utility, and are undertaken to enhance the organization's performance in addressing the protection, assistance and solution needs of refugees, stateless people and other persons of concern.

Evaluation Service

United Nations High Commissioner for Refugees

Case Postale 2500

1211 Genève 2

Switzerland

www.unhcr.org

Published by UNHCR

Evaluation Service Copyright © 2021 UNHCR

This document is issued by the Office of the United Nations High Commissioner for Refugees for general distribution. All rights are reserved. Reproduction is authorised, except for commercial purposes, provided UNHCR is acknowledged.

Unless expressly stated otherwise, the findings, interpretations and conclusions expressed in this Evaluation Report are those of the Evaluation Team, and do not necessarily represent the views of UNHCR, the United Nations or its Member States. The depiction and use of boundaries, geographic names and related data shown on maps and included in lists, tables, and documents in this Evaluation Report are not warranted to be error free, nor do they necessarily imply the expression of any opinion whatsoever on the part of UNHCR or the United Nations concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries.

Acknowledgements

This report was prepared by Team Lead, William Lynch, Technical Experts Kimberly Wilson and Susy Cheston, and supported by Research Assistant Rosemary Ventura and TANGO Evaluation Lead/Coordinator, Maryada Vallet. This study would not have been possible without TANGO's data collection partner, Green Professional Service (GPS), including: Zenagebril Degu (Manager), Solomon Bizualem Brhane (Team Leader), and GPS Qualitative Field Researchers: Abdulfetah Mohammed Farah, Ahmed Mahamu, and Miftah Mohammed, who provided valuable field level findings and conclusions.

The evaluation team would like to acknowledge the assistance received from colleagues at UNHCR Melkadida whose time and thoughtful reflections helped make the evaluation possible, in particular Lilian Otieno and Dejan Tanaskovic, as well as other UNHCR colleagues including Robert Nyambaka, Anna Gaunt, among others who were particularly generous with their time and knowledge.

The country office and sub-office facilitated the travel permissions, field visits, and interviews, for GPS, providing crucial support for which TANGO is very grateful, particularly Abubakarr Talib Jalloh (Head of Sub-Office), among other UNHCR staff including: Ibrahim Hassan, Mohammed Bishar, Abdullah Yazan, Esheted Demessen, Mohammed Harfoush, Kaleab Zelalem and Ibrahim Yunis. We would also like to thank the valuable input received from many other stakeholders including Abukadir Jama of the Government of Ethiopia Administration for Refugee and Returnee Affairs (ARRA), Woreda officials in the Co-operative and Agriculture sections, Somali Microfinance and Ray's Microfinance Institution.

Among UNHCR's implementing and operational partners we would like to acknowledge the valuable information and perspectives provided by key informants, listing provided in the annex. Finally, we would especially like to thank the project participants who were generous with their time and provided the evaluation team important insight into their experiences in the Melkadida context.

Evaluation information at a glance	
Title of the evaluation:	Evaluation of the IKEA Foundation Livelihoods and Energy Projects among Somali Refugees and Host Communities in Ethiopia
Timeframe covered:	2019-2021 Midpoint Process Evaluation May 2021
Expected duration:	March-August 2021 (revisions and validation continued through November)
Type of evaluation:	Decentralised Process Evaluation of Livelihoods, Economic Inclusion, Energy and Environment Projects implemented in the Somali Region of Ethiopia
Countries covered:	Ethiopia
Evaluation manager / contact in UNHCR Ethiopia:	Lilian Otieno: otienol@unhcr.org
Evaluation Service support staff from region:	Malene Nielsen: nielsenm@unhcr.org

Commissioned by UNHCR Ethiopia/Melkadida

Evaluation Quality Assurance provided by UNHCR Evaluation Service

Contents

Acknowledgements	3
List of Tables and Figures.....	5
List of Abbreviations.....	5
Executive summary.....	7
Introduction and background	1
Purpose and scope of the evaluation	4
Evaluation methods	6
Key findings by KEQ.....	9
KEQ 1 on relevance and responsiveness of design and programming modalities.....	9
KEQ 2 on effectiveness and efficiency	17
KEQ 3 on sustainability	30
KEQ 4 on coherence and lessons learned	34
Conclusions.....	40
Relevance.....	40
Effectiveness and Efficiency.....	41
Sustainability.....	42
Coherence and Learning.....	43
Recommendations.....	44
Annex 1: Bibliography.....	46
Annex 2: Overview of evaluation framework.....	52
Annex 3: Terms of Reference.....	53
Annex 4: List of evaluation respondents	64
Annex 5: Business Performance Data	67
Annex 6: Theories of Change	69
Annex 7: Evaluation Matrix.....	71
Annex 8: Project KPI.....	84

List of Tables

Table 1. Co-op Membership by Type and Gender.....	15
Table 2. Average Monthly Individual Income June-December 2020	19
Table 3: Degree of Completion of Baseline Recommendation: Low, Medium, High	27

List of Abbreviations

AGD	Age, Gender, Diversity
ARRA	Government of Ethiopia Agency for Refugee and Returnee Affairs (former)
AUS	Australia
CAHW	Community Animal Health Worker
CBI	Cash-Based Interventions
CDPA	Century Pastoralist Development Association
CRRF	Comprehensive Refugee Response Framework
Co-op	Cooperative
DANIDA	Danish International Development Agency
DESCI	Dedebit Savings and Credit Institution
DFID	Department For International Development (formerly), now UK's Foreign, Commonwealth and Development Office as of June 2020
ET	Evaluation Team
ETB	Ethiopian Birr
EU	European Union
FGD	Focus Group Discussion
GCR	Global Compact on Refugees
GoE	Government of Ethiopia
GPS	Green Professional Services
Ha	Hectare
HH	Household
ID	Identification
IFC	International Finance Corporation
INGO	International Non-Governmental Organisation
IP	Implementing Partner
IRC	International Rescue Committee
Kg	Kilogram
KI	Key Informant
KII	Key Informant Interview
KPI	Key Performance Indicator
KW	Kilowatt
MFI	Micro Finance Institution
MTE	Mid-Term Evaluation
NGO	Non-Governmental Organization
OP	Operational Partner
PoC	Population/Persons of Concern
REST	Relief Society of Tigray
RRS	Government of Ethiopia Refugee and Returnee Service (current)
SEE	Save the Environment Ethiopia

SGBV	Sexual and Gender Based Violence
SIDA	Swedish International Development Agency
SMFI	Somali Microfinance Institution
SOMEL	UNHCR Sub-Office Melkadida
TOC	Theory of Change
TOR	Terms of Reference
TANGO	Technical Assistance to Non-Governmental Organizations
UNCDF	United Nations Capital Development Fund
UNHCR	United Nations High Commissioner for Refugees
USAID	United States Agency for International Development
USD	United States Dollar
VSLA	Village Savings and Loan Association
Wa-PYDO	Women and Pastoralist Youth Development Organisation
WFP	United Nations World Food Programme

Executive summary

Purpose and Objectives

This decentralised mid-term process evaluation of Phase 3 (2019-21) of the IKEA Foundation-funded livelihoods and energy investment among the Somali refugees and host community was commissioned by the UNHCR Ethiopia/Melkadida sub-office (SOMEL). The purpose of the evaluation was to gauge the follow-up on baseline recommendations and assess the progress made toward creating sustainable livelihoods and fostering economic inclusion for refugees and their hosts in this region. The first objective at mid-term was to assess progress made towards expected Outputs and Outcomes, and the prospects of these contributing to the sustainable changes envisioned in the Theory of Change (TOC). Per the second objective, the process evaluation aimed to identify lessons, best practices, drivers and obstacles to progress, including emerging contextual issues affecting implementation. It also examined factors contributing to progress and generated forward-looking recommendations to inform implementation and planning to optimise the IKEA Foundation/UNHCR contribution in the refugee hosting area. The findings and recommendations generated by this process evaluation are expected to inform ongoing project implementation for Phase 3, in the short time that is left, as well as inform planning for a potential fourth phase of IKEA Foundation collaboration.

Project Background

Phase 3 has been carried out in five Somali refugee camps and nearby host communities located in a remote, rural area of south-eastern Ethiopia near the Kenyan and Somali borders. This three-year phase consists of integrated livelihoods and energy projects focused on cooperative business strengthening, along with improved access to financial services and government capacity strengthening. At the time of the evaluation there were more than 40 co-ops with 1,981 members, including the following co-op types: farming, community animal health workers (CAHWs), milk and meat sellers, shoat and cattle fattening, livestock traders, gum and incense, nursery, firewood/prosopis (including briquette making), solar, cookstoves, and the biogas pilot. The project has a total value of \$14.5 million, of which 49 percent are UNHCR matching funds.

Methods

The scope included the livelihood and energy project activities from January 2019 to May 2021, with some additional documentation and clarifications from SOMEL added during the reporting and revisions phase. The process evaluation used primary qualitative data triangulated with project-related data and documents. A total of 33 semi-structured key informant interviews (KII) were conducted, some including multiple interviewees, both remotely and in-person with UNHCR staff at various levels, implementing and operational partners, local government officials, and financial services and technical training institutions. Cooperative members and members of the community were consulted via focus group discussions (FGDs) in 17 different cooperatives across the five camps and follow-up conversations with individuals, including: 80 women/ 95 men; 112 refugee/ 63 host community members. The process evaluation examined the projects through the lens of OECD Development Assistance Criteria (DAC): Relevance, Efficiency and Effectiveness, Sustainability and Cohesion; process implementation concepts; and 12 sub-key evaluation questions (KEQs).

Users

The target audience of this evaluation included the direct stakeholders involved in the project implementation: UNHCR (sub-office, country, region), Government of Ethiopia Refugee and Returnee Service (RRS, former ARRA), UNHCR partners directly implementing livelihoods (IPs), energy and environment interventions with the project, project participants themselves who are

affected by project changes, and IKEA Foundation. The secondary audience to use the findings to improve their strategies and approaches included operational partners (OPs), including humanitarian and development actors, the local government including government technical institutions, and the livelihoods coordination forum(s) in the region that will ensure key lessons are fed into implementation.

Emerging Context Challenges

There were several major challenges to implementation that occurred during Phase 3: i) the COVID-19 pandemic and the impacts from restrictions implemented to curtail its spread e.g., travel restrictions, border closures, disruptions in trade, broken supply chains, unavailability of productive inputs, and ii) review of the existing partnership arrangement resulting in phasing out of a key livelihood partner and on boarding of a new partner during the pandemic, iii) severe weather and climatic factors such as flooding, erratic rains, insect infestations and iv) very remote, rural location with poorly developed or non-existent physical infrastructure. As an on-going threat with variants of COVID-19, an outbreak in the region could lead to even more economic disruptions from border closings, supply chain breaks, market limitations, fuel and input shortages, and inability to conduct work.

Relevance and Responsiveness

As part of KEQ 1, the evaluation explored people's perceptions of targeting, retention, relevance and fit of the design including Theory of Change (TOC), responsiveness to evolving needs and contextual changes, participant satisfaction, and relevance related to gender-inclusive and protection programming.

Relevance of targeting and implementation to needs and capacities of PoC, including gender-responsive programming, and changing context

Findings from interviews, and confirmed by project data, show that targeting was perceived as participatory, balanced in terms of refugees and hosts, and inclusive e.g., targeting people with disabilities and women. For the most part, women's participation in co-ops has been a positive achievement, particularly for refugee women, who are more than twice as likely to participate in a co-op – including in leadership positions – than women in a host community. Even so, women tend to participate in certain types of activity and men more in others; women dominate in the milk and meat-selling and prosopis; cookstoves are mixed gender cooperatives; while men dominate the agriculture, livestock trading, CAHWs, and Solar Energy cooperatives. Challenges remain with women's access to financial services according to interviews and project documents, which will require more targeted support and agreeable loan and repayment terms to improve engagement with such services. Nonetheless, key informants were in general agreement that women have gained skills and opportunities for engaging in income-generating activities, even though there have been some unintentional barriers to women's participation in some sectors as noted above e.g., solar energy, which required specific skills and ability to attend extensive training, at least in the short-term.

Relevance and fit of TOC

UNHCR was acknowledged by interviewees as endeavouring to ensure the project was relevant, worked to address drop-outs and gaps during implementation, especially for farming, and was responsive to challenges presented by COVID-19 (e.g., filled in for partners absent in camps during COVID-19 lockdowns), the climate, and input from project participants, which was also documented in recent project reports and assessments. This, along with the social cohesion and enthusiasm by refugees and hosts for these economic inclusion activities, is evidence of the relevance of the underlying assumptions of the programme TOC. Ongoing challenges include addressing issues driving agriculture sector drop-outs (e.g., ill-timed rains, flooding, delayed inputs, better income from sharecropping) especially for refugee members, dissatisfaction among

remaining firewood cooperative participants, as well as the demand and supply challenges facing the prosopis/briquettes and cookstove activities, which is discussed further below.

The evaluation concludes that overall, the TOCs were relevant as designed. The TOCs were well-targeted to refugee and host community needs for livelihoods and energy. This is demonstrated by the strong partnership approach and UNHCR's positioning with government, IPs and OPs that has built the foundations of a refugee economic inclusion agenda in the region, as well as through the enthusiasm and commitment of most cooperative members to continue the work amidst the recent challenges, including COVID-19.

Effectiveness and Efficiency

KEQ2 addresses questions around the effective, efficient and timely progress toward planned results and follow-up to baseline recommendations during Phase 3, including the extent that cooperative participants have adopted business skills and procedures from project trainings.

Progress toward planned results

This evaluation question looks at progress toward project outcomes and results, looking particularly at income generated by co-op members, perceptions of time- and cost-effectiveness of co-op functions, as well as timely support provided by UNHCR and partners. The evaluation finds external assessment of progress toward key performance indicators (KPI) is challenging as they are not systematically reported as such in project reports. Employment and income are the key indicators for which the evaluation team gathered evidence of progress toward results through secondary project data and documents. Overall, the number of people employed by the various livestock, agro-forestry, and energy sector cooperatives is on track for reaching Phase 3 project targets, with the agriculture cooperatives lagging the most. Based on recommendations from the baseline, the project has improved its tracking of cooperative income and expenses, which will ultimately allow for better determination of member income by co-op. Available income data varied greatly by camp, month, and season; co-op members estimate their earnings to be a primary income source (60-90 percent) for their households. Project business performance data shows the livestock sector has the highest average monthly individual income.

The sector-specific co-ops vary in their progress toward results for KEQ2a: Agriculture co-ops are marketing their own products, though refugee farmers in particular required extra inputs and assistance during recent climate challenges (e.g., heavy rains, flooding). Findings across data sources of the evaluation suggest that certain outcome indicators (e.g., increased/sustained income, increased employment) are unlikely to be achieved by the end of the current phase for this sector. At the same time, the project has worked effectively and efficiently to respond to recent contextual challenges, and irrigated agriculture has much potential for improving both household income and food security outcomes in the future. UNHCR has positioned itself as a leader in the sector's growth and development, and has built the foundation for an effective multi-stakeholder approach for ensuring sustainable crop production.

The livestock sector co-ops are considerably farther along in becoming established as independent and profitable businesses. The project has helped enhance the livestock trade and value chains for livestock products (animals, milk, meat, and bio-gas) and co-ops are providing self-employment, sustained and increased incomes, and business management skills to their members. UNHCR has demonstrated the flexibility to introduce new approaches to meet challenges, such as promoting fodder production and animal fattening to improve the quality of livestock sold by co-ops.

Cooperatives in the energy sector vary in terms of progress toward goals. Overall, the solar energy co-ops are experiencing some successes, including expanding service to 750 clients in the camps and host communities, as well as to government and NGO actors. Delays due to COVID-19 restrictions impacted some progress in 2020, and expansions were planned for 2021 per the energy project outcome indicator to scale-up photovoltaic technology, which will likely occur in the next phase. According to member interviews, solar technicians largely do not earn income directly

through the co-op, rather they use their skills and training gained through membership to service other electrical systems/devices not associated with the project. UNHCR business performance tables show that the co-op has an established and growing savings account. As noted above and described below under lessons learned, the prosopis/briquette, and cookstoves co-ops have faced various challenges related to the context, supply and demand. The supply of prosopis faces challenges in supply due to the common, but illegal, practice of harvesting local acacia, and the cookstoves are at the very start of building a demonstration effect but face the major barrier of a context where households struggle to meet their basic needs and purchasing power is low. Nonetheless, cookstove members in particular remain enthusiastic and committed to continuing.

Solar Energy Co-op



Photo credit: GPS

The agro-forestry, including nurseries and gum/incense co-ops, are still in early stages, in part because of an incense supply issue and lack of capital to buy incense produced outside of the co-op's fenced areas. A drop in demand resulting from the economic impacts of the pandemic on household purchasing power also contributed to reduced income for the co-ops.

Overall for financial services, 60 percent of savings deposits have been by women, and 64 percent among refugees. According to project data and interviews, the sector has faced several challenges, including low repayment rates and the departure of the main financial service provider (FSP) since the beginning of the previous phase, Dede-bit. Proactive advocacy on the part of UNHCR and RRS with FSPs on continuity of services has helped to bring in other FSPs to the area; information provided by UNHCR shows additional accounts have been opened and coverage expanded since Dede-bit's departure. Loan access remains challenging, due to collateral limitations. There is some uncertainty as to whether targets will be achieved in this sector such as related to additional loans in this phase, but findings suggest that the project is effectively responding to the need to advocate with FSPs for expanded services, including the ongoing work of ensuring that refugees and women have access to such services.

Progress in the TOC pathway for private sector engagement has remained at the intervention level, focusing on the work noted above with FSPs, along with ongoing engagement with International Finance Corporation (IFC) for a feasibility study on a shared farming model and with Schneider Electric for potential solar expansion. It does not appear as though there has been sufficient time for activities to have produced much in terms of outputs or outcomes. Progress continues in terms of building government capacity and collaboration, with the government facilitating co-op registrations and moving toward a supportive enabling environment that allows for more freedom of movement and employment for refugees.

Progress on baseline recommendations

The evaluation finds UNHCR took seriously the recommendations from the baseline and has made considerable efforts to implement them. Findings suggest that the project is on track to complete – or nearly so – most recommendations by the end of the phase, with the most attention

still needed on sustainability planning and improved performance monitoring and reporting to be carried over into the next phase. Validation discussions with the project team highlighted both contextual and capacity-related issues that have limited further completion of those recommendations, e.g., that sustainability planning is part of co-op discussions for business plans and may be done by co-op sector, but not feasible as a separate strategy for every co-op.

Evidence of cooperative adoption of business skills

Based on interviews with both co-op participants and key informants, triangulated with project documents, there is much evidence at mid-term of practical business skills learned and utilised by co-op members in their enterprises through various programme trainings and generally high satisfaction applicability related to those trainings. The ongoing project monitoring along with the Cooperative Capacity Assessment tool to be used at the endline evaluation should continue to assess the business development processes and co-op capacities strengthened through the project, as well as women co-op members' roles in these trainings.

The evaluation concludes that progress toward results for the agriculture, livestock, and solar sectors appear to be achieving Outcome level results (per the TOCs), and the other sectors largely remain at the Intervention and Outputs levels in terms of their progress. While building refugee livelihoods and self-reliance, the goals of the programme, entail a long and arduous road, the evaluation concludes the programme has effectively advanced in that direction. It must be noted that UNHCR has worked and advocated effectively to meet huge contextual challenges notably COVID-19, floods, erratic rains, and some disruption of financial services delivery.

Sustainability

Regarding the questions on whether engagements with stakeholders have led to sustainability, KEQ3 examines this topic based primarily on triangulation with stakeholder and staff interviews.

Strategic stakeholder engagement and sustained results

One of the key project strategies for ensuring sustainability of results is building both government and private sector capacity. Overall, government respondents expressed satisfaction and appreciation for the opportunity to partner with UNHCR. Local government technical staff hope to be more involved with the project and expressed concern that institutional and capacity support often stays at the woreda (district) level rather than filtering down to the kebele (community) level, where they could more directly engage with, for example, support to agricultural co-ops. However, considering UNHCR is one of many actors, a more coordinated approach to government capacity building and resourcing across development actors in the area is needed. Findings suggest that a strong advocacy role with private sector actors should also continue. For example, UNHCR will remain the primary bridge between FSPs and PoCs (refugees and hosts) in building reliability, equity and trust in financial inclusion, while also recognising the differences between refugees and hosts that may require specific advocacy.

Cooperatives equipped for future sustainability

While sustainability is a key goal of the project, evaluation respondents distinguished between sustainability as the ability to continue or maintain results including covering operating costs and continuing to function after the close of a project, and co-op self-sufficiency i.e., doing all of the above as well as covering input, maintenance, and capital costs with sufficient profit to provide a desirable income to members. Insights from co-op members and co-op business performance data suggest many of the cooperative sectors are moving toward sustainability, but questions remain as to their ability to be self-sufficient such as for irrigated agriculture and solar energy with high maintenance and infrastructure costs. Lighting provided by solar energy, for example, is key to reducing violence and theft, and supporting children's evening studies, and future investments and sustainability planning may need to treat this activity partly as a consumer good and partly as a public good.

Based on the co-op data and qualitative interviews, the evaluation finds that agriculture and solar cooperatives are progressing toward sustainability, but self-sufficiency is a larger, long-term

question for these sectors because of their substantial hardware and maintenance costs. The livestock-related and agro-forestry co-ops are headed toward achieving sustainability and self-sufficiency, the evaluation concludes, especially if these enterprises remain as supplementary income for participants. In addition, the evaluation evidence shows the milk-selling co-ops may be the closest to sustainability. The evaluation did not collect evidence to conclude that the remaining co-op sectors, including prosopis/briquette and cookstoves, will be able to reach sustainability or self-sufficiency in this or the future phase.

Groundwork for scaled implementation of promising interventions

Insights triangulated across various interview respondents suggested that UNHCR has worked to create the enabling environment that is required for scaling up promising interventions. Beyond immediate service provision, UNHCR's advocacy and facilitation efforts have laid the groundwork for establishing key components of an inclusive enabling environment promoting employment and freedom of movement for refugees (see previous KEQs). The investments, capacity building, learning, and evidence-base created through the project will pave the way for increased engagement of other actors, including the private sector.

In addition to the findings on sustainability by co-op sector noted above, the evaluation concludes that all of the co-ops still require continued business capacity development and sustainability planning.

Coherence and Learning

Regarding the questions on whether engagements with stakeholders have led to strategic coherence and partnerships, KEQ4 examines the partnerships with OPs and IPs and some overall lessons learned, topics based primarily on triangulation with stakeholder and staff interviews.

Complementarity and Collaboration with Operating Partners and Implementing Partners

UNHCR gets generally high marks from respondents in terms of their effort at collaborations and synergies with partners in the region, including IFC, World Food Programme, United Nations Capital Development Fund, Mercy Corps, and Save the Children, while also coordinating with bilateral agencies. Mixed impressions were provided on this topic of coherence of government with the programme among the various government respondents, which suggests that ongoing and better-defined expectations and communication is needed with government at all levels. Overall, UNHCR was characterised in a positive light by Government of Ethiopia and NGO actors, especially for its technical expertise around refugees and ensuring complementarity across its many partners.

The evaluation concludes that UNHCR has established itself as the central agency for refugee livelihoods coordination in the area, leading the Livelihoods Working Group among other coordination forums. It has been instrumental in creating the enabling environment for development. UNHCR has been the key actor bringing together local government, international donors, private sector companies and NGOs to further the TOCs in the direction of the goals of refugee livelihoods, economic inclusion and self-reliance.

Lessons Learned

This final KEQ explored what could have been done differently to improve the expected results at the end of Phase 3, as well as the lessons that may be relevant for other similar contexts. One of the key lessons gleaned from respondents and document review was that comprehensive market analysis, including cost-benefit analysis (CBA), of certain livelihood activities as part of – or prior to – project design may have led to identification of less problematic activities or approaches. For example, a CBA of prosopis firewood gathering, charcoal/briquette making, and cookstove manufacture may have identified the bottlenecks in the value chain such as for prosopis, and lack

of market demand¹ for such products, as for the cookstoves in particular due to the inability of the consumer market to pay for the new product. It would have allowed the project to avoid or better design activities and corresponding project targets in ways that specifically address these market challenges.

In addition, when promoting financial services usage, special attention needs to be paid to reaching women because they may initially be more cautious or reluctant to participate, even if they are actually willing to do so. Other lessons learned included continued business development and the need for supporting women’s engagement in and access to trainings, livelihood opportunities, and services. This includes a conscious effort to promote gender equity in terms of meaningful participation by female members e.g., child care for women to attend trainings or engage in business opportunities, as well as their access to higher income earning activities.

Another lesson was that dedicated monitoring and evaluation staff and resources are key to being able to systematically monitor, measure and report on KPIs. Without staff dedicated to monitoring progress using KPIs, it is difficult for managers, consultants, and other key stakeholders to accurately gauge project progress.

Recommendations

These recommendations are based on in-depth and ongoing conversations with the sub-office during the reporting phase culminating in a 23 November 2021 Recommendations Validation Workshop. The following recommendations are intentionally broad to consider the feasibility and timing of Phase 3 coming to a close December 2021 and to align with the current planning occurring for Phase 4.

Recommendation	Responsible	Anticipated Timeframe
<p>1. Improving performance monitoring data and reporting/follow-up to baseline: Continue to follow up from baseline to develop and implement a well-functioning performance management system, that is a Management Information System (MIS) that provides accurate, timely and consistent data on project progress. A Monitoring and Evaluation (M&E) plan that tracks 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 with internal/ external audiences, and report on progress toward implementing and achieving the Phase 4 Theory of Change. SOMEL should consider the employment of an M&E specialist staff and/or consultants to support the MIS.</p>	<p>UNHCR SOMEL Multi-functional Team (MFT)</p>	<p>Nov. 2021- Mar. 2022</p> <p>[Current planning through Quarter 1 of 2022]</p>
<p>2. Sustainability planning/follow-up to baseline: 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</p>	<p>UNHCR SOMEL MFT</p>	<p>Dec. 2021 – Aug. 2022</p> <p>[9 months or three quarters to consider this analysis]</p>

¹ Demand defined as “a consumer’s desire to purchase goods and services and willingness to pay a price for a specific good or service,” and market demand defined as “the total quantity demanded across all consumers in a market for a given good.” See: <https://www.investopedia.com/terms/d/demand.asp>

<p>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 supported by other actors (where applicable).</p> <p>3. Advocacy and monitoring of financial services: 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>The Head of Sub-Office and the Livelihoods Coordinator, as appropriate</p>	<p>Jan.-Dec. 2022</p> <p>[Considerations to be put in place in Year 1 of Phase 4, and ongoing during the phase]</p>
<p>4. Engagement with local government: 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>The Head of Sub-Office and MFT, as appropriate</p>	<p>Jan.-Dec. 2022</p> <p>[Considerations to be put in place in Year 1 of Phase 4, and ongoing during the phase]</p>

Milk-selling Co-op

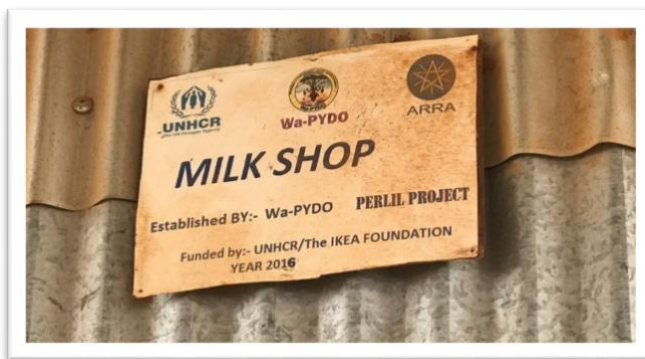


Photo credit: GPS

Introduction and background

1. **Introduction:** This process-focused mid-term evaluation (MTE) was commissioned by the UNHCR Sub-Office Melkadida (hereafter SOMEL) with support from UNHCR's Evaluation Service.² It is focused on factors impacting implementation of the current IKEA Foundation-funded 2019-2021 Phase 3 programme in the refugee hosting area of the Somali Region in Ethiopia. To this end, information documenting and describing the implementation process since baseline were reviewed and analysed.

Operational context

2. **General context:** As the primary audience for this mid-term report are those involved directly in project implementation and other key stakeholders in the region, this section on general context is intentionally brief. For a recent detailed account of development opportunities and full description of this context, please see the full 2019 Refugee Economies report by Oxford Refugee Studies Centre.³ Driven by ethnic and political conflicts, the security situation in the Somali region remains fluid and unpredictable with continuous threats of cross-border terrorist incursion.⁴ The Somali region is characterised by drought and harsh climatic conditions, which are expected to continue, along with recurrent shocks including flooding, agricultural pests – fall army worm and desert locusts.
3. As has been widely established in UNHCR reporting, UNHCR opened its first camp in the Liban zone of Ethiopia in 2009, to respond to the large-scale influx of refugees arriving from Somalia because of the severe drought experienced in the horn of Africa region in 2011. The Ethiopian government maintained an open-door policy to refugees, and UNHCR increased its relief efforts to address basic needs and essential services. A total of five camps were established and currently the five camps host an estimated 169,551 individuals (25,102 households) of average family size 6.75. Much of the population is aged 18-59 years and 52 percent are female.⁵ Overtime, the inflow of refugees has increased due to insecurity and deteriorating socio-economic conditions in Somalia.

Kobe Camp	31,999 Refugees
Melkadida Camp	35,916 Refugees
Buramina Camp	35,228 Refugees
Bokolmany Camp	27,439 Refugees
Hiloweyn Camp	38,097 Refugees
4. The estimated host population is 300,000 persons residing in 22 Kebeles in Dollo Ado Woreda and 12 Kebeles in Bokolmany Woreda.⁶ Poverty is highly prevalent in rural areas of Ethiopia. The Human Development Index ranks Ethiopia at 173 out of 189 countries and below average for Sub-Saharan Africa.⁷ The Multidimensional Poverty Index, which identifies multiple overlapping deprivations in health, education and standard of living, finds that approximately 84 percent of the population of Ethiopia are poor (based on 2016 data).⁸ According to UNHCR, lack of access to electricity is a major constraint to economic growth and welfare

² UNHCR (2021). Terms of Reference (TOR)

³ See: <https://www.rsc.ox.ac.uk/publications/refugee-economies-in-dollo-ado-development-opportunities-in-a-border-region-of-ethiopia>

⁴ UNHCR (2021). TOR

⁵ UNHCR Refugee Statistics as of end of June 2021

⁶ UNHCR (2021). TOR

⁷ UNDP (2020). Human Development Report

⁸ UNDP (2020). Human Development Report

improvement.⁹ Poverty is the main barrier to energy access and cyclically, lack of energy access contributes to poverty.¹⁰

5. **Critical contextual realities since baseline:** During this third phase the project has faced challenging contextual factors in addition to the already harsh physical and structural environment that includes poor roads, limited electricity and potable water, remoteness from major population centres, erratic rainfall, floods and the proliferation of an invasive species of tree. Note: Further analysis of the emerging contextual factors that have affected project implementation since baseline is provided under key evaluation question (KEQ) 1 of the Key Findings.
6. The COVID-19 pandemic's effect on the global economy substantially reduced remittances to refugee and migrant households worldwide.¹¹ The pandemic-induced border closings and supply chain disruptions drove inflation to above 20 percent and slowed economic growth, the African Development Bank Group reported.¹² In the Melkadida operational area, COVID-19 disrupted many aspects of project implementation, and limited the ability of UNHCR and partner staff to work face to face in the camps at the height of pandemic restrictions. Project staff explained that specific activities affected were the construction of the solar pumping station to irrigate 40 hectares (ha.), which was delayed; and business management trainings continued, but not at the rate that was planned. The project staff noted delivery of numerous inputs, ranging from seeds to storage batteries, were delayed as the pandemic disrupted global supply chains with the ripple effects of disrupting the regional and local supply chains.

Project background

7. The IKEA Foundation investments in Dollo Addo were made in three main grant phases (see box below).¹³ The first phase (2012-14) focused mainly on emergency relief, life-saving assistance, basic services and infrastructure.

IKEA FOUNDATION INVESTMENT PHASES
Phase 1: 2012-14: Emergency relief and infrastructure
Phase 2: 2015-18: Foundational livelihoods and energy, other basic services
Phase 3: 2019-21: Sustainable livelihoods, energy and environment

Following the first three-year, emergency phase, UNHCR and IKEA Foundation recognised the need for a broader approach for the long-term care of refugees and promotion of self-reliance. The strategic goal of the second three-year project (2015-2018) was to provide the conditions necessary for refugees to lift themselves out of poverty to decrease dependency on external aid, and to ensure that a significant level of self-reliance

could be achieved. The project included livelihood, education, energy and environment, nutrition, water, and shelter strategies. There was also a focus on addressing sustainable domestic energy needs, with the introduction of clean, renewable energy sources for household lighting and cooking, in addition to the rehabilitation of the environment. It is intended that the current third phase (2019-21) will support sustainability, shift from over reliance on humanitarian assistance towards a viable market-based economy employing market-oriented approaches for self-reliance and resilience.

8. **Phase 3 project overview:** Phase 3 consists of two complementary projects: One focused on Livelihoods and the other on Energy and the Environment, with much overlap and integration of the two given their contributions to livelihoods and economic inclusion (LEI).¹⁴ This third phase has extended the IKEA Foundation investment in the Somali region for another three years, from 1 January 2019 to 31 December 2021. The Phase 3 total budget is

⁹ UNHCR (2021). TOR

¹⁰ Pueyo, A. & Hanna R. (2015).

¹¹ World Bank (2020).

¹² AFDB (2021).

¹³ UNHCR (2021). TOR

¹⁴ Targeting and AGD factors are discussed in the Key Findings section under KEQ1c.

approximately \$14.5 million: this includes IKEA Foundation contributions of United States Dollar (USD) \$3.2m (Energy, with \$1.4m added by UNHCR) and \$5.0m (Livelihood, matched 49 percent by UNHCR, which also covers management costs for the energy project).¹⁵ This third phase builds from the foundational work of the past six years. The Implementing Partners (IPs) on the project have been REST (Relief Society of Tigray), SEE (Save the Environment Ethiopia), Wa-PYDO (Women and Pastoralist Youth Development Organisation), and ZOA International (not an acronym).

9. **Livelihood project:** This phase's livelihood strategy looks to build on the first round of achievements by continuing to further self-sustaining business models around the cooperatives. The key aims of this phase for the livelihood project are: to promote member-owned and capable agricultural cooperatives, develop value chains for agriculture products, improve farming and management skills among person(s) of concern to UNHCR (PoC), establish environment-friendly irrigation systems, increase production capacity of cooperatives, enhance the business activity of various local value chains, enhance potential private sector involvement, and importantly, to reduce reliance on assistance from UNHCR and other humanitarian actors working in the area. The main intervention areas include:¹⁶
- Agriculture sector development (including farming co-ops)
 - Livestock sector development (including co-ops for community animal health workers (CAHWs), Milk and Meat Sellers, Shoat and Cattle Fattening, and Livestock Traders)
 - Agro-forestry sector development (including gum and incense, nursery, firewood co-ops)
 - Strengthening business enterprises/cooperatives (in above sectors, 40+ cooperatives)
 - Financial services sector development, including microinsurance
 - Capacity building of local government

Gum and Incense Co-op Interview



Photo credit: GPS

10. **Energy and environment project:** The energy and environment project continue to address the challenge of sustainable energy provision in the Dollo Ado and Bokolmayo woredas with the aim to facilitate economic development through improved energy access and business development.¹⁷ The proposed energy interventions are intended to cover the entire population

¹⁵ UNHCR SOMEL. (2019). Livelihoods and Energy Proposal _ Annex_Budget

¹⁶ UNHCR SOMEL. (2019). Livelihoods Proposal 2019-2021_ Narrative

¹⁷ UNHCR SOMEL (2019). Energy Application Narrative

of the area. The energy project is comprised of two main strategies: 1) scaling up the photovoltaic/solar technology, while improving the quality of service and maintenance and enhancing livelihoods in the energy sector (e.g., through cooperatives); and 2) establishing, optimising, and scaling the local production of cookstoves by leveraging the available workforce and material, improving refugee household's energy consumption of different products (including Prosopis firewood briquettes and biogas pilot), and linking the cooperative concept with the market. The energy strategy aims to link humanitarian energy interventions with the local and national energy development plan and facilitate improvements to the local economy through business-based activities.

Purpose and scope of the evaluation

11. The purpose of this mid-term process evaluation is to gauge the follow-up on baseline recommendations and assess the progress made toward creating sustainable livelihoods and fostering economic inclusion for refugees and their hosts in Melkadida/Ethiopia. The evaluators have sought to discover if UNHCR and its partners have laid the groundwork for sustainability and the project goal of self-reliance through the means detailed in the Phase 3 project documents. These include ascertaining if the required skills, capacities and market linkages have been acquired by cooperative members through Phase 3's trainings and activities. The MTE examined the steps taken by UNHCR and its IPs in laying the groundwork and in making the linkages with other actors that enhance the ability of livelihoods and energy cooperatives to be sustained as business endeavours without IKEA Foundation support.
12. As stated in the Terms of Reference (TOR),¹⁸ this process evaluation is conducted for both learning and accountability purposes. The objectives of the process evaluation are:
 - To assess progress made towards achievements of expected results and the prospects of contributing to sustainable changes as envisaged in the Theory of Change (TOC) as well as context changes that align with the rights of refugees residing in refugee hosting areas in the Somali region.
 - To identify lessons, best practices, drivers and obstacles to progress including emerging issues that affect implementation; analyse why and when progress is made and generate forward-looking recommendations that can inform implementation and planning ahead to optimise IKEA Foundation/UNHCR contributions in the refugee hosting area.
13. The process evaluation is expected to generate findings and recommendations at mid-term to inform ongoing project implementation and planning during the remainder of the project cycle. The process evaluation informs the end line study (to commence January 2022) as well as the further planning of the upcoming phase envisaged in 2022 and beyond. Moreover, the evaluation feeds into a larger body of knowledge in understanding context factors and how different internal and external factors linked to project implementation in the context affect or translate into expected results in refugee hosting contexts.
14. The evaluation scope as stated in the TOR – relating to population, timeframe, and locations– are as follows:
 - **Timeframe:** January 2019 – May 2021 (with some additional documentation and clarifications from SOMEL added during reporting/revisions)
 - **Population and Geography:** The evaluation considers refugees residing in five camps, i.e., Buramino, Hilaweyn, Kobe, Melkadida and Bokolmayo as well as host

¹⁸ UNHCR (2021). TOR

communities who are involved in cooperative enterprise interventions supported by UNHCR and partners.

- **Operational scope:** the evaluation encompasses interventions associated with all cooperatives and the sector interventions across agriculture livelihoods – crop production and livestock; energy, environment interventions as well as interventions associated with access to financial services.
- **Thematic Scope:** Thematically, the evaluation considers emerging aspects identified that are impacting programming: COVID-19 socio-economic impact – linked to increased cost of doing business, declining purchasing power and negative impact on profit margins of livestock cooperatives; recurrent shocks, particularly, flooding resulting in increased drop outs in agriculture cooperatives; drought effects resulting in scarcity of water and fodder for livestock; access to financial services particularly women’s financial inclusion; sustainability factors that are context specific and have an impact on UNHCR’s exit strategy – local capacity as the current sustainability discussions are anchored on capacity of local institutions; analysis of operational presence of additional humanitarian and development actors with multi-year resources; and gender responsive and inclusive targeting.

15. The evaluation is taking place at a time of numerous transformations in the global humanitarian sector, within UNHCR, and for operations.¹⁹ This includes UNHCR operations planning multi-year results-oriented strategies through a new Results-Based Management system, results framework, and multi-year resource allocation. UNHCR continues to prioritise alignment with global frameworks like the Global Compact on Refugees (GCR) and the Comprehensive Refugee Response Framework (CRRF), which is endorsed and being operationalised by the Government of Ethiopia (GoE), and Sustainable Development Goals.

16. **Target audience:** The primary audience and direct stakeholders of the evaluation are those involved in the project implementation. The primary stakeholders include UNHCR (sub-office, country, region), Government of Ethiopia Refugee and Returnee Service (RRS), which was formerly called Administration for Refugee and Returnee Affairs (ARRA) at the time of the data collection, UNHCR partners directly implementing livelihoods, energy and environment interventions with the project, project participants themselves who are affected by project changes, and IKEA Foundation. The secondary audience that will use the findings to improve their strategies and approaches include operational partners (OPs) including humanitarian and development actors, the local government including government technical institutions, and the livelihoods coordination forum in the region that will ensure key lessons are fed into implementation.

17. **Evaluation Questions:** The Process Evaluation addresses the following key evaluation questions (KEQs) as stated in the TOR provided in Annex 3, and outlined with areas of inquiry for each sub-question in Annex 7:

KEQ 1 on relevance and responsiveness of design and programming modalities:

- KEQ 1a: To what extent is the targeting and implementation of the interventions relevant to the evolving needs and capacities of PoC and emerging contextual changes in ensuring self-reliance including considerations for basic needs provision? (e.g., as seen from member retention and satisfaction in participation)
- KEQ 1b: To what extent is the current TOC relevant considering increasing shocks and emerging context factors including flooding, COVID-19 pandemic, and related impacts?

¹⁹ UNHCR (2021). TOR

- KEQ 1c: To what extent is the current programme relevant considering the need for gender inclusive and responsive programming, women's empowerment, and protection e.g., including links to access to finance and crop production?

KEQ 2 on effectiveness and efficiency:

- KEQ 2a: To what extent has UNHCR progressed towards planned results with a cost-effective, efficient, and timely use of resources?
- KEQ 2b: To what extent and quality has UNHCR followed up upon the recommendations made in the baseline report?
- KEQ 2c: To what extent have the livelihood and energy cooperatives effectively adopted new business skills and procedures?

KEQ 3 on sustainability:

- KEQ 3a: To what extent are the different collaborative and strategic engagements with stakeholders contributing to sustainability of output and outcome level changes?
- KEQ 3b: To what extent are livelihood and energy cooperatives equipped for future sustainability?
- KEQ 3c: To what extent has UNHCR prepared the ground for scale up of promising interventions and modalities from the current implementation?

KEQ 4 of coherence and lessons learned:

- KEQ4a: To what extent has the UNHCR led and sought complementarity as well as synergy with interventions of humanitarian, development, the private sector, government, and other relevant partners? (OPs)
- KEQ4b: To what extent has UNHCR optimised potential and capacity of partnerships and collaborations? (IPs)
- KEQ 4c: What could be done differently to improve the expected results, and what are lessons learned that could be applied to other contexts?

Evaluation methods

18. **Approach:** This mid-term process evaluation has been conducted independently by Technical Assistance to Non-Governmental Organizations International (TANGO) using a process evaluation approach. Mixed methods were used to collect qualitative data from a range of stakeholders and triangulate this with project data and documents, as described in the inception report. This evaluation focused on qualitative implementation/process indicators at the beneficiary-level regarding their participation in the selected livelihood and energy cooperatives including training, inclusion, responsiveness, appropriateness, and adoption; combined with qualitative interviews with other internal and external project stakeholders and partners. It used secondary data from project documents to assess progress toward achieving project outcome indicators and outputs. This approach is best suited for a mid-term process evaluation for several reasons, considering the short timeframe between the baseline and endline household surveys and to descriptively identify and elaborate factors affecting progress of implementation.
19. There were two departures from the TOR in the evaluation methods and implementation: First, a summary Evaluation Framework was provided in the inception report along with detailed topical outlines with notes indicating how each line of inquiry corresponds to the KEQs, in place of an annexed Evaluation Plan Matrix. To help with organisation of findings for each KEQ, a full evaluation matrix has since been developed and provided in the annex of this report. Second, one of the evaluation objectives seeks an assessment of progress to be made

as envisaged in the TOC. However, as described under KEQ1 findings, the evaluation team (ET) found that the TOCs were very limited in their depiction of the project's pathways of change. Thus, theory-based evaluation methods were not appropriate in this case, and the limitations of the TOC are described in the key findings. It was not within the scope of this evaluation to revise or develop an improved TOC. The evaluation uses instead the theoretical and analytical frameworks of RE-AIM/PRISM and the programmatic qualitative research approach.²⁰ A strength of this methodology is that it defined the evaluation criteria and implementation outcomes relevant to assessing the implementation progress of the projects toward their ultimate stated project goals (see Annex 2).

20. **Secondary data and document review:** The evaluators undertook an extensive desk review of more than 50 documents. These included secondary data from project monitoring, project plans, other evaluation reports and studies, and other documents. See Annex 1 for the listing of documents reviewed. The evaluators reviewed reported outputs and outcomes of project activities, challenges, adaptations, and additional technical information, in order to identify potential gaps in the tracking of activity progress.
21. **Primary data collection:** A sequenced approach to primary data collection was employed due to COVID-19 travel precautions. The data collection began with a series of remote (Skype/ZOOM) interviews conducted by TANGO international consultants in early May 2021. This was followed by the field interviews with the cooperative participants and community members (group and brief individual interviews) and field-level stakeholders from 21 May – 4 June 2021 by local research partner Green Professional Service (GPS). TANGO then circled back to UNHCR, or any remaining key stakeholders as necessary for more information, clarifications on anomalies and to elucidate issues and themes arising from field work. See Annex 4 for the interview listings.
22. The evaluation sought to include a wide range of key stakeholders in the primary data collection. A total of 10 qualitative topical outlines were developed for: 1) UNHCR Management, 2) Protection Staff, 3) Energy Staff, 4) Livelihoods Staff, 5) Microfinance/Financial Services Staff, 6) Monitoring/Info Management Staff, 7) IPs, 8) OPs, 9) Government Officials, and 10) Cooperative discussions as well as brief follow-up conversations with cooperative members/former members/or customers specifically related to women's participation, reasons for drop-out, and market linkages.
23. A total of 17 Focus Group Discussions (FGDs) and 23 individual and brief follow-up interviews were conducted in-person with refugee and host cooperative members in all five camps. These interviews were conducted to identify the enabling conditions and capacities that allow for progress toward economic inclusion and self-reliance, and to understand the barriers and stressors to this. The follow-up interviews probed around drop-outs, women's empowerment, and client/customer perspectives. Each FGD represented one co-op, purposively selected by the evaluation team in consultation with UNHCR. The sample frame for this evaluation sought to include one 'high functioning' coop and one 'lower functioning' coop across the main coop types—a determination based on the baseline scoring from the Cooperative Capacity Assessment (CCA) tool and from discussion with UNHCR on contrasting characteristics of co-ops. The logic for purposive sampling with a maximum variation sampling strategy²¹ was to capture a range of co-op experiences and characteristics that have enabled some to be more successful than others, in particular as they faced COVID-19 and other challenges since the baseline.²² The population mix of FGD participants was comprised of: 80 women/ 95 men; 112 refugee/ 63 host cooperative members.

²⁰ Dissemination & Implementation Models (2019).

²¹ Patton, M. (1990).

²² The mid-term does not include construction coops (which are intermittent and based on aid shelter construction only). The mid-term FGDs also included the new biogas/restaurant cooperative and one new gum and incense (treated as an alternative enterprise).

24. Key Informant Interviews (KIIs) were conducted both remotely via Skype/ZOOM and in-person by a coordinated TANGO/GPS team of consultants. In sum, 34 KIIs were conducted with stakeholders. Of these, there were 20 remote KIIs (22 respondents) and 14 in-person KIIs with ARRA, local government, IP field staff, training institutions, and financial institutions. Two of a planned three CCA with co-ops that were not included in the Baseline were also conducted. One assessment was cancelled because the co-op was found to be no longer active. This information on the CCA is not reported in this report but will be part of the comparison data for follow-up at endline. See Annex 4 the listings of interview respondents.
25. As a process evaluation of the programme, this study was not meant to provide results generalisable to a larger population; as such it does not meet the definition of human subjects research. Internal Review Board approval was not sought as per the original TOR, however, UNHCR Evaluation Service (regional) provided quality and ethics oversight for the evaluation. Other ethical considerations included ensuring verbal consent for all interviews, confidentiality, protection of data; and no minors or children were included in the data collection.
26. **Analysis:** TANGO conducted the thematic analysis of the qualitative data using deductive coding and the matrix approach. TANGO began with open 'coding' to become familiar with the data and develop initial interpretations of emerging themes and concepts, and thus gain a sense of how to proceed with analysis around the key evaluation concepts. As TANGO is not using computer-assisted qualitative analysis, the coding scheme was developed and organised within a matrix. The TANGO team formats the matrix and codes/categorises the data in a way that is most efficient for the data collected, scope and timing of the deliverables, and then documents the preliminary interpretations, with quality assurance review by the evaluation manager. The emerging themes organised around the evaluation concepts and sub-questions were written into brief narratives that then became part of the mid-term evaluation report.
27. **Debrief and validation:** A debrief discussion was held via teleconference on 28 June 2021 to present preliminary findings and emerging recommendations, gathering initial reactions and feedback from UNHCR sub-office, country and regional level. A final KII was also held with IKEA Foundation during the drafting and revision phase to ensure conclusions aligned with future investment strategies. This report was finalised after detailed review and validation of findings and recommendations by UNHCR project staff. UNHCR SOMEL shares the findings with partners, and the report is published publicly online through the UNHCR website.
28. **Limitations:** The greatest limitation was COVID-19. It limited the ability of TANGO senior evaluators to travel to Ethiopia to engage directly with the project staff and conduct in-person field work. The process evaluation relied solely on a local research partner to conduct field work. This meant that GPS had to translate the interview guides and conduct the field work supervised from a distance by TANGO. GPS and TANGO have a long working relationship, which enabled TANGO to place its confidence in its local partner for data collection. While this did not impact the quality of the data collected, it limited the direct observations of the project and its context realities to only a few members of the full evaluation team. The online and email-based engagement of the project staff requires more time to collect information and clarify findings, and allows more potential for gaps in understanding by the evaluation team or miscommunications/misunderstanding between the team and project. TANGO has attempted to mitigate misunderstanding by prolonging consultant contracts, through an additional validation discussion during the revision stage, and multiple direct emails seeking further information and clarification. Thus, the information presented represents the best knowledge of the team at the time of finalising the report, along with clear indications where discrepancies between information sources exist and could not be resolved within the scope of this work. In addition, the qualitative nature of the process evaluation did not include a sampling strategy intended to gather enough data to be representative of the entire programme beneficiary population. The primary data collection is sufficient to provide examples of progress and challenges by each main cooperative type.

29. Finally, the timing of this report during Phase 3 is such that it is not in the 'middle' of the project implementation. Thus, the recommendations are brief and few as they consider the changes and adaptations that may be feasible with only months left until the phase ends; at which time a full endline evaluation will be conducted.

Milk-selling Co-op FGD



Photo credit: GPS

Key findings by KEQ

30. Introduction to the key findings: This mid-term evaluation covers activities from approximately January 2019 to May 2021, after which some additional information was provided by the SOMEL staff and through validation discussions and also integrated as possible into the report. The key findings of the evaluation are presented by the order of the KEQs. At the start of each KEQ section, the evaluation team summarises how the evaluation assessed and explored the topic. It should be noted that the primary discussion on progress of activities since baseline is captured under KEQ 2a. This evaluation does not quantitatively measure or make conclusions on programme results or outcomes.

KEQ 1 on relevance and responsiveness of design and programming modalities

KEQ 1a: To what extent is the targeting and implementation of the interventions relevant to the evolving needs and capacities of PoC and emerging contextual changes in ensuring self-reliance including considerations for basic needs provision? (e.g., as seen from member retention and satisfaction in participation)

KEQ 1a explores process evaluation concepts around targeting, relevance and fit, retention, and participant satisfaction (see Annex 7: Evaluation Matrix). The evaluation team addressed the questions primarily through FGDs with participants, with KIIs with local government, partners, and SOMEL staff. The primary lines of inquiry to this question are:

- Targeting: Participant perceptions of member selection, and value/relevance of their participation
- Retention and context: Member retention as it relates to satisfaction and emerging context challenges
- Relevance: Relevance of design and targeting as it relates to PoC needs, UNHCR policy, and other actors.

31. **Targeting and relevance:** KIs with UNHCR, IPs and government, FGDs, and project documents were consistent that targeting was conducted in a participatory manner with local authorities taking a significant role in facilitating beneficiary selection. There was a balance sought between host and refugee membership as a means of reducing the risk of “potential strains and tensions” between the two communities.^{23,24} The candidate co-op members were selected based upon their experience, skills and interest in joining. The evaluation finds the targeting and entire design of the project is consistent with the GCR/CRRF focus on easing the pressure on the host country and enhancing refugee self-reliance. From the design, UNHCR sought to include refugees in host community structures. From the start, both refugees and host community members were included in the formation of co-ops. The inclusive approach was carried forward through cooperative formation and service delivery.
32. The project has targeting preferences for gender and vulnerability;²⁵ this was achieved through livelihood activities in some cases and in other cases with complementary activities to meet basic needs, such as cash-based interventions (CBI) targeted to the vulnerable and elderly, UNHCR staff reported. Co-op membership lists²⁶ show that the project achieved significant women’s participation despite cultural norms and women’s heavy household burdens. As such, the evaluation finds the project sought to promote participation with Age and Gender Diversity (AGD); and to address the UN’s Disability Policy.
33. Co-op member selection, as described by KIs, FGDs and project documents²⁷, indicate potential co-op members’ skills and experience played a significant role in their selection. In some cases, the prospective co-op members were already engaged in the livelihood activity through informal trading groups, and UNHCR complemented their pursuits, said FGD respondents. For instance, there were existing livestock trading, milk selling and veterinary service providers (CAHWs) whose businesses became the core of the corresponding co-ops that followed. Project participants tended to adhere to gender norms, which meant more men engaged in livestock trading and more women engaged in milk selling; and according to KIs, this optimised the potential for success that already existed in viable economic sectors. For solar energy, members needed to be literate and possess some technical skills, initially skewing membership male and young.

“We had organised ourselves many years ago, at first as individuals who had a business idea and came together and established the cooperative. Then ARRA gave us this place where we are now as our business centre. We have met with different NGOs who helped us make our business more successful.”

~Meat Cooperative Member

34. **Retention:** Despite the shocks of 2020-21, including COVID-19 and erratic rains, a comparison of UNHCR provided membership data²⁸ on 35 co-ops showed that more than 71 percent of co-op members stayed with the project since baseline. These reported co-op membership numbers and FGDs indicate that departed members are not being replaced as rapidly as they leave, and some are not replaced at all. Project restructuring accounts for the largest declines in membership that were among firewood co-ops, where UNHCR reduced the number of co-ops and participants in a reorganisation of the activity, according to SOMEL staff; and other declines were in irrigated farming. As cooperative membership is voluntary, it

²³ UNHCR SOMEL (2018). Livelihoods and Self-Reliance [...]

²⁴ Note on citation structure: For each paragraph, the citation for a source document appears after the first sentence with reference material from that source and applies to the subsequent sentences until another source is cited or mentioned.

²⁵ UNHCR SOMEL (2018). Livelihoods and Self-Reliance [...]

²⁶ UNHCR SOMEL (2020-2021). Membership tables for 2020-21.

²⁷ UNHCR SOMEL (2018). Livelihoods and Self-Reliance [...]

²⁸ UNHCR provided cooperative membership tables for 2020-21. Tables were broken down by camp, community and cooperative. Within the list of 40 co-ops, 35 could be compared by name and location. Five co-ops were not comparable because of discrepancies in the presentation of the data.

is the responsibility of the cooperatives to recruit and replace members based on their by-laws and needs, with UNHCR and the Woreda Cooperative Office support this process.

35. Membership fluctuations are to be expected in a displacement context, and they are primarily the result of member's personal/family reasons or moving to a new camp or back to Somalia, as well as other reasons for some dropouts including: loss of interest or members being able to move on to higher earning work, according to KIIs and FGDs. FGDs were consistent in the reasons for members leaving. The most common reasons for leaving the co-op were: that the member moved back to Somalia or moved to another refugee camp or personal reasons including death and mental health. For some, according to the discussions with co-ops, the members were asked to leave because of absenteeism or failure to follow the co-op's rules, due to frustration over unmet income expectations or the late delivery of inputs. Members of agriculture and firewood co-ops were said by FGD respondents to have left because they felt they could earn more money on their own.
36. The largest co-op sector, irrigated agriculture, has faced some challenges related to the design (distribution of plots) and then retention. When the 1,000 ha. were evenly divided up among over 1,000 refugees and 1,000 host community members in the previous phase,²⁹ the host community members received the best plots because many of them were already farming in the area. UNHCR's August 2020 rapid assessment³⁰ of farmer dropouts indicates that refugee farmers were more likely to get land that was saline filled, poorly drained, prone to flooding, or poorly irrigated, and lacking sufficient access to water. When these factors were compounded by poor rains, late delivery of inputs, and crop theft, farmers dropped out of the agriculture co-ops. Some opted to work as sharecroppers for landowners, who provided the refugee farmers with a guaranteed income. UNHCR reports it is working with Food and Agriculture Organisation (FAO) and International Finance Corporation (IFC) as well as ARRA, IPs, and OPs to improve the organisation and functioning of this sector.
37. In each of the FGDs (representing 17 co-ops), except firewood, the remaining co-op members were enthusiastic and optimistic about the future of the business. They said there is demand from non-members to be admitted to their co-op. Co-op members in these FGDs said that non-co-op members want to join because of the money that can be earned through co-op membership. Some co-op members said that they replace the departed members from a waiting list. Others in FGDs said they are not replacing every departed member (especially agriculture and firewood) as a means of increasing the income of the people still in the co-op.
38. **Emerging contextual challenges:** The two greatest operational context challenges were the livelihood partner transition and COVID-19. The ongoing contextual challenge around climate and the harsh environment, affecting the agriculture sector, was discussed in previous paragraphs of this section as it relates to affecting member retention.
39. FGDs with participants, and KIIs with IPs and UNHCR staff, report that COVID-19 did not stop the co-ops from operating. Solar powered grids were maintained but batteries were not replaced due to battery import delays. Milk and livestock were bought and sold, animals were butchered, biogas was generated by a slaughterhouse and used, stoves were made and sold, and the firewood gatherers and charcoal briquette-makers continued to attempt to improve their livelihoods. Also, two nurseries and co-ops were formed during the pandemic. Indeed, the evaluation finds UNHCR stepped into the gap created by the absence of partners working in the camps during COVID-19. UNHCR KIIs report that during the pandemic lockdown, they conducted remote field visits and monitoring using WhatsApp and by social distancing, such as having gum and incense co-op members meet in smaller groups.
40. **Summary (1a):** The evaluation finds that UNHCR has consistently endeavoured to make and keep the activities and implementation of the project relevant to the context. This has been evidenced through the selection of co-op members based on their existing skills and

²⁹ UNHCR (2017).

³⁰ UNHCR SOMEL (2020). Rapid Assessment [...]

experience and including host community, the commissioning of assessments to gauge drop-outs and gaps during implementation (esp. for farming) and restructuring for firewood, and its responsiveness to challenges presented by COVID-19 or the climate. Ongoing challenges, which are largely being followed up by SOMEL, include: responding to issues driving agriculture sector drop-outs (esp. for refugee members), and responding to potential satisfaction issues documented in this MTE among remaining firewood participants.

KEQ 1b: To what extent is the current Theory of Change (TOC) relevant considering increasing shocks and emerging context factors including flooding, COVID-19 pandemic, and related impacts?

KEQ 1b explores the process evaluation concepts relevance and fit including acceptability, adaptations, and feasibility (see Annex 7: Evaluation Matrix). The evaluation team mainly relied on FGDs with participants, and KIIs with UNHCR staff for this sub-question, along with project documents and KII inputs from IPs, OPs, and government officials. The primary lines of inquiry were:

- Fit/Perceptions of TOC: Current fit of TOC considering challenges and difficulties arising since project design and adaptations (including COVID-19); including perceptions of TOC fit by project staff and stakeholders
- Underlying assumptions/indirect benefits or consequences: Evidence of host and refugee communities working together per TOC; perceived benefits of co-op membership among PoCs

41. **Fit/Perceptions of TOC:** See Annex 6 for the project TOC referenced in this section. When UNHCR staff were asked during KIIs to describe the TOC of the programme overall, there were clearly gaps, even confusion in the theoretical approach of the TOCs as written on paper, as evidenced by the large variation in KII perceptions of the meaning and relevance of the TOC. Some examples of this variation include: The TOC was described by one SOMEL KI as relevant and important to refugees because it incorporates economic improvement and pragmatic change, but, they note, the model needs to be mainstreamed as the operating framework for implementation so that the co-ops make the changes to improve livelihoods. Another KI called the TOC “too ambitious,” and a separate KI suggested the TOC was written “backwards” and should have been written from the marketplace back to the livelihoods; they suggested rather that it was written as livelihoods looking for a market. Other KIIs said the TOC was relevant because it has allowed UNHCR to be open to new partnerships, yet, some said they doubted the PoCs would be able to sustain their livelihoods without outside assistance, speaking to the self-reliance aim of the TOC.
42. This evaluation will not dive deeply into the limitations of the TOCs as described and charted on paper, as it is not in the scope to revise the TOCs. These limitations in how the TOCs have been documented are noted in this paragraph, and the evaluation has then attempted to answer this KEQ based on the underlying or implicit assumptions of the TOCs. Both the Livelihoods and Energy TOCs lack a coherent structure and narrative that describes UNHCR’s pathway of change. The TOCs do not constitute key elements of the project narratives. In both project narratives, the TOC is an annex to the project and not the anchor of the described design. The assumptions of the TOC do not consider natural shocks, which are endemic to the area. The TOCs are largely silent about partners and other stakeholders’ contributions to the larger goals, the exception being one mention of Rest/Dedebit for financial services. Both TOCs are written as general re-statements of the projects’ logical frameworks, broken down into sectors. In that sense, the TOCs can be read as a series of “IF – THEN” statements if a reader attempts to do so, but lack the clarity and cohesiveness of a theory for change. In addition, the SOMEL team explained the TOCs have evolved since their original design but have not been formally updated.

43. The ET's review of the TOCs finds the TOCs implicitly address and are consistent with the GCR/CRRF's focus on easing the pressure on the host country and enhancing the self-reliance of refugees, as well as their social and economic inclusion. This causal logic is very appropriate for a long-term refugee hosting setting. Within the TOCs for Livelihoods and Energy there is no mention or reference to gender, vulnerability, or people with disabilities. This was the result of UNHCR using a skills and experience criteria to ensure participants were the best possible fit for the livelihoods and energy co-ops. In practice, the ET finds, UNHCR and IPs have, within POCs' gender norms, sought to include women and people with disabilities in the project as co-op members or through other assistance.
44. The evaluation finds the Energy TOC has been stymied by both its own design and exigent shocks, yet relevant to the context. As the evaluation team understands the energy pathway of change, the Energy TOC speaks to access and availability of goods and services and improved refugee energy consumption with different products, which is relevant yet faced with ongoing feasibility challenges. At the basic access and availability levels (of new energy products/services), the TOC has proven itself constrained by the context (with new technologies and materials difficult to source locally), but relevant in trying circumstances as the cooperatives have been able to maintain the existing infrastructure from previous phases. The TOC is supported by KPIs that measure aspects of utilisation. Activities carried out to implement the TOC address the promotion, utilisation, and sustainability of improved technology.
45. The evaluation finds the Livelihoods TOC has mixed relevance. The TOC is extremely complex, as would be any large development program based on a livelihood systems framework, with six different pathways³¹ to its desired impact of improved livelihoods and self-reliance. While the TOC does not describe the interlinkages between the pathways, nor the assumptions and partnerships for each, the ET finds that in practice these linkages have been a key strength of the project such as the local government involvement, among other partners, and UNHCR's ability to position itself as a leader for refugee LEI in the region. At the outcome/impact levels, the six pathways are highly relevant as sectors in this context, but some outputs and interventions selected within sectors have proven themselves to have varying levels of relevance and feasibility (based on the extent of challenges arising since design, evidence of effectiveness and sustainability, further discussed under KEQs 2 and 3).
46. **Underlying assumptions:** The evaluation finds that in practice, the TOC's activities are being carried out to the extent possible given trying circumstances. An indication of the TOC's relevance, even if not articulated, is the fact that the project has continued with willing participation by refugee and host members despite the shocks of COVID-19 and other climate and security stressors. As the world and Ethiopia locked down in the face of the pandemic, the co-ops continued to function with COVID-19 precautions, and members earned incomes, even as pandemic restrictions severely limited contact with project staff. The COVID-19 pandemic has yet to run its course in Ethiopia. The risks of mass infection, death and economic collapse are still real and possible in the region and beyond during 2021-22. This has been, and will continue to be, a test of the durability of the cooperative concept. It shows the underlying causal logic of refugee social and economic inclusion is a strong driver of project participation amidst these challenges.

"[W]e help each other economically and socially, and that is another benefit which we get from being a member of this cooperative." ~Meat Cooperative Member

47. While not explicitly part of the project TOCs or KPIs, the project appears to be providing an environment in which co-op members are motivated to pursue other complementary income streams that contribute to the project's desired impact of improved income and self-reliance. Progress toward the key indicator of increased income is further discussed under KEQ2a. Some co-ops members said during FGDs that they have started side businesses. Solar

³¹ Livestock Sector, Agricultural Sector, Financial Services Sector, Agro-forestry Sector, and Government Capacity

energy co-op FGD participants said they earn their money working privately as technicians. What the solar co-op earns, the members save to cover future expenses, such as battery replacement. Milk-selling co-op members said they buy and sell sugarcane to augment their income. Some CAHWs in Buramino said in an FGD that they operate tea shops and engage in petty trading. Some biogas co-op members are also members of the meat selling co-op, as they do not yet derive income from the biogas business, but are hopeful it will augment their meat sales income. One female refugee in Melkadida said she was a member of meat, livestock and bio-gas co-ops.

48. Thus, another aspect of the project's progress and relevance that is difficult to measure on a balance sheet or ledger is the good will and social capital that the project is generating across community members. Several KIs and FGDs expressed the view that the project has created greater harmony between the host community and the refugees. While an unintended result, this has been a direct result of the project design, the evaluation finds, which mandated participation by both host community members and refugees in the same co-ops. This is also an indication of the effective protection monitoring of SOMEL to capture potential indirect negative consequences or tensions arising from activities, and to ensure a do-no-harm approach.

"Before we started to work together in this cooperative, the refugees were discriminated against and marginalised, but now with this co-op being established, our interaction has increased and we become interdependent with one another."

~ Livestock Co-op Member

49. **Summary (1b):** The evaluation team finds that revision, clarity, and articulation is needed for the TOCs developed for the project in future phases, integrating assumptions, partnerships, and contextual factors that have/and will impact UNHCR's pathways of change toward achieving feasible indicators given the challenging context and its ultimate goals for the projects. Yet, in practice, the ET finds the implicit ideas and aims of the TOCs have been relevant to global/country frameworks and amidst contextual challenges. This is evidenced in the strong partnership approach and UNHCR's positioning with government, IPs and OPs that has built the foundations of a refugee LEI agenda in the region, as well as through the enthusiasm and commitment of most cooperative members to continue the work and build social cohesion between refugees and hosts amidst the recent challenges of COVID-19. While building refugee LEI and self-reliance is a long road and would never be feasible in one or two phases, the underlying aim of the programme is to take steps in that direction.

KEQ 1c: To what extent is the current programme relevant considering the need for gender inclusive and responsive programming, women's empowerment, and protection e.g., including links to access to finance and crop production?

KEQ 1c examines process evaluation concepts of relevance and reach, based on inclusion and protection (see Annex 7: Evaluation Matrix), through KIs with UNHCR (Protection staff, in particular), FGDs with co-op members, and examination of co-op membership lists and business performance data. Among the key lines of inquiry were:

- Gender and protection in participation: Consideration of gender and protection in co-op membership and management processes
 - Female participation rates
 - Social norms affecting inclusion and protection

50. **Gender and protection in participation:** As also mentioned under KEQ1a, the programme's stated ambitions were to include women and people with disabilities to the extent possible.³² UNHCR reports the project is reaching people with disabilities. Per cultural norms, women are primarily involved in lower income-earning opportunities, particularly prosopis firewood and charcoal. KIIs with SOMEL staff indicate that the drive to serve poor families and individuals in both host and refugee populations was balanced with a need for financially literate people to manage the strategic and day-to-day affairs of the cooperatives themselves. Moreover, gender norms involving livelihood roles and household tasks also have played an important role in which co-ops are likely to include more women or more men. For example, membership lists provided by UNHCR show that livestock trading co-ops are more likely to have a more male-dominated membership than milk cooperatives, which are largely managed by women.³³ SOMEL staff explain that targeting for solar cooperatives explicitly sought participants with higher education, literacy, and technical skills, and these participants attended multi-day trainings with technical training institutions. Such skills were necessary for the co-op to function. Yet, very few women possessed the requisite skills and would not be able to attend such trainings away from home due to their social and gender norms. This created, at least in the short term, unintentional barriers for women's participation, the evaluation finds.
51. The TOR notes the concern that recent assessments have indicated fewer females in cooperative leadership roles and accessing financial services.³⁴ There are some cooperatives with primarily female participation, in particular refugee women, and this may be attributed to shifting gender roles at the time of displacement; yet, across the cooperative sectors, the participation of female host community is low.³⁵ As shown in the quote below, project staff see that the participation of refugee women is more than nominal.

"From my observations, I have seen co-ops that are fully owned by refugee women. Sometimes you see that the actual members are men, but women are actively engaged in the activities. The model is working and that's demonstrated through the active participation of women in these structures."

~KII, UNHCR Staff

52. **Female participation rates:** Co-op membership lists show that women refugees participate in co-ops at a rate that is more than double the rate of host women's participation in co-ops.³⁶ In sum, 63 percent of refugee co-op members are women, while only 23 percent of host co-op members are women. Refugee women also make up 52 percent of the adult population of the camps, indicating that their overall participation exceeds their percentage of the population. Table 1 shows the cooperative membership numbers behind these calculations, with the farming cooperatives comprising well over half of the total participation (1,186 of 1,981).

Table 1. Co-op Membership by Type and Gender

Cooperative Type & Percent Female Membership	# of Host Male	# of Host Female	# of Refugee Male	# of Refugee Female	Total
CAHWs (12.6%)	11	2	27	3	43
Construction (44.7%)	10	-	11	17	38
Cookstoves (63.6%)	-	-	4	7	11

³² UNHCR SOMEL (2018). *Livelihoods and Self-Reliance* [...]

³³ UNHCR SOMEL (2020-2021). Membership tables for 2020-21

³⁴ UNHCR (2021). TOR

³⁵ Analysis of routine monitoring data in 2020 and 2021 on Cooperative Business Performance and access to financial services

³⁶ UNHCR SOMEL (2020-2021). Membership tables for 2020-21

Table 1. Co-op Membership by Type and Gender

Cooperative Type & Percent Female Membership	# of Host Male	# of Host Female	# of Refugee Male	# of Refugee Female	Total
Gum and Incense (30.7%)	38	8	32	23	101
Irrigation Farming (37.5%)	544	153	197	292	1,186
Livestock Traders (22.9%)	31	5	53	20	109
Meat Sellers (70.4%)	33	6	25	132	196
Milk Sellers (99.2%)	-	19	1	103	123
Prosopis (93.1%)	-	-	4	54	58
Shoat Fattening (52%)	7	6	5	7	25
Solar Energy (16.1%)	19	2	33	8	62
Seedlings Nursery (92.3%)	-	2	1	10	13
Dairy-Cattle fattening (43.8%)	9	7	-	-	16
Total (44.7%)	702	210	393	676	1,981

Source: UNHCR compiled co-op membership by gender and type, March 30,2021

Gender percentage calculated based on UNHCR Compiled Co-op Membership March 30, 2021

53. Advocating for expanded access to financial services has been a big area of focus for the project, as it responds to an incredible gap in such services in the operational area. UNHCR data (from October-December 2020) shows it's recent advocacy with Hello Cash has allowed many refugees to open accounts in just a few months' time, but the evaluation notes the rate of female participation in those recent months is less (by 33 percent) than the trend from recent years.³⁷ In 2019, the micro-finance institution (MFI) Dedebit's cumulative accounts (2017-2019) report women holding 60 percent of total accounts (1492 female and 836 male).³⁸ Project staff have explained that Dedebit received support from the project's previous livelihood partner and had to be accountable to the intentional targeting of women, whereas the other MFI are targeting more generally within the population. The evaluation finds this may indicate that without deliberate support to women's financial inclusion, women are more slowly up-taking the widely expanded financial services, an issue that should be explored further by UNHCR. The UNHCR Melkadida participatory assessment plus reports for 2018 and 2019 report participants asking that UNHCR advocate for revised criteria of loan services, citing microfinance beneficiaries not able to repay loans and concerns about mark-up costs.³⁹ The report findings note that the financial services, including loans and savings, have enabled some refugees to engage in business activities, but in 2018, noted that very few women-headed households benefit from the loan services and there is a general call for increased financial inclusion for women.⁴⁰ In these assessments, the evaluation finds only brief mention of women's financial inclusion, an area to expand on considering all of the above evidence that women will need intentional targeting and support to engage in the services, and that refugees generally request that UNHCR continue to advocate for agreeable terms that support their loan acquisition and repayment.

³⁷ UNHCR SOMEL (2021). Annual Narrative Report 2020

³⁸ UNHCR SOMEL (2020). Annual Narrative Report 2019

³⁹ UNHCR SOMEL (2019 and 2018). Melkadida PA+ Reports

⁴⁰ UNHCR SOMEL (2018). Melkadida PA+

54. **Social norms:** The project is appropriately cautious in actively trying to change existing gender norms among encamped refugees. As one SOMEL KI said, “The programme must take into account the past trauma faced by co-op members.” Another staff pointed out that while men might be the actual members of a co-op, women household members were very active in the co-op functions. Multiple key informants expressed an interest in steering the programme towards what one staff member called, “a much more bottom-up approach.” There is evidence this positive shift in equality and empowerment is already happening according to the women participants, as follows.
55. Women co-op participants said, during the 12 one-on-one brief interviews following their participation in FGDs, that the project has given them skills that they would not have otherwise. Several commented that they are not only treated as equal to the men in the co-op, but they are also given flexibility with their other responsibilities. One woman, who is her co-op’s cashier, noted that when she had to attend to her children, other members filled in for her. Another woman said that female members are not sent by the co-op to “hardship places” to buy livestock and supplies out of concern for their safety and an acknowledgement of the risks they face.
56. **Summary (1c):** The evaluation finds the co-op membership rates generally reflect the social norms in both refugee and host populations, but for refugee women, they are actively engaged in both co-op activities and leadership. Women from the refugee community are more likely to be co-op members than a woman from the more settled host community. While the programme pursued inclusivity in its targeting, its intention was not to bluntly counter traditional expectations for the roles of men and women. While several UNHCR staff referred to gender as a “cross cutting issue,” one UNHCR staff member referred to the project as “gender blind.” Even still, there is evidence from women co-op members of their increased empowerment through the project. Thus, the evaluators find that the project was sensitive to the local context, but not gender blind. This is based on the number of female refugee participants, the stated aim at having 30 percent membership in gum and incense co-ops, and the selection of culturally female livelihood sectors, such as milk selling and firewood gathering. However, the ET concludes the project should continue to monitor and assess for barriers to meaningful female participation in both co-ops and in financial services given some mixed evidence.

KEQ 2 on effectiveness and efficiency

KEQ 2a: To what extent has UNHCR progressed towards planned results with a cost-effective, efficient, and timely use of resources?

KEQ 2a is the most extensive of the evaluation questions as it discusses progress made toward results and factors affecting this progress. It looks at process evaluation concepts of efficiency (including time and cost-effectiveness, defined qualitatively below), effectiveness, quality, coherence with local markets, and constraints/accomplishments (see Annex 7: Evaluation Matrix). The evaluation team relied on KIIs with UNHCR staff, IPs and OPs, and FGDs with participants, as well as business performance data and other project documents. The main indicators of progress include:

- Progress toward achieving results: Use of key performance indicators (KPIs) and targets, including income generation by co-op members
 - Progress in measuring results, and use of data for decision making
- Progress by sector: Evidence of progress toward achieving results across sectors
 - Perceptions of value of time and cost-efficiency of co-op functions, and the timely, efficient and effective support provided by UNHCR/Partners
 - Other factors affecting progress

“Compare where we were with where we are, it is an investment that is important.” ~KII, UNHCR staff

Progress toward achieving results since baseline:

57. There were 25 Key Performance Indicators⁴¹ designed for the IKEA Foundation project proposals, 10 KPIs for the Livelihoods project and 15 KPIs for Energy (see Annex 8). The annual narrative progress⁴² reports prepared by UNCHR do not track nor present these KPIs in a systematic way. The KPIs for Livelihoods as described in the proposal narrative⁴³ are themselves vaguely stated without disclosing targets around what percentage or level of an activity occurring constitutes success. Instead, these indicators are stated as a percentage sign without a numerical value. As well, within the Energy project, numbers and percentages are designed to be tracked without target numbers. While this process evaluation is not designed to measure quantitative results, these issues related to lack of clarity in monitoring KPIs make the tracking of progress toward those stated results indicators difficult to determine. The main outcome indicators of increased income and improved food security will be measured at endline, but for the income indicator, there are secondary and primary data showing progress in achieving this result, which is presented later in this section; there are no data from mid-term on food security. The other outcome indicator of increased self-employment is discussed just below.
58. **A KPI across the sectors is the number of people employed by the cooperatives:** Based on co-op membership data compiled 30 March 2021,⁴⁴ the livelihood project is reaching 85 percent of its target of 600 livestock beneficiaries (512 members among CAHWs, Milk and Meat Sellers, Shoat and Cattle Fattening and Livestock Traders). The project is reaching 98 percent of its 175 beneficiaries target in Agro-Forestry (172 Nursery, Gum & Incense, Firewood Co-ops). The largest sector, Agriculture, is reaching only 59 percent of its targeted 2,000 farmers, with 1,186 co-op members in irrigated agriculture co-ops, which is discussed related to retention above (KEQ 1a) and further below. The five Energy co-ops have reached 97 percent of their membership target with 58 members, compared with a target of 60 members.
59. **Increased income indicator:** A key indicator for livelihoods programming and the aim of self-reliance is increased income for the participants. Income and expenses of cooperatives are tracked by UNHCR, an improvement in data collection since baseline (other follow-ups since baseline are discussed in the next KEQ). For instance, the data for the meat sellers is accounted on a daily basis, with records of the income and expenses incurred, with each member accounting for their income and expenses. UNHCR consolidates this data based on these records, which the co-ops are keeping, as part of its monitoring data.
60. Business performance data provided by UNHCR shows that meat sellers, livestock traders and CAHWs did the best in terms of reported income, each earned an average of more than US\$1 a day.⁴⁵ During the first quarter of 2021, UNHCR reports meat sellers in Melkadida made \$3 a day. As noted previously, each of these sectors is male dominated, as seen from UNHCR co-op membership lists⁴⁶ and business performance data for 2020 (see Annex 5). The final evaluation of the project could explore the actual profitability of the co-ops and the income that they generate for members.
61. Income varied across the camps and within the same type of income generating activities of the co-ops (Table 2), as well as across months or seasons, which is to be expected for seasonal work in particular.⁴⁷ Review of the secondary data by the evaluation shows there is

⁴¹ UNHCR SOMEL (2018). Livelihoods and Self-Reliance [...] (p. 17-18) & IKEA Foundation MEL Logframe

⁴² UNHCR SOMEL. Annual Narrative Reports for 2019-2020 Livelihoods & Annual Narrative Report 2020 Energy

⁴³ UNHCR SOMEL (2018). Livelihoods and Self-Reliance [...] (p.17-18)

⁴⁴ UNHCR SOMEL (2019). Energy Project: IKEA Proposal Narrative

⁴⁵ UNHCR SOMEL (2020). Business Performance Tables

⁴⁶ Dated and undated UNHCR compiled lists of co-ops, with membership broken down by gender, camp and community.

⁴⁷ UNHCR SOMEL (2020). Business Performance Tables

no pattern to the variances discerned. Bokolmany Camp tended to out-perform the other camps, earning above the average in six of seven areas. This may be a short-term anomaly based on only part of one year. It could be followed up by the project to determine if there are underlying factors or if this was happenstance. For several months, the CAHWs in Melkadida appeared to be part of a large campaign and earned more than \$200 per person, but then their revenue levels soon returned to amounts closer to other CAHWs in other camps. Another anomaly was Gum and Incense, where the product is seasonal (but not based on the traditional farming seasons), and is considered a natural resource management enterprise. See the 2020 business performance data provided for direct reference in Annex 5.

Table 2. Average Monthly Individual Income June-December 2020

	Buramino	Kobe	Bokolmany	Melkadida	Heloweyn	Average
Slaughter House	0	\$8.54	\$39.79	\$7.49	\$6.71	\$12.51
Meat Selling	\$60.83	\$33.76	\$45.04	\$14.38	\$16.64	\$33.93
Milk Selling	\$5.56	\$4.31	\$13.36	\$8.08	\$25.54	\$11.37
Livestock Trading	\$50.01	\$50.63	\$60.31	\$35.85	\$31.76	\$45.72
CAHWs	\$22.42	\$18.59	\$11.21	\$113.09	\$8.84	\$36.27
Solar energy	Unkown	\$7.65	\$11.21	\$9.26	\$9.11	\$9.30
Gum & Incense	n/a	\$4.42	\$40.15	\$7.27	n/a	\$17.28

Source: UNHCR Business Performance Tables 2020
Calculations made using UNHCR Business Performance Tables 2020

62. The evaluation finds the data provided by UNHCR was insufficient to provide comparable findings about the revenue, expense and membership across the firewood, biogas, agriculture, shoat fattening, and nursery cooperatives, and thus are not displayed in the table above. As indicated by SOMEL staff, this is for a number of reasons that should be noted: agriculture is seasonal, the firewood co-ops were being restructured, and the nursery co-ops were too new to have generated data.
63. The project did not set targets around the income indicator, and KILs were unable to state how much a co-op member should earn to make the activity worthwhile to the participant as a livelihood strategy or cost-effective for the donor. There is no minimum wage mandated in Ethiopia. A New York University/Stern⁴⁸ report states workers in industrial estates outside Addis Ababa make \$26 a month. GoE employees make a mandated minimum wage of \$22 a month. Among the 21 percent of refugees who reported income in the *Refugee Economies* study in Dollo Ado,⁴⁹ they earned \$28 per month, as compared to the 29 percent of host community members reporting income, who earned a median of \$105 per month. This information is provided as a reference point for assessing evidence toward achieving results on this indicator. The evaluators believe that setting targets for outcome indicators like income is essential to successful livelihoods project design.
64. SOMEL staff explain that the income earned through the project is supplemental and not necessarily the households' only or main source of income. Indeed, the evaluation team agrees that diversified income sources is a key resilience capacity. Among the 8 of 17 FGDs interviewed at mid-term, the co-op members estimated the percentage of their income that is derived from co-op activities: estimates ranged from 60 percent to 90 percent of household income. The amount of time spent by co-op members on co-op business is not tracked by the project. Other income to the household could also include income from non-co-op work and remittances, but not in-kind income such as food rations or non-food items.
65. **Summary:** In practice, the evaluation finds the KPIs are not specifically and systematically reported on as such in the annual reports, e.g., using the KPIs to specifically outline the

⁴⁸ Bennet, P. and Dorothee Baumann Pauly (2019).

⁴⁹ Betts, Bradenbrink, et al, (2019).

reported results. As a separate and related issue, future planning for project phases may consider adjusting or further clarifying some indicators. The two main indicators for which the evaluation was able to gather triangulated evidence of progress toward results are employment and income. In terms of progress toward cooperative employment targets, the ET finds the livestock, agro-forestry and energy sector cooperatives are close to their targets, an achievement considering the challenges of the past year, with agriculture sector cooperatives the furthest from its employment target. The project has improved in its tracking of cooperative income and expenses, which will allow for better determinations of meeting the increased member income indicator. The income data available varied greatly by camp and by month or season, and there is no target for the indicator; yet co-op members estimate their earnings to be a primary income source for their households and business performance data shows the livestock sector earning the highest average monthly individual income.

Progress by sector/activity –

Agriculture sector cooperatives:

66. Just prior to the baseline, REST/Century Pastoralist Development Association (CPDA) had completed an irrigation canal in Heloweyn, adding 250 ha. in 2019, bringing the area of irrigated land to the total of 1,000 ha. REST maintained canals and hired day laborers to construct secondary canals.⁵⁰ UNHCR, Dollo Ado Woreda, and the Refugee Central Committee selected an additional 500 farmers from host and refugee communities based on their experience, expertise and interest. New farmers were mobilised to form the eighth farming cooperative. WA-PYDO also obtained the legal certificate from the GoE Cooperative Promotion Agency in 2019.
67. Also during 2019, which is the previous project phase but provides context for the 2020-2021 situation, all eight agriculture co-ops received seeds (maize, onions, sesame, watermelon, and Sudan grass), fertilizer, pesticide, fuel, spray cans and hand tools; it should be noted that there were nine functioning co-ops by February 2020. At that time, all eight co-ops planted and harvested their crops, and generated income, according to the annual report.⁵¹ Maize and watermelon crops were sold locally. The onion crop was purchased locally by buyers who transported the crop to the Ethiopian highlands and sold it. Refugee and host community members organised their individual onion sales without UNHCR assistance. Income generated was reported by UNHCR to be ETB 11.3 million, against ETB 5.3 million in expenses. Onion farmers generated ETB 1.2 million and deposited ETB 370,000 with Commercial Bank of Ethiopia after the 2019 Deyr season. Heavy and unusual rainfall from September 2019 through January 2020, eliminated the second cropping season resulting in a loss to farmers of ETB 11 million in potential earnings.⁵² In 2020, based on UNHCR advocacy, co-ops qualified to receive maize seeds from the Regional Government (9.6 mt). UNHCR provided fuel for pumps, tractor services, and seed kits. In the beginning of 2021, cooperative savings were not enough to cover the cost of agricultural inputs. As a result of these losses and the pandemic, UNHCR decided to continue to supply inputs, project KIIIs reported.
68. While the yield per hectare decreased slightly in 2020 from 2019 due to flooding, the overall volume of produce (97 percent onions) increased, due in part to the addition of a ninth cooperative, and the sales price also increased.⁵³ Earnings were not evenly distributed; Melkadida and Heloweyn camps experienced flooding and land quality issues. Host community farmers in 2020 earned 80 percent of the income, against 20 percent earned by refugees because the hosts' farmland that has better soil, is less likely to flood, and is more accessible to irrigation. Cooperatives through their marketing committees again managed their own sales, dealing directly with businessmen, FGDs and KIIIs report. In another example, Mercy Corps provided the names of onion traders to UNHCR, which UNHCR shared with the

⁵⁰ UNHCR SOMEL (2020). Annual Narrative Report 2019

⁵¹ UNHCR SOMEL (2020). Annual Narrative Report 2019

⁵² UNHCR SOMEL (2021). Annual Narrative Report 2020

⁵³ UNHCR SOMEL (2021). Annual Narrative Report 2020

cooperative marketing committees to work through their own initiative, KIs said. Sales increased to ETB 15,747,070 in 2020, up from ETB 11.3 in 2019 reported above.⁵⁴ Maize was planted in the second season of 2020 on 410 ha at nine sites, benefitting 681 persons, 37 percent of whom were refugees.

69. The irrigated agriculture sector has faced a myriad of challenges that have led to co-op membership of 1,186 persons against 2,000 planned members (and as previously discussed under KEQ 1a).⁵⁵ UNHCR reports that factors such as insufficient irrigation water, poor water management, ill-timed rains, flooding, delayed inputs, and the ability to earn more by sharecropping, have contributed to the lower than planned participation rates, especially among refugees.⁵⁶ Many of those who have left these co-ops, left because they were not making sufficient income, FGDs and KIs report, as also reported by an assessment of drop-outs.⁵⁷ UNHCR has sought to improve the farmers' position in the market by constructing and handing over granaries in which produce is stored. The eight granaries (whose construction completion was delayed but completed in 2020)⁵⁸ enable the farmers to wait to sell their crops until the lean season, rather than selling at a depressed price immediately after harvest when there is a glut in the market, a project staff explained.
70. The sector has been unable to fully carry out all its interventions since baseline such as establishing a pilot farm mechanisation workshop due to pandemic constraints. Other interventions were delayed such as a hybrid solar pumping system, due to emerging contextual factors previously discussed. Irrigated agriculture suffered from a shortage of timely inputs due to COVID-19 along with floods in 2020, but appears to have recovered well in 2021, according to the SOMEL staff.
71. In its reported implementation, and from evaluator's observations also confirmed by KIIs, the agriculture sector has adopted a multi-stakeholder approach to the sustainability of crop production consisting of the public sector (ARRA), the private sector (bank, input suppliers, tractor rental, off takers), UNHCR and IPs, the cooperatives, and other partners (Mercy Corps, World Food Programme (WFP), SHARPE Programme). A Technical Committee of 11 NGOs, UN Agencies, and Woreda authorities was organised and met five times during 2021, according to UNHCR KIIs. Mercy Corps KIs report they were encouraged by UNHCR to establish two seed supply shops in Buramino and Heloweyn through this sector-wide coordinated approach.
72. **Summary:** The Agricultural Sector is still largely at the Intervention level (referring to the TOC read as a logframe), but has made progress on Outputs, such as the business functioning of the co-ops and the development of value chains for agriculture products. Farming co-ops are marketing their own products, though refugee farmers in particular required extra inputs and assistance during recent climate challenges. The evaluation finds the sector may be falling short on achieving Outcomes by the end of the phase, including: sustained and increased incomes, considering the major income variability from year to year and unequal generation of earnings; and increased employment, considering the gap in co-op membership. While the evaluation finds that these outcomes do not appear to be achievable by the end of this phase, the project has worked effectively and efficiently to respond to recent contextual challenges, and irrigated agriculture from both income and food security stand points has much potential for success. UNHCR has positioned itself as a leader in the sector's growth and development, and has built the foundation for an effective multi-stakeholder approach.

Livestock sector cooperatives:

⁵⁴ UNHCR SOMEL (2021). Annual Narrative Report 2020

⁵⁵ UNHCR SOMEL (2021). Co-op membership tables, March

⁵⁶ UNHCR SOMEL (2020). Rapid Assessment [...]

⁵⁷ UNHCR SOMEL (2020). Rapid Assessment [...]

⁵⁸ UNHCR SOMEL (2021). Annual Narrative Report 2020

73. Milk, meat, livestock traders and CAHWs all generated profits in both 2019 and 2020.⁵⁹ Livestock related activities have a larger percentage of female and refugee members than agriculture.⁶⁰ Two livestock trading structures and a shoat fattening centre were built in 2019.⁶¹ Vaccine campaigns were carried out in 2019-20, including sheep, goats and cattle. Concerns⁶² arose related to overgrazing and the scarcity of feed affecting the quality of some of the animals offered for sale by the co-ops compared to what is available in the market from across the border. These factors propelled the project to promote co-ops' fodder production and animal fattening efforts.⁶³ Business performance tables provided by UNHCR show that meat, milk and livestock trading co-ops appear to provide a small, steady income for members, as discussed at the start of this KEQ.⁶⁴ According to the business performance tables, CAHW co-ops have reported much more erratic income streams, but when their monthly income spikes are smoothed over the year, the ET finds they are consistent with the income earned by members of other types of co-ops.

"This cooperative has helped us have income for food consumption for our families; from this cooperative we are generating income for managing our families' needs." ~CAHWs Cooperative Member

74. **Summary:** The IKEA Foundation project has bolstered the Livestock Sector. This sector is achieving its Output level benchmarks (referring to the TOC read as a logframe) such as independent and profitable businesses, enhanced livestock trade, and a value chain of products (animals, milk, meat and bio-gas). At the Outcome level, it appears to the ET that the co-ops are on their ways to providing self-employment, sustained and increased incomes, and business management skills, as indicated through annual progress reports, FGDs with co-op members, and KIIs with local government officials. UNHCR has demonstrated the flexibility to introduce new approaches to meet arising needs such as in animal fattening.

Energy sector cooperatives:

75. **Solar:** In past years, SOMEL has provided technical training, support in operations and maintenance to the solar cooperatives to ensure their ability to provide uninterrupted service for energy consumers. In addition to regular monitoring for the services in the camp, solar energy co-ops grew the grid to approximately 750 clients among the camps and host communities, and to 15 government and NGO actors through a 297-kilowatt (KW) system.⁶⁵ A total of four percent of the total refugee population receive electricity through five solar mini grids, operated in five camps by five legalised co-ops. KIIs indicated there is preliminary discussion in progress around expanding the grids per the Phase 3 Energy Project Outcome 1 to scale-up photovoltaic technology, but these plans will not be part of this phase. Forty-seven refugees attended solar electricity technical training and received certificates.⁶⁶ As noted under agriculture, the 45 ha. solar powered irrigation system in Melkadida was delayed due to COVID-19-related reasons. Preparatory work has been completed following some delays, and the solar irrigation pump installation is due later in 2021, SOMEL staff reported.

76. KIIs with SOMEL staff and reiterated by FGDs said COVID-19 restrictions have meant that needed replacement batteries (from Germany) were not available to the co-ops to maintain grids in 2020; the sustainability issue related to this is discussed under KEQ 3. FGDs indicate the trained technicians do not earn personal income from the co-op, but they do use their

⁵⁹ UNHCR SOMEL (2020). Annual Narrative Report 2019 & UNHCR SOMEL (2021). Annual Narrative Report 2020

⁶⁰ UNHCR provided Cooperative Status Updates, listing co-op types and names, and membership composition

⁶¹ UNHCR SOMEL (2020). Annual Narrative Report 2019

⁶² GPS Fieldwork Report, p. 4, "Government officials have raised negative impact of the project...For example the livestock cooperatives are taking their animals in search of better grass and pasture beyond the distance area which was expected to stay...so they are impacting the host community more than what was expected." The FGD with the Melkadida Livestock Cooperative confirmed they are facing serious challenges obtaining fodder.

⁶³ UNHCR SOMEL (2021). Annual Narrative Report 2020

⁶⁴ UNHCR SOMEL (2020). Business Performance Tables

⁶⁵ UNHCR SOMEL (2021). Annual Narrative Report 2020, Energy

⁶⁶ UNHCR SOMEL (2021). Annual Narrative Report 2020, Energy

technician skills to earn other income. Thus, while not a stated measure of the project, the training, support, and monitoring received through the project enables the solar technicians to earn income outside the co-op from servicing other electrical systems and devices, thereby contributing to the project's aim of improved livelihoods and self-reliance. Additionally, UNHCR business performance tables indicate labour fees paid to workers and a one-time dividend share out among members.⁶⁷ These tables also show that the co-op has an established and growing savings account that can be used for battery replacement, confirming FGD participants' responses. By the end of 2021, UNHCR said it expects to replace all mini grid batteries, giving co-ops an additional 3-5 years to save the funds to replace batteries in the future with locally available batteries.

77. The **biogas** system at Melkadida camp supplies fuel to the co-op's stoves at their established restaurant and catering business, but is not reviewed in detail in this evaluation. The biogas digester uses the methane gas generated from the nearby slaughterhouse waste to cook food. The revenues of the restaurant/catering business are sufficient to generate income for the co-op according to Kils.

Biogas Processor



Photo credit: GPS

78. For **prosopis and cookstoves** cooperatives: Improved cookstoves are intended to have the multi-layered effects of being time and energy efficient and environmentally friendly, and reducing the effects of indoor air pollution, while at the same time offering safety benefits and livelihood opportunities, especially to women. To socialise new stoves, significant attention must be paid to consumer behaviour change. The project has field tested and introduced an efficient stove that uses an inexpensive project-produced briquette. In response to participant needs, and to improve the safety and income of women firewood gatherers, the project provided 25,000 prosopis poles, improved briquette making machines, power generators and training in 2019.⁶⁸ Briquettes were sold to schools. The lack of prosopis supply became an issue that UNHCR, with the help of Woreda authorities, resolved with local famers and wood sellers, who agreed to supply the co-ops with wood. The past partner WA-PYDO negotiated a deal with host farmers, enabling refugees to purchase prosopis poles from vendors.⁶⁹ According to SOMEL, as of November 2020, the current partner SEE acquired permission from the Dollo Ado Woreda Agricultural Office for the cooperative to collect prosopis without any charges or fees. However, demand for briquettes was weak according to UNHCR's May 2020 Rapid Market Assessment.⁷⁰ Improvements were made to the briquette making, but demand⁷¹ remained low because PoC do not have the household funds to purchase this product especially if there is the option for free or cheaper supply of other firewood. On their own, the women of the firewood co-op have negotiated contracts with ARRA, NGOs and local consumers. As part of the previously mentioned membership restructuring, it is expected that women will spend more time producing fuel products, such as briquettes, and less time on firewood gathering. The FGDs revealed some feelings of dissatisfaction among the members.

79. The data around the cookstove endeavour provide a mixed picture on the progress toward results. In January 2020, the co-op dropped the price per stove from ETB 500 to ETB 300,

⁶⁷ UNHCR SOMEL (2020). Business Performance Tables

⁶⁸ UNHCR SOMEL (2020). Annual Narrative Report 2019

⁶⁹ UNHCR SOMEL (2020). Annual Narrative Report 2019

⁷⁰ UNHCR (2020). Rapid Market Assessment Findings Firewood and Charcoal Briquettes

⁷¹ Demand defined as "a consumer's desire to purchase goods and services and willingness to pay a price for a specific good or service," and market demand defined as "the total quantity demanded across all consumers in a market for a given good." See: <https://www.investopedia.com/terms/d/demand.asp>

SOMEL staff reported. During the year, the co-op produced 569 stoves and sold 228 stoves. No stoves were sold in November and December 2020, leaving an unsold stock of 341 stoves, according to UNHCR provided Business Performance Tables.⁷² Cookstove production paused in late 2020 while UNHCR reviewed technical improvements needed to support production; during this time, the co-op members continued to receive a dividend paid from the savings accumulated by the co-op in previous months, the Business Performance Tables also show. During the first half of 2021, UNHCR KIs said it helped to sell the overstock of stoves through CBI payments linked to 500 stove purchases for vulnerable households, the sale of stoves at a store in Dollo Ado, and through the purchase of stoves by ARRA for its programmes, leaving 672 cookstoves unsold.⁷³ Nonetheless, the cookstove members said during the June 2021 FGD for this evaluation that they were enthusiastic about what they are doing and looking forward to continuing.

80. **Summary:** The evaluation finds that despite some delays, the solar energy cooperatives maintained the existing grids and are expected to expand, continuing to provide supplemental income to the technicians and some group savings; thus achieving the Outcome level. The prosopis, briquettes, and cookstove activities remain at the Interventions/Outputs level and have faced various challenges related to supply and market demand, to which UNHCR has been very responsive in finding solutions at least for the short-term.

Agro-forestry sector/gum and incense cooperatives:

81. By the end of 2019, incense trees were planted as live fences to protect 46 ha. of wood lots and a total of 17,500 gum bulbs have been planted across five camps.⁷⁴ An additional 30 ha. were wire-fenced in 2020.⁷⁵ Business centres constructed in 2019 in Melkadida, and Kobe remained accessible to the co-ops in 2020. Training and experience sharing by SEE continued through 2019-20, according to progress reports referenced here. ARRA and UNHCR successfully facilitated gender inclusion in this activity as demonstrated by the cooperatives recruiting 30 percent women to this activity. Income decreased during 2020 because co-ops lacked capital to buy incense produced outside of their fenced areas. Demand for incense fell as the pandemic eroded customers' purchasing power, SOMEL KIs said, but FGDs among co-op members indicated they believe demand is growing. The co-ops have reported erratic income, yet over the year it is nearly consistent with the income earned by other types of co-ops, as per project business performance monitoring data.
82. **Summary:** This sector has continued at the Inputs, or Intervention level with various trainings, developing tree lots, and other inputs, and is beginning to see Outputs such as increasing production and incomes. It is unclear from the documents and data reviewed and FDGs with co-op members the extent to which the value chain has been enhanced, and as a newer activity, this can be reviewed further at endline. Sales suffered during COVID-19 lockdowns. The evaluation team finds it is still too early to judge the progress toward achieving results, but it does show limited promise as a niche activity for a limited number of small co-ops.

Financial services sector:

83. It should be noted that UNHCR does not have partnership agreements with MFI or financial service providers (FSPs), but in an advocacy and facilitation role works with FSPs to extend their services to underserved areas, to the cooperative members and to the broader refugee and hosting populations.
84. The following summary is based on the 2020 and 2021 annual progress report narratives.⁷⁶ As context to this phase, during 2019, 3,100 refugee and host community members had active savings accounts with Dedebit, an increase of 1,288 (from 1,712 in 2018). Overall, 60 percent of depositors were women (64 percent among refugees). Accounts were held by host and

⁷² UNHCR SOMEL (2021). Business Performance Tables

⁷³ UNHCR SOMEL (2021). Business Performance Tables

⁷⁴ UNHCR SOMEL (2020). Annual Narrative Report, 2019

⁷⁵ UNHCR SOMEL (2021). Annual Narrative Report 2020

⁷⁶ UNHCR SOMEL (2020). Annual Narrative Report, 2019 & UNHCR SOMEL (2021). Annual Narrative Report 2020

refugee co-op members and by the co-ops themselves. Co-ops and their members were readily saving money in the Dedebit MFI.

85. As a separate financial product, to get a loan, to the individuals have to have user rights to land, which is not possible for refugees, or they must present savings of 20 percent of the loan amount to be held as collateral. A UNHCR KI suggested that this presented a major hurdle to refugees accessing capital. Yet, another KI subsequently noted that the collateral was not a barrier for some, as 415 out of a total 550 Dedebit loan recipients are refugees. By the end of 2019, there were ETB 13,544,021.55 in loans in circulation against savings deposits of ETB 21,141,393.95. Loan repayment was 44 percent of the total amount of the revolving loan fund, with 66 percent of loans in arrears. Of the approximately ETB 13.5 million originally in the revolving loan fund, ETB 5.9 million was available to be loaned and ETB 7.6 million was in circulation or arrears at the end of 2019.
86. Dedebit was the only MFI willing to work in the area with the target population when the project began.⁷⁷ The bank's accounts were frozen in November 2020.⁷⁸ Earlier in 2020, UNHCR began its planned transition to facilitate the expansion of financial services with other FSPs. A UNHCR internal assessment stated that according to Dedebit records, in November 2019, Dedebit held ETB 18 million in savings and held ETB 13.5 million in loans from PoCs.⁷⁹ As noted above, of these loans, 66 percent were described as in arrears. The SOMEL team reported to the evaluation that at the time of the Dedebit phase out, 46 percent of loans had been repaid. Yet, the experience of having their savings frozen in the bank has raised concern among some project participants around engaging in the formal banking sector, FDGs reported. FGD participants said the freezing affected between ETB 18,000 and ETB 135,000. Several respondents in FGDs said they no longer trusted banking institutions and were saving money at home. The evaluation did not gather information on whether these co-op members who vocalised the issue have subsequently reopened accounts with other FSP, as the number of new accounts has also grown due to UNHCR's facilitation.
87. By December 2020, 2,900 digital banking clients had signed up with HelloCash as digital savings clients. The SOMEL team reports significant progress reversing any negative effects of the accounts freezing issue. There is an increased number of FSPs operating in the area. The current number of individuals opening accounts with local FSPs is reported by SOMEL comments to be well above 2020 levels. UNHCR is attempting to mitigate the effects of this situation through awareness raising and engagement of FSPs to extend service provision and promote access to financial services. According to KIIs; adding providers resulted in more than doubling the number of accounts being opened, including 70 percent of co-ops having savings accounts.
88. Also during 2020, clients struggled even further to repay their loans. This steep decline in loan repayment is credited to the COVID-19-related economic downturn, and project staff report repayment and banking activity improved by the middle of the year. Co-op membership and financial services figures provided by UNHCR indicate that during Phase 3 the project has not yet reached the scale to which it aspired in the project proposal due to the impacts of COVID-19, and with the phase out of Dedebit under the former IP. A UNCHR-sponsored study⁸⁰ reported that 550 loans were approved by Dedebit during 2017-19 (Phase 2). The Phase 3 project narrative⁸¹ aspired to reach 500 additional loans, yet these were dependent on repayment from the previous loans. MFI KIIs and FGD participants say new loan approvals have been slow, with some coming in the first half of 2021, which will help make more progress toward the Phase 3 target.

⁷⁷ UNHCR SOMEL/Vu, H.M. (2020). Financial Services Market Assessment

⁷⁸ Reuters (2020).

⁷⁹ UNHCR SOMEL (2020). Financial Services Assessment

⁸⁰ UNHCR SOMEL/Vu, H.M. (2020). Financial Services Market Assessment

⁸¹ UNHCR SOMEL (2018). Livelihoods and Self-Reliance [...] (p.17)

89. The project has not yet been able to increase access to micro-insurance. A UNHCR commissioned report found that micro-insurance is years away from feasibility in the Dollo Ado area.⁸²

90. **Summary:** At the Outputs level, the financial services sector has faced challenges with low repayment rates, and due to the departure of Dedebit. The proactive UNHCR-ARRA advocacy and awareness sessions with FSPs on continuity of services, appears to have enhanced competition among providers and resulted in the opening of additional accounts and expanded coverage, based on account figures provided by UNHCR. There has also been a some impact on the trust of the services, as perceived by some PoCs, whose savings were frozen. It remains to be seen if the sector's outcomes will be achieved, which will be further assessed during the endline evaluation. The evaluation finds the project is effectively undertaking advocacy and facilitation with MFIs to extend their services in the area, and UNHCR has a role in continuing to ensure refugee/and women's access to these services.

Private sector engagement:

91. Private sector engagement beyond the MFI advocacy discussed just above, is another sector of the livelihood project TOC. The evaluation does not find that it has moved beyond the Intervention level, with the notable exception of microfinance. At the Intervention level, value chain studies were conducted in micro-insurance, financial services, and sesame, as well as the IFC feasibility study. At the time of this evaluation, it appears that IFC may increase its role in consideration of a shared farming model aimed at supporting market-driven crop production activities. Schneider Electric has also been engaged by SOMEL to expand access to energy in the refugee area. **Summary:** The evaluation gathered limited evidence in this area. The activities do not appear to have had the time or circumstances to translate into evidence toward Outputs or Outcomes.

Government capacity:

92. Government capacity, also a distinct project pathway for economic inclusion of refugees, has been enhanced with budgetary and logistical support by UNHCR. KIIs with local officials indicate that government has remained largely supportive, such as facilitating co-op registrations and working with UNHCR to create an enabling environment that allows refugees some degree of free movement and employment. **Summary:** The programme continues making progress in the Intervention level. Overall, the evaluation team finds that through the project UNHCR is making the evidence case for its advocacy with the GoE to support inclusion through an enabling regularity environment where policy includes refugees, such as refugee livelihoods and the provision of technical support at the local government level and for the free movement of refugees.

KEQ 2b: To what extent and quality has UNHCR followed up upon the recommendations made in the baseline report?

KEQ 2b explores the process evaluation concepts of fidelity, quality and feasibility (see Annex 7: Evaluation Matrix) through KIIs with UNHCR and document review. Among the lines of inquiry were:

- Responsiveness in addressing recommendations
- Constraints to addressing recommendations

93. Table 3 shows a summary of the degree of completion of the baseline recommendations according to the evidence collected at mid-term.

⁸² Altai Consulting (2021). Micro Insurance Feasibility Study

Table 3: Degree of Completion of Baseline Recommendation: Low, Medium, High

Baseline Recommendation #1 New Partner	High
Baseline Recommendation #2 Viability Determinations	High
Baseline Recommendation #3 Sustainability Planning	Medium
Baseline Recommendation #4 Improved Monitoring	Medium

94. Baseline Recommendation #1 New Partner - As recommended, UNHCR ended its partnership on the IKEA Foundation-funded livelihoods project with REST during early 2020. During mid-2020, UNHCR conducted a tender process to identify a suitable IP to boost co-op capacity. The Netherlands-based international non-governmental organisation (INGO) ZOA was selected as the new IP. The UNHCR partnering process took more than six months meaning ZOA was not implementing for UNHCR until January 2021. It is too early to evaluate the effectiveness of this change on improving implementation of the project.
95. Baseline Recommendation #2 Viability Determinations – During 2020, UNHCR commissioned business viability studies that analysed the banking sector,⁸³ firewood and briquettes,⁸⁴ and microinsurance.⁸⁵ The banking study was a comprehensive survey of the financial sector and potential next steps the programme could take with the commercial banking sector. The microinsurance feasibility assessment cautioned that the market is not yet ripe, and that UNHCR should continue assessing and be ready to help create an environment for such a product when the time comes.
96. The firewood and briquettes study concluded that, “[M]arket demand is there, but prosopis firewood is not competitive compared to Acacia wood and prosopis charcoal is not marketable due to the heating inefficiencies and the lack of compatible cooking stoves.”⁸⁶ It is the evaluation team’s understanding that SOMEL has not concluded from this study the firewood and briquettes businesses would not be viable, but that they face substantial issues in the market. The ET finds this viability determination should be made in light of the sustainability planning discussions per the next baseline recommendation.
97. IFC KIs said that it conducted an assessment of the viability of the agriculture cooperatives. This unpublished assessment led to IFC readying a proposal to discuss with UNHCR regarding formation of a farm management company to manage a union of the agriculture co-ops, IFC and UNHCR KIs reported. As described by KIs, the management company would be charged with ensuring the irrigation works, fields are ploughed and planted, and crops are profitably marketed. To achieve economies of scale, the agriculture co-ops would group together as a single business unit, referred to as a “union,” by IFC KIs. In this model, co-op members would be shareholders in the labour and the profits. The farm management company would be charged with managing the value chain from inputs provision to market sales. The IFC plan seeks to address the challenges highlighted by the UNHCR Livelihoods and Field Unit⁸⁷ such as: insufficient irrigation, poor flood control, delayed input delivery, cooperative management capacity, and crop theft. It must be noted that IFC and UNHCR have not finalised a course of action or begun discussions on the implementation of IFC’s Agriculture Cooperatives Union and Farm Management Company model.
98. Baseline Recommendation #3 Sustainability Planning - The introduction of the new IP, ZOA, will help with sustainability planning. Per the TOR, sustainability involves planning for UNHCR’s exit strategy in which continued support needed by cooperatives is provided through other long-term actors in the region (e.g., government, development organisations, etc.). According to SOMEL comments, sustainability entails co-ops increasingly taking ownership of their enterprise activities including meeting some of the expenditures, which many are doing

⁸³ UNHCR SOMEL/Vu, H.M. (2020). Financial Services Market Assessment

⁸⁴ UNHCR SOMEL (2020). Rapid Market Assessment Findings Firewood [...]

⁸⁵ Altai Consulting (2021).

⁸⁶ UNHCR SOMEL (2020). Rapid Market Assessment Findings Firewood [...]

⁸⁷ UNHCR SOMEL (2020). Rapid Assessment of Factors [...]

already. FGDs suggest that co-op members perceive their activities to be sustainable if they continue to receive support from UNHCR and NGOs, in particular for high-cost inputs, such as batteries for solar power systems. It was pointed out by a senior UNHCR staff that recruiting partners that understand the Humanitarian-Development Nexus will be key to continued progress from providing relief to supporting livelihoods and an element of sustainability.

99. As such, the evaluation finds there is no sustainability plan drafted, yet, SOMEL staff indicate it is under discussion.⁸⁸ According to KIIs, there is not a common definition of sustainability for the project activities among IPs, OPs, co-op members, and UNHCR staff. See KEQ 3 for further related discussion on sustainability. As one aspect of sustainability, the endline evaluation should examine, if possible, the contribution of co-ops to their inputs and other expenses. The validation discussion with project staff indicated it would not be feasible to draft sustainability plans for every co-op during this phase due to both contextual and capacity constraints, but that sustainability planning occurs generally during business plan development.

100. **Baseline Recommendation #4 Improved Monitoring – COVID-19** has made monitoring and introducing new systems during the period since the baseline study difficult. The new livelihoods partner (ZOA) is using UNHCR-provided reporting templates that are very similar (if not the same) as those used earlier by REST, KIIs reported. SOMEL staff said that at this time the monitoring information they receive from the co-ops through the IPs is largely historical data that tracks project progress. It is useful in preparing reports, but not useful as a management tool, a SOMEL KI said. However, the project's management information system is evolving, and SOMEL staff and documentation provided confirmed that the frequency, quality and presentation of data has indeed improved since baseline. However, the evaluation finds there is still much room for improvement, and this is an ongoing and important issue that should be followed up during the final evaluation and the next phase.

101. **Summary (2b):** Overall, it is evident to the ET that UNHCR took the recommendations of the Baseline seriously and acted upon them, although exigent factors affected the degrees of success or progress that UNHCR has made across the recommendations, the evaluation finds the project is on track to complete or nearly-complete most of the recommendations by the end of the phase. The main focus for the remaining time being on sustainability planning and monitoring/reporting system, which will likely need to carry over into the next phase.

KEQ 2c: To what extent have the livelihood and energy cooperatives effectively adopted new business skills and procedures?

KEQ 2c examines the process evaluation concepts around effectiveness, adoption, and quality/fidelity of the activity delivered according to the plan to strengthen business services (see Annex 7: Evaluation Matrix). The evaluation team approached this through FGDs with co-op members, KIIs with SOMEL and IP staff, and document review. The lines of inquiry included:

- Trainings: Level of adherence to training plans, and perceived quality of new training/skills
- Application: Examples of participants effectively using project inputs/training

102. **Technical and business trainings:** WA-PYDO organised delivery of 49 trainings on cooperative principles by the Cooperative Promotion Agency of the Somali Region, and a total of 776 male and female farmers participated in 2019.⁸⁹ In 2020 they conducted 72 on-site agronomic training sessions.⁹⁰ WA-PYDO organized training topics including business

⁸⁸ During the recommendations validation workshop held in November 2021, SOMEL explained that the sustainability planning discussions were occurring as part of developing co-op business plans, but that it would not be possible to develop a sustainability plan for every co-op. This is addressed further in the corresponding recommendation.

⁸⁹ UNHCR SOMEL (2020). Annual Narrative Report 2019

⁹⁰ UNHCR SOMEL (2021). Annual Narrative Report 2020

management principles, demonstration plots, and farming techniques.⁹¹ While lead farmers were selected primarily based on yield (producing more onions than average) and a reputation for hard work, an IP KI suggested that selecting female farmers and female extension workers to train others could help with including women. They conducted technical trainings for livestock traders, milk producers, butchers and CAHWs, including topics on: sanitation procedures, bookkeeping, savings, and business management, reaching 776 co-op members in multiple sessions in 2020.⁹² WA-PYDO and SEE continued their co-op trainings and 47 persons were trained in solar energy related skills at the local technical college, according to a SOMEL staff KII and GPS field interviews. SOMEL staff reported in KIs that some technical and business training were delayed in 2020 due to the coverage gap during the change in partners and COVID-19 constraints on travel and meeting. In addition, by December 2020, the first 10 business plans were developed with co-ops covering Prosopis, Solar Energy, Milk, Meat, Livestock Traders, Gum and Incense, Shoat fattening, Nurseries and Construction.⁹³

103. **Applying trainings:** Co-op members speaking in FGDs consistently cited the value of having been taught business planning and business management principles along with the operation, organisation and ethics of co-ops. Meat sellers said the project taught them how to spot a sick animal when they are selecting animals from herds in the market. Milk and meat sellers participating in FGDs both noted that they can now provide their products in a healthful and sanitary manner. Livestock trading co-op members said they valued the marketing and business management training. In Melkadida, the livestock trading centre was said to be a boost to their business by allowing them to handle more animals. Solar energy co-op members described maintaining the project-related solar installations, as well as working as technicians to earn income beyond that seen from the co-op because of their valuable training and skills. CAHW co-op members said that they are buying the medicines they use on their own, an indication of the strength of their business trainings. This CAHW FGD described going into the market to buy medicines itself and reimbursing its members for that expense. There is one piece of mixed evidence, as the other CAHW co-op interviewed, on the other hand, said in a FGD that they felt the co-op had been abandoned. They said they did not have a workplan and that they no longer make a profit from the co-op. Over time, the cookstove members said, they have become more adept at manufacturing cookstoves because of the project support. The cookstove members also said they have opened a store in Dollo Ado and amassed ETB 75,000 in savings that they hope to invest in expanding their business into other refugee camps in the next two years.

104. ZOA reported that recent trainings carried out by ZOA took a training-of-trainers approach, with ZOA training government extension workers and then selecting lead farmers to provide training for the other farmers. There was a target established of training 30 percent female farmers, but the percentage ended up being lower. The evaluation finds selecting female farmers and female extension workers to train others could help with including women in this role, but acknowledges there was only limited evidence to assess women's role in training leadership.

“The skills women members have gained allowed them to engage in work. For me, it has helped me raise and support my 10 children.”

~Cookstoves Cooperative Member

105. **Summary (2c):** Overall, there is much evidence at MTE of practical business skills learned and utilised by co-op members in their enterprises through various programme trainings and generally high satisfaction applicability related to those trainings. The ongoing project monitoring along with the CCA tool to be used at the endline evaluation should continue

⁹¹ UNHCR SOMEL (2021). Annual Narrative Report 2020

⁹² UNHCR SOMEL (2021). Annual Narrative Report 2020

⁹³ UNHCR SOMEL (2021). Annual Narrative Report 2020

to assess the business development processes and co-op capacities strengthened through the project, as well as women co-op members' roles in these trainings. The ET also emphasises the global learning and promising practices that should be utilised to enhance such trainings. As one example, the Argidius Foundation has sponsored a comprehensive global review of what works and does not work in enterprise development and has found that most business development services are not effective. For instance, the standard short-term, low intensity, classroom-based training programmes are generally ineffective. However, the following have had good results: small enterprise consulting, local in-person mentorship, peer-to-peer networking and peer-to-peer learning, and more intensive training programs.⁹⁴ Another example is the International Labour Organisation's lengthy bibliography of reports on livelihoods trainings with poor populations including women and refugees across Africa.

Cookstove Co-op



Photo credit: GPS

KEQ 3 on sustainability

Note: Per description in the TOR, sustainability involves planning for UNHCR's exit strategy or handover in the case that IKEA Foundation investment comes to a close. According to SOMEL comments, sustainability also entails co-ops increasingly taking ownership of their enterprise activities including meeting some/or all of the expenditures. Through the evaluation, this was further operationally defined, as described in this section.

KEQ 3a: To what extent are the different collaborative and strategic engagements with partners contributing to sustainability of output and outcome level changes?

KEQ 3a explores the process evaluation concepts of maintenance and sustainability (see Annex 7: Evaluation Matrix). The evaluation team relied on KIIs with government, IP staff, and other development organisation partners and stakeholders. IPs include REST (former partner, not interviewed), SEE, Wa-PYDO, and ZOA International. For the full list of KIIs, see Annex 4. Among the lines of inquiry were:

- Partner roles in the project, including evolving roles
 - Perceived ability to maintain and/or sustain results in collaboration with UNHCR

106. **Partner roles in sustainability:** One main sustainability strategy is the project's aim for both government capacity building and private sector engagement (both reflected in the

⁹⁴ See: <https://www.argidius.com/what-works-and-what-doesnt-in-enterprise-development/#more-770>

livelihood project TOC, see Annex 6). Government KIs report that UNHCR's relationship with and use of WA-PYDO's expertise gave the project the ability to organise, register and legalise co-ops in a timely manner. KIs from local government recounted working closely with UNHCR to select project beneficiaries based on their expertise, experience and interest in past phases. Local government technical and management staff indicated that they would like to be more involved in the project, and that they could assist in the project's implementation if they had the resources and logistical support to do so. For example, government officials noted the project would be improved if government Development Agents were given a greater role in implementation and provided transport by the project (motorcycles), enabling them to directly assist agriculture co-ops. Additional roles the government officials could take on in the project were not directly explored in this study. An evaluation finding from the government KIs is that, in general, institutional and capacity support provided by the UNHCR stays at the woreda head office level and does not always reach the kebele level, where fieldwork occurs. Other government KIs expressed satisfaction with the level of support received from UNHCR. Yet, other KIs noted that providing government capacity and resources for LEI should not fall with UNHCR alone. SOMEL staff confirmed that the government's lack of capacity in certain areas, as well as their logistics and mobility constraints, could impact sustainability of interventions and the sustainability of results achieved thus far, as increased local government leadership with the activities is an aim of the project in the longer term (see TOC).

“The Ethiopian Government provides security and land but cannot fund the refugees from its people’s needed resources. So as long as the government provides the land and resources for refugees, the international organisations should fund the refugee programme.”

~KII, GoE representative

107. A number of KIs identified UNHCR's strengths in advocacy, and this advocacy—with the private sector and with government service providers—will be critical for sustainability of the cooperatives. The IFC study and plan are pointing a way forward for the potential long-term sustainability of the agricultural co-ops, as one example of UNHCR's ongoing strategic planning for sustainability. As discussed previously, UNHCR's advocacy with FSPs has facilitated access to financial services in the area through formal providers. The previous work through the former IP with MFI Dedebit appears from various annual reports to have been productive in Phase 2 and early in Phase 3, prior to their phase out and the accounts freezing situation. KIs among OPs and IPs repeated and confirmed that continuing to build and rebuild trust, financial literacy skills, and loan repayment capacities among PoCs will be an ongoing need, along with the ongoing work of advocating for favourable terms for PoCs with these private sector entities. The evaluation notes that there has been a significant uptick in financial services activity in the camps as new FSPs have filled the gap left by Dedebit. However, this point is brought up again as it relates to the sustained outcomes of financial services use, reliability and trust building among the population who may be using such formal services for their first time.
108. The addition of ZOA as an IP brings its relationships with Tear Fund (AUS), the European Union (EU) and Spanish Aid, which have the potential to increase sustainability if fully realised. SEE has brought to the project its extensive training capacity in co-op business management as well as in technical areas, such as gum and incense growing and processing.
109. In terms of other development actors and OPs in the area, Mercy Corps shares its database of 'middlemen' and buyers with co-ops' marketing committees. The organisation also brings complementary livelihoods and resilience resources from WFP, Danida, and SIDA.⁹⁵

⁹⁵ Acronyms: Danish International Development Agency (DANIDA) and Swedish International Development Agency (SIDA)

110. **Summary (3a):** In all, the evaluation finds, the type and level of supports provided for government capacity development should be reviewed by SOMEL for further refinement in future phases. There is a need for a coordinated approach to government capacity building and resourcing across the LEI network of development actors in the area. A strong advocacy role with private sector actors is still needed and ongoing, for example, as UNHCR acts as a bridge between FSPs and PoCs in building mutual reliability, equity and trust.

KEQ 3b: To what extent are livelihood and energy cooperatives equipped for future sustainability?

KEQ 3b examines the process evaluation concept of sustainability, which was characterised during KIIs with UNHCR as the ability for the activity to continue after project funding ends. The evaluators relied on KIIs with UNHCR and partner staff, and FGDs with co-op members as well as co-op level expense and revenue data provided by UNHCR. The key lines of inquiry were:

- Progress made toward achieving sustainability
 - Barriers to sustainability

111. **Progress and barriers:** The evaluation finds the consensus among interviewees is that the co-ops are generally moving toward sustainability. UNHCR, IP, and government KIIs along with FGDs agree that the co-ops are moving toward sustainability, but have a longer way to go toward co-op level self-sufficiency, viewed as a continuum.⁹⁶ They generally agreed they were sustainable if sustainability was defined as the ability to cover operating expenses and continue their activities, and self-sufficiency being defined as the ability to cover inputs, operating expenses, as well as longer-term maintenance and capital costs with enough profitability to provide a desirable income for participants. A UNHCR KI pointed to the need for the project to better promote backward linkages with inputs and other suppliers, and forward linkages to transportation and markets in order to better support co-op's independent access to inputs and markets, a point reiterated by an OP as shown in the quote below. Indeed, many co-ops are already making some of these market linkages on their own, according to both FGDs and KIIs.

“If we need the cooperatives in the future to be profitable for its members, we have to first work and focus on capacity building.” ~KII, OP

112. The evaluation finds that it remains an open question among KIIs with SOMEL and partners if irrigated agriculture co-ops will ever be able to cover the full costs of tractor time, operation and maintenance of irrigation water pumps, the costs of seeds, fertilizers and pesticides. However, these KIIs and FGDs estimated the co-ops were 1-3 years away from covering their seeds, fertilizer and tractor ploughing service costs. SOMEL staff interviewed doubted the co-ops could cover the costs of operating and maintaining the system hardware, such as major repairs or replacement of tractors or pumps. Thus, depicting the difference between sustainability and self-sufficiency in this sense.

113. The same is true among the solar energy co-ops. UNHCR KIIs and FGD participants said the cost of replacement batteries is not covered by the rates paid by customers. Meaning a recurrent, large, outside investment needs to be made every 3-5 years in new batteries. The rates paid by clients are reportedly sufficient to pay for routine installation and maintenance and a modest profit for the co-op, which is being saved in hopes of creating an equipment replacement fund, the FDG respondents said. The solar grids rely on imported specialty batteries rather than readily available automotive batteries. Lighting is key to reducing sexual and gender-based violence (SGBV), allowing children to study at night as well as mitigating violence and theft. The evaluation finds this activity may need to be treated partly as a

⁹⁶ The ET is intentionally not using the term self-reliance as that is the stated goal for individual participants.

consumer good and partly as a public good, as a purely commercial model of operation is not a practical aspiration based on the conditions in and around the camps.

114. The evaluation does not find the remaining energy project co-ops, that is firewood/briquettes and cookstoves, would achieve sustainability or self-sufficiency in the short-term (within the next phase). Thus, for this evaluation question, the ET concludes these activities would be likely to slowly phase out unless the project is successful in stimulating demand and linking briquette-making to cookstove sales, in which case it would have a market for its product. Yet, the co-ops would still be constrained in the general market due to low purchasing power and limited to supplying improved cookstove fuel. The evaluation acknowledges affordable cooking options that reduce firewood consumption in the region are a big challenge, as cited by UNHCR's past studies showing that transport costs of fuel are not affordable for the population. The environmental benefits of prosopis eradication are significant. The deleterious effects of this invasive species include depleting the water table and overtaking fodder, depriving both farmers and pastoralists of their livelihoods. However, unless there are changes in the current regulatory and market environments, it may be difficult for prosopis-based fuel to be commercially viable.
115. Co-ops' 2020 Business Performance Tables⁹⁷ including expense and revenue data compiled and shared by UNHCR, along with FGDs, indicate CAHWs, Meat and Milk Sellers, Livestock Traders, Construction, and Gum and Incense co-ops have erratic cash flows, based on seasonality and demand. Thus, the evaluation finds that if these co-ops are operated by the members as one of a number of income sources, and not as sole or full-time employment, cash flow does not appear to be an issue; meaning achieving self-sufficiency is possible. Even more, the milk co-op appears to have the smoothest, most consistent cash flow, based on the evaluation's analysis of these project spreadsheets tracking business performance, giving it the most promise toward current/or near-term sustainability.
116. **Summary (3b):** A differentiation is made regarding co-op sustainability versus self-sufficiency, as operationally defined: sustainability was defined as the ability to cover operating expenses and continue their activities, and self-sufficiency being defined as the ability to cover inputs, operating expenses, as well as longer-term maintenance and capital costs with enough profitability to provide a desirable income for participants. The Agriculture and Solar cooperatives may be able to achieve sustainability, but self-sufficiency is a larger, long-term question due to their major hardware and maintenance costs. The Livestock and Agro-forestry co-ops are headed toward achieving sustainability and self-sufficiency if these remain supplementary income endeavours for participants, and the evaluation's assessment is that the Milk co-ops may be the closest to sustainability.

KEQ 3c: To what extent has UNHCR prepared the ground for scale up of promising interventions and modalities from the current implementation?

KEQ 3c examines the process evaluation concepts of sustainability (as defined under KEQ 3a and 3b) and scaling through KIs with UNHCR, government officials, and IPs and review of relevant documentation. Lines of inquiry were:

- Perceived potential for scale up
 - Foundational actions taken to allow project scale up

117. **Potential for scale:** Accomplishments documented by the evaluation around the programme's foundation building to enable scale include, but are not limited to:

⁹⁷ UNHCR SOMEL (2021). Business Performance Tables 2020

- UNHCR’s advocacy on behalf of Somali refugees with the government: the evidence they have collected and disseminated has facilitated the GoE’s January 2019 decision to bestow fundamental rights not previously enjoyed by refugees, such as the right to work, freedom of movement, and access to financial services in line with the GCR and CRRF.
- Over the course of the previous phases and into the current phase, UNHCR helped secure the commitment of the GoE to provide active support and resources for refugees, including the provision of land, cooperative development (formation and legalisation) with the support from the Regional Somali Government authorities and strengthening, and agricultural extension services with support from the governmental agriculture and livestock office.
- UNHCR has developed essential infrastructure (irrigation, solar energy, financial services and telecommunication, etc.) that has paved the way for further development activities. As part of the CRRF, UNHCR has made strides in including members of the host community and where possible integrating hosts and refugees in its cooperative and extension systems.
- Additionally, SOMEL has facilitated scoping missions by FAO, a feasibility study by IFC, and created an environment conducive to INGOs and financial service providers; notwithstanding the work by UNHCR at the country level to engage operational partners, including other development actors and private sector.

Summary (3c): The evaluation finds UNHCR has worked to create the enabling environment that is fundamental to scaling up promising interventions. The groundwork laid spans beyond immediate service provision to key enabling environment factors that have happened because of the advocacy and facilitation role that UNHCR is currently playing. The learning and evidence base that UNHCR, the IKEA Foundation, and other actors have generated has further strengthened the foundational work, thus readying the context for other actors’ investments.

KEQ 4 on coherence and lessons learned

KEQ4a: To what extent has the UNHCR led and sought complementarity as well as synergy with interventions of humanitarian, development, the private sector, government, and other relevant partners? (Operational Partners)

KEQ 4a explores the process evaluation concept of coherence, along with the ideas of coordination and complementarity with a focus on operational partners (see Annex 7: Evaluation Matrix). These partners include other UN agencies (WFP), INGOs (Mercy Corps), private sector actors, and government representatives. The evaluation team relied on KIIs with these partners and stakeholders, UNHCR and government staff. Among the lines of inquiry were:

- Operational Partner/Stakeholder relationship to the project, and perceptions of synergy with UNHCR-led projects and strengths
 - Level of coordination and communication with the project
 - Actions taken to promote complementarity by UNHCR

118. **Synergies with OPs:** The KIIs with UNHCR at various levels showed they are well aware of the other actors in the region, seeking to collaborate and share information. Synergy has been actively and effectively sought with other humanitarian and development actors operating in the region, including IFC, WFP, United Nations Capital Development Fund (UNCDF), Mercy Corps, and Save the Children, while also coordinating with bilateral agencies such as SIDA and DANIDA.

119. Positive engagement with GoE at various levels in the region is crucial for achieving the enabling environment for longer-term economic inclusion and development goals, as indicated through the GCR and in UNHCR HQ's concept note on its LEI strategies.⁹⁸ On the other hand, five of seven local government KIIs said that UNHCR does not communicate with them enough, such as engaging in joint planning. Some officials felt that they were only consulted when something was needed, such as assistance in forming mixed population co-ops. Other officials pointed out that UNHCR communicates with the Woreda administration, but not with the local governmental field staff. SOMEL notes that according to the Refugee Coordination Model, they work through the GoE designated counterpart, ARRA. Nonetheless, these mixed findings show there should be ongoing and refined expectation-setting and communication with government at various levels.
120. The CRCF (related to the Comprehensive Refugee Response Framework) forum was launched in February, with UNHCR as a chair, bringing together many other actors. According to SOMEL, this group will focus on ensuring refugee economic inclusion activities in the region are aligned with both the humanitarian development nexus global framework and with the GoE regional and national development plans (e.g., Perspective Development Plan of Ethiopia 2020-2030).
121. While coordination meetings all but ceased in 2020 due to the pandemic and poor internet network coverage in the area, IPs, OPs and Government KIIs said that ad hoc and bilateral meetings continued during the pandemic and served as a means of coordination. In recent months, UNHCR has taken the lead in organising a monthly Livelihood Working Group that brings together both operating and implementing partners. In the spring of 2021, UNHCR initiated a Cash Working Group. Since COVID-19 has yet to run its course, it is unclear to the evaluation how long these coordination meetings will continue to occur and how often they will take place. The poor quality and spotty access to the internet make holding virtual meetings via Skype or Zoom nearly impossible at this time in the project area.
122. Mercy Corps' market systems approach, focused on getting markets to work for the poor, is a key asset to the project that could be expanded, the evaluation finds. However, some NGO staff KIIs said they find that they need to clarify expectations with PoC, such as between loans and grants. They expressed concern that since refugees are dependent on direct aid, which is contrary to a market systems approach, it could impede livelihoods programming. In order for the market systems approach to be effective, these operating partners suggested that UNHCR should continue to work and coordinate with the range of donors/actors in the area to support the shift in mindset to value capacity building rather than cash transfers.
123. Cooperation with OPs like Mercy Corps has resulted in bringing in WFP-sourced financial resources that augment UNHCR by providing project infrastructure, crop marketing, and financial services. As discussed previously, IFC is actively exploring ways that it can complement UNHCR make the agriculture co-ops sustainable. Coordination is also being sought among a range of actors and projects, such as DFID-funded SHARPE.⁹⁹
124. **Summary (4a):** The evaluation finds UNHCR has aptly identified a stakeholder ecosystem and advocated for their participation in the project. Overall, the evaluation finds UNHCR was characterised in a positive light by GoE and NGO actors during KIIs, especially for its technical expertise around refugees.

KEQ4b: To what extent has UNHCR optimised potential and capacity of partnerships and collaborations? (Implementing partners)

⁹⁸ UNHCR (2019). Refugee Livelihoods and Economic Inclusion 2019-2023 Global Strategy [...]

⁹⁹ Acronym: Strengthening Host and Refugees Populations in Ethiopia Programme (2019-2023)

KEQ 4b explores the process evaluation concept of coherence in relation to supporting implementing partners to implement the project activities, including concepts around quality and reach (see Annex 7: Evaluation Matrix), as explored through KIIs with UNHCR and IP staff and document review. The key line of inquiry was:

- Implementing Partner capacity and expertise
 - Support from UNHCR to IP implementation

125. **IP capacity and UNHCR support:** The evaluation team notes that this question relates to the previous findings from KEQ3a around the ability of UNHCR and partners to sustain the project results, and thus additional findings here are brief. UNHCR's partner selection has resulted in a mix of complementary partners. These current partnerships include SEE with its environmental and natural resource management expertise; ZOA with its expertise in the areas of community mobilisation, livelihoods, and microfinance; and Wa-PYDO with its extensive operational context experience, community engagement, livestock and gender experience.

126. Implementing partners (ZOA, SEE, Wa-PYDO) and ARRA reported that the main areas of support they receive from UNHCR is funding, followed by logistical support such as vehicles. SEE KIs said that when they lacked technical expertise in solar energy, for example, UNHCR provided them with technical experts to train the energy cooperatives. There are many other similar examples of UNHCR facilitating technical capacity building to support the IPs. IPs also noted that UNHCR supports the monitoring of the project and supervises project progress.

127. **Summary (4b):** UNHCR has ensured complementary capacities across IPs and is noted for its technical, logistical, and monitoring supports of the activities. See KEQ 3a for additional related findings.

KEQ 4c: What could be done differently to improve the expected results, and what are lessons learned that could be applied to other contexts?

KEQ 4c examines the process evaluation concepts of coherence and sustainability through a lens of learning (see Annex 7: Evaluation Matrix), with evidence gathered from KIIs with UNCHR staff, partners, and the donor. Among the lines of inquiry were:

- **Lessons on design:** Examples of good practice and barriers in project design to reflect on what could have been done 'differently'
- **Learning for the future:** Learning for future programming, and for other contexts

Lessons related to project design that have affected results:

128. KIIs with UNHCR and its partners indicated that *if* an in-depth cost benefit analysis (CBA) of the livelihoods activities was conducted at project design, it may have led the project to undertake different approaches or sectoral activities. This is indeed a good practice, though a CBA was never shared with the evaluation team; the team did receive and assess reports from various efficiency and feasibility tests and trials. The evaluation team concludes that the analysis originally conducted may have been lacking in areas that continue to present challenges to the project. Thus, as a lesson for this and other comparable contexts is that such an analysis (CBA) would have measured actual demand for products, the costs associated with the production of products, and the price customers would be willing to pay for new products.¹⁰⁰

129. These data would have enabled UNHCR to develop break even points and would have allowed it to predict the conditions and amount of time needed for the livelihood activities to

¹⁰⁰ The price for the cookstoves, for example, was reduced from ETB 500 to 300 as originally priced too high.

be profitable and sustainable without outside assistance. For example, prosopis firewood gathering, charcoal/briquette making, and cookstove manufacture have been beset by the challenges of a lack of demand in the market; some of the evidence raising this concern is as follows. Prosopis is a soft wood that burns too fast compared to the slower burning (albeit illegal) acacia wood and charcoal. Suggestions were made by UNHCR KIs and in a UNHCR report¹⁰¹ that the GoE intervene in the market to inflate the price of free acacia and to prosecute local charcoal-makers who are carrying out that activity illegally. A humanitarian intervention of CBI to create a demonstration effect that may stimulate the market has been created to sell the cookstoves, i.e., by providing elderly or vulnerable refugees with cash transfers to buy stoves, as well as by selling to ARRA. Of the 1,400 cookstoves produced by the co-ops, 500 have been sold through CBI and 218 have been sold in the market. Nearly half of the stoves produced remain unsold at the time of the mid-term.¹⁰²

130. **Summary:** These challenges with market demand¹⁰³ for the prosopis, briquette, and cookstove activities indicate to the ET that better market research would have led UNHCR to either avoid these sectors or activities all together, or to have gone about them in a different manner. For instance, UNHCR could have delinked environmental activities from livelihood outcomes. As such, the project would report on environmental impacts through a different pathway of change, recognising it is key priority of the GoE and extremely relevant to the context, as opposed to reporting income and expenses.

Considerations for future SOMEL-area programming:

131. **Business development:** The evaluation team finds there are various models that UNHCR and partners could review to build professional management and business development services among the cooperatives, such as developing a cooperative union with an outsourced management company; embedding experts within co-ops; and developing a cooperative that provides BDS to other cooperatives. These following models were suggested by KIs and the ET, which may be worth considering as part of the mix of options for knowledge transfer continuing into the next phase, depending on the analysis of future needs and assets for each type of cooperative:

- a) Form a Co-op Union that would absorb the individual cooperatives. This Union would be able to negotiate good prices for inputs, beneficial relationships with customers of coop products, and essential government services. The Union would begin by outsourcing professional management to a management company. For example, in the case of irrigated farming, this would manage inputs, timing of planting, harvest, marketing, maintenance and management of irrigation, etc. It would be efficient and maximise returns, e.g., by staggering planting every week based on water and to meet market demand. An initial five-year contract would help create a cooperative union and move it to sustainability, followed by a second five-year contract for monitoring, with a lower management fee, according to KI with OPs.
- b) Embedding professional management within each cooperative. Under this model, for a limited period, UNHCR would cover the cost of 2-3 salaries to bring in technical expertise in marketing, finance, or whatever is needed by that specific cooperative. The experts would be given shares in the cooperatives and would report directly to the cooperatives, according to KII with UNHCR staff, and after a given period, the cooperative would fund the positions themselves.
- c) Developing a business services cooperative. This model would help develop technical services in business planning, marketing, financial management, etc. It

¹⁰¹ UNHCR SOMEL (2020). Rapid Market Assessment Findings Firewood [...]

¹⁰² UNHCR SOMEL (2021). Business Performance Tables

¹⁰³ Demand defined as "a consumer's desire to purchase goods and services and willingness to pay a price for a specific good or service," and market demand defined as "the total quantity demanded across all consumers in a market for a given good." See: <https://www.investopedia.com/terms/d/demand.asp>

would help coops shore up their assets while informing them about investment options, with an eye to cooperatives sustainability according to KII with UNHCR staff.

Solar Energy User/Customer

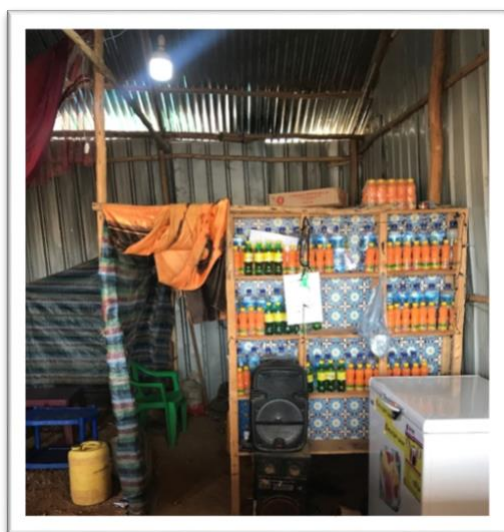


Photo credit: GPS

132. **Support for women’s access, in particular financial services:** While the mid-term interviews with FGDs gathered general information on access to financial services, it did not gather evidence on the specific barriers faced by women, which is important to SOMEL and will be measured at endline. See KEQ 4c for discussion of women’s participation rates. SOMEL staff comments noted that while women have been included, there is an ongoing need to strengthen their access in this context. The ET elaborates that note here in relation to the following relevant global learning on this issue: Refugee populations, particularly women, have special concerns relative to financial services. UNHCR and economic inclusion stakeholders (e.g., MFIs) have successfully included women in financial services. Women have not been excluded from financial services as is often the case in other scenarios, which is an achievement for the programme thus far. In 2017, UNCDF PoWER found that more than half (53 percent) of rural women do not have access to a mobile phone; the gender gap in bank access stands at four percentage points, which increases to 21 percentage points in rural areas.¹⁰⁴
133. Studies globally show that refugees value mainstream financial services.¹⁰⁵ However, even these services may need to be adjusted slightly to meet the needs of refugees. The adjustments fall into three categories: First, financial service providers must ensure that digital menus and marketing materials are in the vernacular of the user, which UNHCR comments is standard in the project area where the language used is Somali. Second, refugees must have a current refugee ID and host community members must have a current national ID. Such documents are needed to open an account, cash out on a deposit, or receive a transfer. Third, financial interactions at the agent level can be very different for refugees versus hosts, so their inclusion into the services may require sensitisation of agents.¹⁰⁶
134. In addition to barriers women experience to participation in cooperative businesses, they experience particular barriers to participation in trainings and other business development services, including commonly in leadership roles. The logistics for trainings must take into account the higher level of caregiving and other household responsibilities that women traditionally bear, what is referred to as the triple burden, productive, reproductive and community. For instance, women’s participation in trainings, networking activities and

¹⁰⁴ UNCDF PoWER (2021).

¹⁰⁵ Jacobsen, K and K Wilson (2021).

¹⁰⁶ ET/Author (Wilson, K) field notes for a 2018 study in Rwanda.

business fairs has been shown to increase when childcare is provided, when trainings are provided at locations convenient to their homes or workplaces, and when the schedule is adapted to caregiving needs (such as having shorter, more frequent trainings during periods when children are in school, rather than longer day-long seminars). Cultural barriers can also be removed when the trainers and service providers are women.

135. **Learning for other contexts:** Among the specific recurrent suggestions and observations during KIIs with UNHCR, IPs and OPs were the following areas where they intimated lessons around the programme implementation, and thus, serve as important learning for similar programming in other contexts: (The evaluation notes that some of these points are actively being addressed by SOMEL and with partners.)

- More equitable distribution of farm plots' production potential
- A conscious effort to promote gender equity in terms of meaningful participation by female members, as well as their access to higher income earning activities
- Comprehensive market research, including a better cost benefit analysis, at design that worked from market demand back to the selection of each co-op activity, and recognising the very dynamic nature of the markets
- Build on the work being carried out by UNHCR and partners in the Financial Services Sector, such as the 2020 assessment of the commercial banking, ongoing work with local MFIs, and the investigation of the feasibility of using village savings and loan associations (VSLAs) and MFIs, importantly, to introduce banking concepts and banking habits to PoCs who have had little experience with financial actors.
- Continue to improve the project management information system to ensure reported data can be used for adaptive management and decision-making, as well as to track progress on project KPIs. Dedicated monitoring and evaluation staff and resources are key to be able to systematically monitor, measure and report on the indicators per the project TOC, and to adapt indicators and TOC as necessary.

136. IKEA Foundation KIIs indicated that a major factor in UNHCR's selection as the livelihoods partner was their ongoing relationship in Phases 1 and 2 SOMEL projects. IKEA Foundation KIIs said they were "starting from scratch" with UNHCR on livelihoods from a development approach, in which SOMEL has come a long way in their own capacities but that has had an impact on timing and progress. They acknowledge that other possible development and livelihood partners now exist in this context in part because of UNHCR as a prominent actor drawing them in. IKEA Foundation and UNHCR KIIs, as well as project documents, together indicated challenges and lack of clarity in measuring project progress against benchmarks associated with the project TOCs. Future projects should have "concrete objectives" linked to the implementation model, as well as the partner experience and expertise to implement livelihood impacts, according to IKEA Foundation.

137. **Summary:** There have been numerous valuable lessons across the phases of this programme, including learning for SOMEL and other contexts. Key areas of focus will continue to be business development and women's access and inclusion. According to KIIs with the donor and partners, UNHCR's strengths lie in its ability to protect and provide for refugees' needs, and to coordinate and advocate for adequate assistance flows, including livelihoods and energy activities. Its strengths in LEI are founded in its strong advocacy and facilitation capacity and with its expertise in coordination.

Conclusions

The objectives of this mid-term process evaluation are:

- 1) To assess progress made towards achievements of expected results and the prospects of contributing to sustainable changes as envisaged in the Theory of Change (TOC) as well as context changes that align with the rights of refugees residing in refugee hosting areas in the Somali region.
- 2) To identify lessons, best practices, drivers and obstacles to progress including emerging issues that affect implementation; analyse why and when progress is made and generate forward-looking recommendations that can inform implementation and planning ahead to optimise IKEA Foundation/UNHCR contributions in the refugee hosting area.

138. The evaluation concludes the following on the objectives, as well as further discussion below by evaluation criteria and via the recommendations in the final section: During Phase 3, UNHCR has expanded the reach and scope of the livelihood and energy activities to further the ambitions of the TOC. Despite UNHCR's creative, responsive and flexible efforts, which enabled programming to continue since the baseline, the implementation and progress were slowed by natural disasters, COVID-19 travel and trade restrictions, and the transition to a new livelihoods partner. Per the evaluators' view, UNHCR has been instrumental in creating an environment in which sustainable economic development projects are now possible. This accomplishment needs to be the caveat for shortfalls and gaps that still exist and that are discussed in this MTE. A decade ago, contemporary reports show, UNHCR came into a challenging context where it faced a massive influx of refugees to a region that is environmentally harsh and lacked infrastructure and basic services. It quickly provided urgent essential services to Somali refugees who were highly vulnerable. Subsequently, UNHCR collaborated with IKEA Foundation, drawing on its private sector expertise, to design a project that serves as a long-term source of learning for UNHCR, IKEA Foundation, and other humanitarian and development actors in the field. The multi-stakeholder approach, building on the momentum for refugee economic inclusion provided by the GoE's commitments to the GCR/CRRF, has been a key factor contributing to this achievement and to SOMEL's ability to make progress in a context of emerging and recurrent shocks. The ET concludes current development work with refugees in the area would not be possible without the efforts of UNHCR and IKEA Foundation, which should be considered the largest achievement of all. Additional conclusions on the progress toward activity results, challenges, and lessons are provided around the evaluation criteria as follows:

Relevance

139. The evaluation clearly finds there is great demand among both refugee and host communities to diversify their livelihoods, which has been the relevance of this project from the start. Additionally, the project has successfully engaged refugee women in these income-earning activities, with many reporting the social and economic benefits of their participation, but with substantially less engagement of host community women. SOMEL has endeavoured to ensure activities are appropriate to the emerging context, from COVID-19 to climate. The evaluation finds that the project faces challenges in making progress toward its intended results in part due to issues of relevance related to PoC needs and satisfaction in participation, and to contextual challenges and realities. To be clear, SOMEL has worked hard to respond to and mitigate many of these issues, but they are likely to persist through this phase. The MTE highlights evidence of this related, in particular, to agriculture, financial services, firewood and cookstove activities.

140. The design, delivery and circumstances of the project have led a portion of PoCs to drop out or not engage in the project during Phase 3, in particular for agriculture. An example is the 59 percent participation rate in irrigated farming co-ops, linked in part to the original distribution of plots leading to extra challenges faced by refugee participants. SOMEL is aware of and responsive to this challenge, and has commissioned a 2020 assessment on these drop-outs along with longer-term planning with stakeholders to address the core issues in the sector that may be contributing to this participation issue. There is also the need for continued monitoring of women's participation in co-ops and access to and use of financial services through the end of this phase.
141. The evaluation finds the prosopis cooperatives' firewood gathering and briquette making would be likely to slowly phase out unless the project is successful in linking briquette making to cookstove sales, in which case it would have a market for its product. But the co-op would likely still be constrained in the general market and limited to supplying improved cookstove fuel. SOMEL restructured the co-ops to address some of these issues. The refugee women participants of these cooperatives voiced more dissatisfaction as compared to the other co-op types. While the cookstove members remain optimistic at mid-term and confident that demand for the stoves will increase, the evaluation team finds there is substantial work to make this product relevant in the market. To socialise new stoves, significant attention will need to be paid to consumer behaviour change activities that will help create demand for these new stoves; yet, there will still be the issue of refugee households facing major gaps in basic needs and thus not able to purchase the stove despite their desire to have one. UNHCR could treat this as a successful pilot, continue to stimulate demand and build capacity, but cease financial support in the sector.
142. The livelihoods system and skills-based approach of this development programme is fit for purpose, which is the foundation of the TOC. While the evaluation finds that the TOCs require more clarity and articulation around the many pathways of change in order to be practical tools for project staff and partners, the underlying assumptions and aims of the TOCs are relevant to global and national frameworks for LEI and they have stood the test of time against the contextual challenges of the region. In practice, evidence for this lies in the strong partnership approach and UNHCR's positioning with government, private sector, IPs and OPs that laid the foundation of a refugee LEI agenda in the region. It is also evidenced through the inclusion of AGD for participation, the social cohesion developed through refugee and host members collaborating together, and the enthusiasm and dedication of most cooperative members to continue the work amidst the recent challenges of COVID-19.

Effectiveness and Efficiency

143. The two main indicators for which the evaluation was able to gather triangulated evidence of progress toward results are employment and income. For cooperative employment targets, the ET finds the livestock, agro-forestry and energy cooperatives are close to their targets, a big success given the challenges of the past year. Agriculture sector cooperatives are the furthest from its employment target, considering the retention issues noted above under Relevance. Since baseline, UNHCR has made great strides in collecting and reporting income and expense data for cooperatives. Though, UNHCR and its partners do not consistently and clearly report monitoring data or KPIs. The income data available varied greatly by camp and by month or season, which is expected due to the nature of some of the activities. There is no target for the indicator of increased income, so changes in reported income since baseline will be measured at endline. In focus groups, co-op members estimated their co-op earnings comprised a primary income source for their households, though likely not the sole source, and business performance data shows the livestock sector earning the highest average monthly individual income.
144. The evaluation finds SOMEL has worked effectively and efficiently to respond with inputs and supports to recent contextual challenges (e.g., heavy rains, floods) facing refugee

farmers in particular, and concludes that irrigated agriculture has much potential for success in contributing to both the income and food security project indicators. This is due to the multi-stakeholder platform developed for the sector. In all, progress toward results for the agriculture, livestock and solar sectors appear to be achieving Outcome level results (per the TOCs), while other sectors largely remain the Intervention and Outputs levels. While building refugee livelihoods and self-reliance, the goals of the programme, entail a long and arduous road, the evaluation concludes the programme has effectively advanced in that direction.

145. Related to business development, practical business and technical skills have been learned and utilised by co-op members with high satisfaction around those trainings. The ongoing project monitoring, combined with the CCA tool to be used at the endline evaluation, should continue to assess the business development processes and co-op capacities, as well as women co-op members' roles in these trainings. New IP, ZOA, has the potential to facilitate the delivery of livelihoods training in the field, but has a short timeframe for delivery to the end of this phase. There is global good practice on how to conduct the most effective business training and mentorship that can be utilised. In addition, it is clear to the evaluation that UNHCR has worked hard to address the recommendations of the Baseline, although external factors have affected the degrees of success or progress across the recommendations, the evaluation concludes all recommendations should be completed by the end of the phase.

Sustainability

146. The evaluation concludes UNHCR laid the groundwork for other actors in a highly challenging environment, which is the key to an enabling environment for sustainability, and potential scale up. UNHCR's strength lies in its advocacy and facilitation. The programme secured land for farming, advocated with local authorities and private sector to extend their services to UNHCR initiatives, and contributed to a policy shift that opened up the right to work for refugees. UNHCR has also created a demonstration effect for new potential players such as the IFC in agriculture and EU donors for expanding the solar powered electricity grid. A demonstration effect in economics and marketing is a powerful first step for influencing the consumption and habits of people toward new consumption trends that are adopted by others.
147. The evaluation finds that SOMEL, with ARRA and the LEI network in the region as appropriate, should review its engagement with government representatives at various levels as there may be more opportunities for their involvement in future phases. UNHCR should continue a strong advocacy role with private sector actors, for example, to ensure mutual reliability, equity and trust between MFI and both refugee and host account holders.
148. Based on the evidence collected, the evaluation differentiated co-op sustainability versus co-op self-sufficiency.¹⁰⁷ The evaluation concludes that agriculture and solar cooperatives are progressing toward sustainability, but self-sufficiency is a larger, long-term question for these sectors because of their substantial hardware and maintenance costs. The livestock and agro-forestry co-ops are headed toward achieving sustainability and self-sufficiency, the evaluation concludes, if these enterprises remain as supplementary income for participants. The evaluation evidence shows the milk-selling co-ops may be the closest to sustainability. All of these co-ops still require continued business capacity development and sustainability planning to reach these objectives. The evaluation did not collect evidence to conclude that the remaining co-op sectors will be able to reach sustainability or self-sufficiency in this or the future phase. In sum, the learning and evidence base that UNHCR, the IKEA Foundation and other actors have generated has further strengthened the foundational work

¹⁰⁷ As operationally defined in this MTE: sustainability was defined as the ability to cover operating expenses and continue their activities, and self-sufficiency being defined as the ability to cover inputs, operating expenses, as well as longer-term maintenance and capital costs with enough profitability to provide a desirable income for participants.

of this programme (discussed further below), thus readying the context for other actors' investments that will further support the sustainability and scale of the activities.

Coherence and Learning

149. UNHCR has established itself as the central, or nodal agency for refugee livelihoods coordination, leading the Livelihoods Working Group among others in the Melkadida area. During Phase 3, it is establishing itself as a convener with other LEI actors in the region for longer-term strategic planning such as around the humanitarian-development nexus. UNHCR continued to support its IPs during the implementation challenges of COVID-19. Yet, promoting coherence and synergistic results from the presence of various partners in the region was severely hampered during the period under review by COVID-19, though discussions did continue as were safely possible. It is apparent to the evaluation that UNHCR should continue to bring partners around the real or virtual meeting table to ensure the coordination that is evident on the ground is also evident in plans and intentions. This should include private sector (and FSPs), while not accountable to donors or development actors, it is critical for the protection and well-being of refugees and hosts that they are at the table.
150. In terms of lessons learned from design which may inform future programming, the evaluation concludes there was a design gap that led to the selection and/or particular design of some of the livelihood activities that has carried over challenges from previous phases. SOMEL staff, for example, were unable to share the cost benefit analysis on which the project was based, and a number of UNHCR KIs from various levels of staff were critical of the assumptions and analysis that led to the project's design. This has led to ongoing challenges with market demand for the prosopis, briquette, and cookstove activities, which the ET concludes should be seriously reviewed as livelihoods activities and potentially shifted to pathways of change that centre on energy and protection. What is notable to the evaluation is the livelihoods unit at SOMEL has been workshopping and discussing ways forward for sustainability in the livelihood sector, overall, and has been committed to utilising a market driven approach. Additionally, a strength of the livelihood unit exists in its desire to strengthen the AGD considerations of the activities, e.g., women's access to financial services.
151. Another overarching challenge and ongoing learning for contexts like Melkadida is mindsets among humanitarian actors and beneficiaries regarding business approaches and humanitarian approaches differ, and those differences can confuse and frustrate actors at every level — cooperatives, IPs and UNHCR. A humanitarian mentality is critical to the core functions of UNHCR, which is to provide protection, basic assistance, and solutions for persons of concern. However, as UNHCR takes on more developmental roles that incorporate business practices, as is the case for the co-ops, new mindsets must be deliberately nourished. As one KI noted: "You can see the confusion at the most basic level. On one day an IP may be offering grants to a co-op or its members and the next day, they might be offering loans. And when somebody comes to collect the loan money, they say, 'you must be kidding'." SOMEL staff report they have taken an active stance discouraging grants in the livelihoods coordination forum, yet there are years of precedence to shift. The evaluation finds this will be ongoing and important work as UNHCR establishes itself as that bridge in the humanitarian-development nexus.
152. There are many valuable lessons across the phases of this programme, including learning for SOMEL and other contexts. Key areas of focus should continue to be multi-stakeholder coordination, business development and sustainability planning in the key cooperative sectors, and women's access and inclusion. The evaluation agrees with the donor and numerous stakeholders and partners in emphasising that UNHCR's strengths and expertise lie in its ability to protect and provide for refugees' needs, to coordinate and advocate for adequate assistance flows, and for developing the enabling environment for refugee social, financial and economic inclusion.

153. Finally, issues that the evaluation team considers will be important to take into consideration in relation to the forthcoming endline evaluation include: the question of including agro-forestry/Gum and Incense co-ops in the beneficiary survey even if not part of the Baseline; review of the Financial Services survey module to ensure adequate information is gathered on access to MFI services (with data disaggregated for male/female); and if possible, through the follow-up CCA, examination of the contribution of co-ops to their inputs and other expenses. These issues in addition to advance planning will begin in early 2022.

Recommendations

These recommendations are based on in-depth and ongoing conversations with the sub-office during the reporting phase culminating in a 23 November 2021 Recommendations Validation Workshop. The following recommendations are intentionally broad to consider the feasibility and timing of Phase 3 coming to a close December 2021 and to align with the current planning occurring for Phase 4.

Recommendation	Responsible	Anticipated Timeframe
<p>1. Improving performance monitoring data and reporting/follow-up to baseline: Continue to follow up from baseline to develop and implement a well- functioning performance management system, that is a Management Information System (MIS) that provides accurate, timely and consistent data on project progress. A Monitoring and Evaluation (M&E) plan that tracks 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 with internal/ external audiences, and report on progress toward implementing and achieving the Phase 4 Theory of Change. SOMEL should consider the employment of an M&E specialist staff and/or consultants to support the MIS.</p>	UNHCR SOMEL Multi-functional Team (MFT)	Nov. 2021- Mar. 2022 [Current planning through Quarter 1 of 2022]
<p>2. Sustainability planning/follow-up to baseline: 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 supported by other actors (where applicable).</p>	UNHCR SOMEL MFT	Dec. 2021 – Aug. 2022 [9 months or three quarters to consider this analysis]
<p>3. Advocacy and monitoring of financial services: 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</p>	The Head of Sub-Office and the Livelihoods	Jan.-Dec. 2022 [Considerations to be put in place in

<p>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>4. Engagement with local government: 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 ARRA 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>Coordinator, as appropriate</p> <p>The Head of Sub-Office and MFT, as appropriate</p>	<p>Year 1 of Phase 4, and ongoing during the phase]</p> <p>Jan.-Dec. 2022</p> <p>[Considerations to be put in place in Year 1 of Phase 4, and ongoing during the phase]</p>
--	--	---

Annex 1: Bibliography

EXTERNAL SOURCES:

- African Development Bank (AFDB). African Economic Outlook 2021. Accessed from: <https://www.afdb.org/en/knowledge/publications/african-economic-outlook>
- Altai Consulting. Micro Insurance Feasibility Study. 2021.
- Andrews, Colin, Aude de Montesquiou, Inés Arévalo Sánchez, Puja Vasudeva Dutta, Boban Varghese Paul, Sadna Samaranyake, Janet Heisey, Timothy Clay, and Sarang Chaudhary. 2021. The State of Economic Inclusion Report 2021: The Potential to Scale. Washington, DC: World Bank. doi:10.1596/978-1-4648-1598-0. License: Creative Commons Attribution CC BY 3.0 IGO.
- Anyanzwa, James. "Safaricom's Bid to Operate M-Pesa in Addis Boosted by Mobile Money Services Launch." The East African, May 19, 2021. <https://www.theeastafrican.co.ke/tea/business/mpesa-bid-addis-boosted-by-mobile-money-services-launch-3404698>
- Arevalo, Ines and Anton Simanowitz. "Applying a refugee lens to Graduation: Key factors in determining appropriateness, lessons from Trickle Up and UNHCR." Trickle Up, August 2019. https://refugees.trickleup.org/wp-content/uploads/2019/12/Applying-a-Refugee-Lens-to-Graduation_Lessons_FINAL.pdf
- Baza, Anduaem Ufo, and K. Sambasiva Rao. "Financial Inclusion in Ethiopia." *International Journal of Economics and Finance* 9, no. 4 (2017): 191. <https://doi.org/10.5539/ijef.v9n4p191>.
- Bennet, Paul and Baumann Pauly, Dorothee. "Made in Ethiopia: Challenges in the Garment Industry's New Frontier" NYU Stern Center for Business and Human Rights, stern.nyu.edu (May 7, 2019).
- Betts, A. Bradenbrink, R. Greenland, J. Omata N., and Sterck, O. Refugee Economies in Dollo Ado: Development Opportunities in a Border Region of Ethiopia. Oxford Refugee Studies Centre (2019).
- Billingsley, Rita and Motsoteng Mothunyane and Matela Thabane. "Lessons from Lesotho: how a 'joined-up' approach, centred on keyhole gardens, is tackling linked issues of hunger, nutrition and poverty." MRFCJ: A New Dialogue - Putting People at the Heart of Global Development. Dublin, 2013. <https://www.mrfcj.org/wp-content/uploads/2015/09/2013-04-16-Lesotho.pdf>
- Clifford, Michael John (principal investigator). Understanding the Barriers to the Introduction and Uptake of Clean/Improved Cookstoves in Southern Africa, University of Nottingham, Faculty of Engineering, 2017. Accessed from: <https://gtr.ukri.org/projects?ref=EP%2FL002639%2F1>
- Collins, D. and Roland Amoah, Kim Wilson, Michelle Hassan and Stanley Mutinda. "Refugees and Their Money – Understanding the Enablers of the Camp Economy in Rwanda," in *Reducing Poverty through Financial Sector Development: the Financial lives of Forcibly Displaced People*. September, 2018. <https://www.fsdafrica.org/wp-content/uploads/2019/08/Compressed.pdf>
- Collins, Daryl and Roland Amoah, Kim Wilson, Michelle Hassan and Stanley Mutinda. *Refugees and Their Money: The Business Case for Providing Financial Services to Refugees*. Nairobi: FSD Africa, 2018.
- Dissemination & Implementation Models (2019). RE-AIM 2.0/Contextually Expanded RE-AIM. Accessed from: <https://dissemination-implementation.org/modelDetails.aspx?id=128>
- Glasgow, R. E., Harden, S. M., Gaglio, B., Rabin, B., Smith, M. L., Porter, G. C., Ory, M. G., & Estabrooks, P. A. (2019). RE-AIM Planning and Evaluation Framework: Adapting to New Science and Practice With a 20-Year Review. *Frontiers in Public Health*, 7, 64. <https://doi.org/10.3389/fpubh.2019.00064>
- Gunther, M. (2015). Those Cheap Clean Stoves were Supposed to Save Millions of Lives. What Happened? Washington Post, October 29, 2015.

- Hannum, Jordie. "A Win-Win Approach for Refugees and Host Communities in Ethiopia." unfoundation.org, September 13, 2019. <https://unfoundation.org/blog/post/a-win-win-approach-for-refugees-and-host-communities-in-ethiopia>
- Institute for Healthcare Improvement. "Science of Improvement: Testing Changes: IHI." Institute for Healthcare Improvement. Accessed June 23, 2021. <http://www.ihl.org/resources/Pages/HowtoImprove/ScienceofImprovementTestingChanges.aspx>
- Jacobsen, Karen and Wilson, Kim. (2021). "Financial Health" and the Humanitarian-Development Nexus in Forced Displacement and the Humanitarian Nexus: A Roundtable Anthology. Ed. Alexander Burlin.
- Lee, Patrick. "Improving Care in Rural Rwanda: IHI - Institute for Healthcare Improvement." IHI. Institute for Healthcare Improvement. Accessed June 23, 2021. [http://www.ihl.org/education/IHIOpenSchool/resources/Pages/Activities/ImprovingCareInRwandaPart1.aspx](http://www.ihl.org/education/IHIOpenSchool/resources/Pages/Activities/ImprovingCareInRuralRwandaPart1.aspx)
- Mahmood, Omar. "Graduation Approach: Ethiopia Case Study." In *Preserving the Essence, Adapting for Reach: Early Lessons from Large-Scale Implementations of the Graduation Approach*, edited by Tony Sheldon. Ford Foundation, November, 2016. https://www.fordfoundation.org/media/3168/pdf9-ethiopia_final.pdf
- MarketWatch. "Ethiopia Makes U-Turn on Blocking M-Pesa Bid." MarketWatch, May 13, 2021. <https://www.marketwatch.com/press-release/ethiopia-makes-u-turn-on-blocking-m-pesa-bid-2021-05-13?siteid=bigcharts&dist=bigcharts&tesla=y>
- Matinde, Vincent. "Ethiopia: Consortium Will Have to Wait One Year for Mobile Money Licence." ITWeb Africa. ITWeb, May 25, 2021. <https://itweb.africa/content/4r1ly7RbQwa7pmda>
- Mercy Corps. "A Big Bet on Helping Refugees Build Their Dreams." Mercy Corps, February 10, 2021. <https://europe.mercycorps.org/en-gb/blog/big-bet-helping-refugees>
- _____ (2021) *Market Assessment Report: Dollo Ado and Bokolmayo Woredas*, February 2021.
- _____ (2021) *Rapid Gender and Protection Analysis, Somali Regional State, Dollo Ado Refugee and Host Communities*, February 2021.
- _____ (2020) *Economic Impact of COVID-19 in the Somali Region: Assessment and Recommendations*, June 2020.
- Owino, Winfrey. "President Uhuru Sells Mpesa to Ethiopians." The Standard. The Standard Group PLC, June 8, 2021. <https://www.standardmedia.co.ke/business/sci-tech/article/2001415179/president-uhuru-sells-mpesa-to-ethiopians>
- Pankhurst, Alula. "The Emergence, Evolution and Transformations of Iddir Funeral Associations in Urban Ethiopia." *Journal of Ethiopian Studies* 41, no. 1/2 (2008): 143-85. Accessed June 22, 2021. <http://www.jstor.org/stable/41967613>.
- Patton, M. (1990). *Qualitative Evaluation and Research Methods* (pp. 169–186). Beverly Hills, CA: Sage.
- Proctor, E. et al. (2011). Outcomes for Implementation Research: Conceptual Distinctions, Measurement Challenges, and Research Agenda. *Adm Policy Ment Health* 38:65-76. DOI 10.1007/s10488-010-0319-7.
- Pueyo, A. & Hanna R. (2015). "What level of electricity is required to enable and sustain poverty reduction?" Institute of Development Studies. Accessed from: <https://www.ids.ac.uk/files/dmfile/UtilisingElectricityAccessforPovertyReduction-LiteratureReview.pdf>.
- Reuters Staff. "Ethiopia freezes bank accounts linked to Tigray leaders" 17 November 2020. Accessed at: <https://www.reuters.com/article/us-ethiopia-conflict-accounts-idUSKBN27XOYT>

- Reuters Staff. "UPDATE 1-Ethiopia's State Telecoms Monopoly Launches Mobile Money Service." Reuters. Thomson Reuters, May 11, 2021. Accessed at: <https://www.reuters.com/article/ethiopia-telecoms/update-1-ethiopias-state-telecoms-monopoly-launches-mobile-money-service-idU5L1N2MY209>.
- Samuel, Gelila. "Central Bank Introduces Deposit Protection Fund." Addis Fortune: The Largest English Weekly in Ethiopia, July 25, 2020. <https://addisfortune.news/central-bank-introduces-deposit-protection-fund/>.
- Scopelinsight. "Tool Upgrade: SCOPE Basic 2.0." SCOPEinsight, June 8, 2021. <https://scopeinsight.com/tool-upgrade-scope-basic-2-0/>
- Stein and Yannelis. "Financial Inclusion, Human Capital, and Wealth Accumulation: Evidence from the Freedman's Savings Bank," *The Review of Financial Studies*, Feb. 10, 2020. DOI: <http://10.1093/rfs/hhaa013>
- UNCDF PoWER. "Ethiopia: The Scale of the Challenge." Ethiopia - UN Capital Development Fund (UNCDF), 2021. <https://www.uncdf.org/power/ethiopia>
- UNCDF PoWER *Women and Girls Financial Inclusion Country Assessment- Ethiopia* Prepared by Dalberg Global Development Advisors. July 2017. <https://www.uncdf.org/power/financial-services-access-agency-women-girls-ethiopia-country-assessment>
- UNCDF. *Inclusive Digital Economies Action in Ethiopia: Refugee Response*. 2020. <https://www.uncdf.org/article/5695/rfa-inclusive-digital-economies-action-in-ethiopia-refugee-response>
- UNDP. Human Development Report 2020. Accessed at: <http://hdr.undp.org/en/content/latest-human-development-index-ranking>.
- University of Chicago News. "Why a 19th-Century Bank Failure Still Matters." Accessed June 23, 2021. <https://news.uchicago.edu/story/why-19th-century-bank-failure-still-matters>
- Walton, Joshua. "Agricultural Cooperatives in Ethiopia (ACE) - World Bank Case Study." Smallholder Agriculture - Ethiopia Fairtrade Coffee. Colorado State, 2014. <https://webdoc.agsci.colostate.edu/smallholderagriculture/EthiopiaFairTradeCoffee.pdf>
- Wang, Weiyi; Cakmak, Ozan; Hagemann, Kurt.. *Private Sector Initiatives in Forced Displacement Contexts : Constraints and Opportunities for Market-based Approaches*. EMCompass; Note 103. International Finance Corporation, Washington, DC. International Finance Corporation, 2021.
- Wikipedia. "Dedebit Credit and Saving Institution SC." Wikipedia. Wikimedia Foundation, May 21, 2021. https://en.wikipedia.org/wiki/Dedebit_Credit_and_Saving_Institution_SC
- World Bank. "COVID-19: Remittance Flows to Shrink 14% by 2021" Press Release, October 29, 2020. Accessed at: <https://www.worldbank.org/en/news/press-release/2020/10/29/covid-19-remittance-flows-to-shrink-14-by-2021>

NEWER PROGRAMME-RELATED REPORTS AND UPDATES: 2019-2021

- IKEA Foundation** (2019) 2019-2021 Theory of Change Diagram: Livelihoods and Self-reliance for Somali Refugee and Host Communities in Dollo Ado and Bokolmanyo Woredas of Ethiopia's Somali Region (internal document).
- Oxford RSC** (2019). Building Refugee Economies: An evaluation of the IKEA Foundation's programmes in Dollo Ado (Phase 2).
- UNHCR** (2021). Terms of Reference. Process Evaluation of the IKEA Foundation Livelihoods and Energy Projects among Somali Refugees and Host Communities in Ethiopia. V. 31 March.

UNHCR (2019) Operational Guidelines, UNHCR Global Agenda for Economic Inclusion, 2019-23
UNHCR (2019). Refugee Livelihoods and Economic Inclusion 2019-2023 Global Strategy Concept Note
UNHCR SOMEL (2019) Livelihoods and Energy Proposal 2019-2021 Annex Budget.

- _____ (2019) Energy Application Narrative, 13 March.
- _____ (2019) Energy Project, Proposal Narrative, January.
- _____ (2019) *Melkadida Participatory Assessment Plus (PA+) Report*. December 2019.
- _____ (2019) Livelihoods Proposal 2019-2021 Narrative.
- _____ (2019) *Incense and Gum: Report on Awareness-Raising and Experience Sharing Tour*, December 2019. Prepared by Zerihun Tebeje.
- _____ (2019) *2018 Annual Report: Increasing Livelihoods*, March 2019. UNHCR Sub-Office Melkadida (internal document).
- _____ (2019) Cooperative Membership. (tables provided to evaluation team).
- _____ (2019) Thematic update: Education. Available from: <http://melkadida.info/wp-content/uploads/2019/04/02-Education-SOMEL-Thematic-Update-2018.pdf>
- _____ (2019) Thematic update: Energy. Available from: <http://melkadida.info/wp-content/uploads/2019/03/03-Energy---SOMEL-Thematic-Update-2018.pdf>
- _____ (2019) Thematic update: Nutrition. Available from: <http://melkadida.info/wp-content/uploads/2019/03/05-Nutrition---SOMEL-ThematicUpdate-2018.pdf>
- _____ (2019) Thematic update: Shelter 2015–2018. Available from: <http://melkadida.info/wp-content/uploads/2019/03/07-Shelter---SOMEL-Thematic-Update-2018.pdf>
- _____ (2019) Thematic update: Water. Available from: <http://melkadida.info/wp-content/uploads/2019/04/06-Water-SOMEL-Thematic-Update-2018.pdf>
- _____ [\(2019 and 2018\) Melkadida Participatory Assessment Plus \(PA+\) Report: December 2019 and October 2018.](#)
- _____ (2020-21) Cooperative Membership. (tables provided to evaluation team).
- _____ (2020) *Rapid Assessment on Factors Contributing to Farmers Drop out, Agriculture Cooperatives Membership Analysis*. Melkadida, July 2020. UNHCR Sub-Office Melkadida (internal document).
- _____ (2020) *Ad-Hoc COVID-19 Rapid Economic Impact Assessment*, August 2020. UNHCR Sub-Office Melkadida (internal document).
- _____ (2020) *Financial Services Market Assessment: Summary of the Findings*. UNHCR (internal document).
- _____ (2020) *Rapid Assessment of Cooperatives in Dollo Ado and Bokolmanyo Woredas: Factors Contributing to Farmers Drop Out in Agricultural Cooperatives*. Livelihoods and Field Unit, July 2020 (internal document).
- _____ (2020) *Rapid Market Assessment Findings: Firewood and Charcoal Briquettes: Prosopis firewood and charcoal briquette production in Melkadida refugee and host communities' markets*, May 2020.
- _____ (2020) *Financial Services Market Assessment. Dollo Ado and Bokolmayo Refugee Camps, Somali Regional State, Ethiopia*, June 2020.

- _____ (2020) *Annual Narrative Report 2019: Livelihoods and Self-Reliance*, March 2020. UNHCR Sub-Office Melkadida (internal document).
- _____ (2020) *Monthly Cook Stove Cooperative Financial Records, Business Performance Data*. UNHCR Sub-Office Melkadida (internal document).
- _____ (2020) *Business Performance Data 2020, Cooperative Business Performance. August*.
- _____ (2020) *Monthly Cooperative Financial Records, Gum and Incense*. UNHCR Sub-Office Melkadida (internal document).
- _____ (2021) *Annual Narrative Report 2020: Energy*. March 2021 (Internal Document)
- _____ (2021) *Annual Narrative Report 2020: Livelihoods, Self-Reliance and Economic Inclusion*. March 2021 (Internal Document)
- _____ (2021) *Microinsurance Feasibility Study: Assessing the feasibility of microinsurance schemes for pastoralist and agro-pastoralist refugee and host communities in the Dollo Ado region: Final report*, March 2021. Prepared by Altai Consulting for UNHCR.
- _____ (2021) *Sesame Value Chain Analysis: Final report*, March 2021. Prepared by Altai Consulting for UNHCR.
- _____ (2021) *Debrief Session with Evaluation Service*, February 2021. UNHCR Sub-Office Melkadida (internal document).
- _____ (2021) *Quarter 1 COOP Individual data - Gender Profile per Cooperative Enterprise*. Sub-Office Melkadida Monitoring data (internal document).

ARRA/Partners:

- Administration of Refugees and Returnee Affairs - (2019) *Financial and Performance Monitoring Report: Women and Pastoralist Youth Development Organization, Mid-year PMC-02, reporting period January to September 2019*. (internal document).
- _____ (2020) *Project Performance Review Narrative Report and ATR: Save the Environment Ethiopia (SEE)*, August 2020. Prepared for ARRA and UNHCR, Noor Isse (internal document).
- _____ (2020) *Project Performance Review Report: Save the Environment Ethiopia (SEE)*, April 2020. Prepared for ARRA and UNHCR by Noor Isse (internal document).
- _____ (2019) *Financial and Performance Monitoring Report: Save the Environment Ethiopia Mid-year PMC-02, reporting period January to September 2019*. (internal document).
- _____ (2020) *Project Performance Review Report: Women and Pastoralist Youth Development Organization*, April 2020. Prepared for ARRA and UNHCR by Alinasir Abdi Sohane and Noor Abdi Hassan (internal document).
- _____ (2020) *Project Performance Review Narrative Report and ATR: Women and Pastoralist Youth Development Organization*, April 2020. Prepared for ARRA and UNHCR by Noor Isse (internal document).
- _____ (2020) *2021 and Beyond Problem Analysis and Priority Areas*, UNHCR and ARRA.

OLDER PROGRAMME REPORTS AND UPDATES REVIEWED

GAIA/UNHCR (2017) *Affordable Cooking Options*.

(for) IKEA Foundation (2012) *Overall Framework Document for project 2012.095/UNH/ET UNHCR Dollo Ado 2012-2014* (internal document).

_____ (2016) Towards Sustainable and Life Changing Refugee Protection Environments in Dollo Ado: 2016-17 Strategic Plan (internal document).

IKEA Foundation Project Proposal Narrative (2017)

IKEA Foundation Project Proposal Narrative (2018)

IKEA Foundation MEL Logframe (2019).

UNHCR SOMEL (2016) Inter-Agency Participatory Assessment- Dollo Refugee Program. UNHCR, ARRA, and 14 partner agencies.

_____ (2017) 2017-2018 Strategy for Projects funded by IKEA Foundation. UNHCR SubOffice Melkadida (internal document).

_____ (2018) *Melkadida Refugee Operation Participatory Assessment Plus (PA+) Report*.

_____ (2018) Thematic update: Irrigation and crop production. UNHCR Sub-Office Melkadida. Available from: <http://melkadida.info/wp-content/uploads/2018/04/Livelihoods-Agriculture-Thematic-Update-2017-SOMEL.pdf>

_____ (2018) Thematic update: Livestock Development. UNHCR Sub-Office Melkadida. Available from: <http://melkadida.info/wp-content/uploads/2018/04/Livelihoods-Livestock-Thematic-Update-2017-SOMEL.pdf>

_____ (2018) Thematic update: Skills and youth employment. UNHCR Sub-Office Melkadida. Available from: [http://melkadida.info/wp-content/uploads/2018/04/Livelihoods-\(Employment\)---Thematic-Update-2017-SOMEL.pdf](http://melkadida.info/wp-content/uploads/2018/04/Livelihoods-(Employment)---Thematic-Update-2017-SOMEL.pdf)

UNHCR (2017). Ethiopia: Operations Plan. Year-End Report.

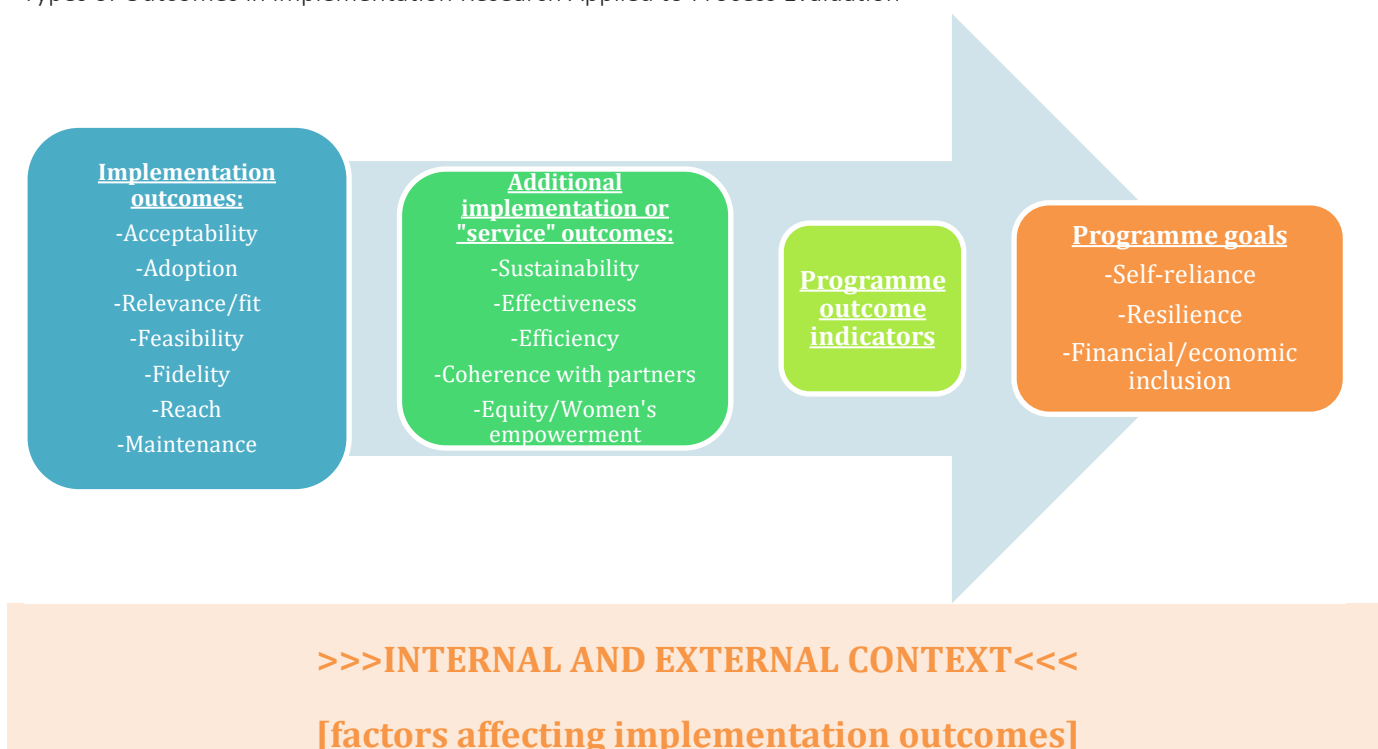
UNHCR (2018). Livelihoods and Self-Reliance for Somali Refugees and Host Communities in Dolla Ada of Bokolmanyo Woredas of Ethiopia's Somali Region, 17 December.

UNHCR-WFP (2018). Joint Project. *Mitigating Risks of Abuse of Power in Cash Assistance*. July. <https://www.unhcr.org/en-us/protection/operations/5c7925954/unhcr-wfp-mitigating-risks-abuse-power-cash-assistance.html>

Annex 2: Overview of evaluation framework

Identifying implementation outcomes are key to a process evaluation, which is assessing the implementation process rather than programme outcome indicators. The chart below shows the key concepts for evaluating implementation toward UNHCR SOMEL programme goals based on the Proctor model (and RE-AIM/PRISM),¹⁰⁸ which also incorporates internal and external contextual factors.¹⁰⁹ RE-AIM/PRISM¹¹⁰ has been one of the most widely used models in implementation science in the last two decades, spanning health, behaviour change, and many other sectors.

Types of Outcomes in Implementation Research Applied to Process Evaluation



Adapted from: Proctor, E. et al. (2011)

¹⁰⁸ Proctor, E. et al. (2011). Outcomes for Implementation Research: Conceptual Distinctions, Measurement Challenges, and Research Agenda. *Adm Policy Ment Health* 38:65-76. DOI 10.1007/s10488-010-0319-7.

¹⁰⁹ Dissemination & Implementation Models (2019). RE-AIM 2.0/Contextually Expanded RE-AIM. Accessed from: <https://dissemination-implementation.org/modelDetails.aspx?id=128>

¹¹⁰ Reach, Effectiveness, Adoption, Implementation, Maintenance (RE-AIM)/ Practical, Robust Implementation and Sustainability (PRISM); see www.re-aim.org and Glasgow, R. E., et al. (2019). RE-AIM Planning and Evaluation Framework: Adapting to New Science and Practice With a 20-Year Review. *Frontiers in public health*, 7, 64. <https://doi.org/10.3389/fpubh.2019.00064>

Annex 3: Terms of Reference

Terms of Reference

Process Evaluation of the IKEA Foundation Livelihoods and Energy Projects among Somali Refugees and Host Communities in Ethiopia

Key Information at glance about the evaluation	
Title of the evaluation:	Process Evaluation of the IKEA Foundation Livelihoods and Energy Projects among Somali Refugees and Host Communities in Ethiopia
Timeframe covered:	2019-2021 Midpoint Process Evaluation in May 2021
Type of exercise:	Process Evaluation of Livelihoods, Economic Inclusion, Energy and Environment Projects being implemented in the Somali Region of Ethiopia (Decentralised theory-based Evaluation)
Evaluation commissioned by:	UNHCR Sub Office Melkadida - ARRA in collaboration with UNHCR HQ Evaluation Service
Evaluation manager's contact:	nielsenm@unhcr.org
Date	30/03/2020

1. Introduction

154. The Ethiopia operation in the Sub-office Melkadida; has since 2015 sought innovative, cost-effective, and sustainable ways to ensure basic needs and essential service to refugees are met and context relevant solutions towards promoting self-reliance for refugees and their hosting community are pursued. To this end, the impetus for commissioning a series of evaluations to support evidence-based programming arose.

155. The proposed process evaluation follows a baseline study undertaken between April and June 2020, and it precedes an end line study that is planned in January 2022. The focus of the Process Evaluation will be on market-oriented self-reliance interventions implemented in the refugee hosting area funded by IKEA FOUNDATION/UNHCR investments. Components to be evaluated will cut across livelihoods economic inclusion interventions, Energy and Environment. The interventions will be assessed against existing theory of change as well as resilience framework in line with emerging strategic priorities that include multi-year and results-based programming.

156. The planned evaluation that is commissioned by UNHCR Sub-Office Melkadida with support from UNHCR's Evaluation Service will focus on factors impacting implementation of the current IKEA Foundation 2019-2021 funded Phase 3 programme in the refugee hosting area of Somali Region in Ethiopia. Thus, information documenting and describing the implementation process including actions taken to follow-up on recommendations from the baseline study will be reviewed and analysed; different structures/ institutions supporting livelihoods economic inclusion – including local government and technical government line ministries as well as local leadership structures, along with resources deployed towards expected outcome will be examined; factors contributing to successful and unsuccessful performance in the current project interventions will also be explored including contextual factors. As per the recommendations of the baseline study, the key contributing factors to success/failure of ongoing project and how these factors are promoting sustainability of the ongoing interventions; current theory of change effectiveness in supporting sustainability and exit strategy for the current programme will also be examined.

157. The current process evaluation takes place within an ecosystem of changes within UNHCR operations: Currently the operation is prioritising sustainable and result-oriented approaches aligned to the Global Compact of Refugees; as well as a new Results-Based Management Framework. Additionally, UNHCR is increasingly focussed on long-term developmental approaches with multi-year resource allocation for projects implemented in refugee hosting areas. These changes are geared towards strengthening UNHCR participation in the humanitarian-development nexus space and leveraging capacities of a broad range of actors including humanitarian, development partners and private sector actors. Furthermore, UNHCR's operation in Ethiopia is selected as a pilot country in the East and Horn of Africa and the Great Lakes for roll-out of UNHCR's new corporate approach to Multi-year Strategic Planning in relation to which the country office (CO) has developed a Multi-Year Multi-Partner protection and Solutions strategy aimed at reducing undue reliance on aid and pursuing resilience-oriented approaches focussed on solutions.
158. The Sub-office Melkadida has strategically positioned the operation within these emerging changes and global frameworks, which require the planned evaluation to benchmark assessments of results, implementation modalities including support to protection, assistance and solutions against UNHCR's Global Livelihood Economic Inclusion Strategy, UNHCR's resilience framework and the emerging changes highlighted relating to the shifting ecosystem within which UNHCR operates.
159. The Terms of Reference lays out the purpose, scope, and objectives of the evaluation, proposed evaluations questions, expectations associated with methods (broadly outlines), roles and responsibilities and expected deliverables, which will guide the evaluation team and duly inform relevant stakeholders on the process and the expected deliverables. The Process Evaluation will generate an inception report outlining the detailed plan; a preliminary finding report to be validated with internal and external stakeholders and a final report incorporating validated findings. The findings of the evaluation will be key in understanding how the expected change is being realised by examining the internal and external project factors that are affecting/ likely to affect expected results. This will be value add in informing scalability of piloted interventions within the context and replication of successful process implementation aspects in other remote refugee hosting areas.
160. The process evaluation is scheduled to begin in April 2021 and is expected to be completed by August 2021. The evaluation will be led by TANGO, the consulting firm that conducted the baseline evaluation and that will also be conducting the end line evaluation in 2022, hence they are already familiar with the operational context. The evaluation will consist of an Inception Phase, a Data Collection Phase, a Debriefing Phase (Mainly with internal and external stakeholders relevant to the ongoing programme and potentially for the upcoming phase in 2022 and beyond. This phase will also serve as findings validation opportunity), and finally a Reporting Phase. The Inception Phase is anticipated to take approximately one month following the finalization of the TOR and will include remote engagement with focal persons at Regional, Headquarter Office as well as in the Sub-Office – Melkadida. During the collaborative engagements, the Key Evaluation Questions are expected to be refined and finalised. Additional, specific field work dates for primary qualitative data collection will be decided during the Inception Phase between Consulting firm and UNHCR for purposes of advanced planning.
161. The process of finalising the Key Evaluation Questions has been participatory and undertaken jointly with the UNHCR multi-functional colleagues in the operational context, Addis Representation Office and Regional Office, with involvement of different sectors that are part and parcel of day to day implementation. The inception phase will equally follow a collaborative approach with evaluation firm and quick debrief will be held with key internal evaluation stakeholders in Melkadida and the Sub Office Melkadida will engage relevant external stakeholders to ensure they are duly informed and actively participate.

2. Operational Context and Programme Background

162. Project History
163. In September 2016, the GoE committed to the New York Declaration (NYD) on refugees and migrants which sets out key elements of a Comprehensive Refugee Response Framework (CRRF) to be applied to large-scale movements of refugees and protracted refugee situations. Further to the NYD, the GoE made nine specific pledges¹¹¹, which are focused on creating an enabling environment for the socio-economic integration of refugees, especially, those living in protracted situations.
164. In November 2017, Ethiopia officially launched the Comprehensive Refugee Response Framework (CRRF) in refugee hosting regions of the country. The GoE is currently drafting a ten – year National Comprehensive Refugee Response Strategy (NCRRS), which includes within its frameworks, a pillar specific to livelihoods, job creation and private sector development. Linked to this, Ethiopia’s parliament enacted a new refugee proclamation on 18 January 2019, which was officially gazette on 27 February 2019. This proclamation grants refugees’ socio-economic rights¹¹² that aligns with the envisioned economic inclusion of refugees in hosting area in the current IKEA FOUNDATION funded programme 2019-2021 (Phase 3).
165. UNHCR opened its first camp in the Liban zone in 2009, as a response to the massive inflow of refugees arriving from Somalia owing to the severe drought experienced in the horn of Africa region in 2011. The Ethiopian government maintained an open-door policy to refugees, and UNHCR increased its relief efforts to address basic needs and essential services. A total of five camps were established and currently the five camps host an estimated 163, 889 individuals (24, 304 households) of average family size 6.7. Much of the population is aged 18 – 59 years and 52 percent are female¹¹³. Overtime, the inflow of refugees has increased due to insecurity and deteriorating socio-economic conditions in Somalia.
166. Caused by ethnic and political conflicts, the security situation in the Somali region that remains fluid and unpredictable and accompanied by continuous threats of cross-border terrorist incursion has resulted in an estimated 1 million Internally Displaced Persons. The Somali region is characterised by drought and harsh climatic conditions, which have remained consistent over the past years and are expected to continue. The refugee hosting area in Dollo Addo and Bokolmanyo Woreda continues to experience recurrent shocks including flooding, agricultural pests – fall army worm, dessert locusts and, most recently, the COVID-19 pandemic. All the events highlighted have continued to negatively impact implementation progress towards self-reliance for the livelihoods and economic inclusion interventions. These events have led UNHCR to introduce additional interventions geared toward addressing sustainability of the project interventions that were not initially planned, including considerations for shock responsive programming to allow targeted cooperatives respond, cope and withstand shocks better without adversely compromising their livelihood strategies. Recent considerations explored include cash-based transfers, advancing formal financial inclusion and key foundational interventions to facilitate micro-insurance interventions including feasibility study.
167. Poverty is predominant in rural areas of Ethiopia. The country Human Development Index is 0.485 putting it in the low human development category, ranking 173rd out of 189 countries: and below the average of 0.547 for countries in Sub Saharan Africa. The Multidimensional Poverty Index, which identifies multiple overlapping deprivations in health,

¹¹¹ Specific to the pledges related to work and livelihoods, the GoE intends to achieve the following: increase access to employment of refugees through provision of work permits to persons that meet the criteria; enhance self-reliance of refugees through providing land as a source of livelihood; promote industrialisation to create job opportunities for both Ethiopians and Refugees; as well as supporting refugees to access bank accounts and business licenses as part of an effort to boost their independence and livelihoods.

¹¹² Right to work, association – including participation in the cooperatives, right to access telecommunication and formal banking services; right to access resident permits that guarantees equal rights at par with Ethiopia nationals

¹¹³ UNHCR Refugee Statistics as at 31st January 2021

education and standard of living found that in 2016, 83.5 percent of the population were poor based on this multidimensional definition.¹¹⁴

168. Lack of access to electricity is a major constraint to economic growth and welfare improvement. Poverty is the main barrier to energy access and cyclically, lack of energy access contributes to poverty.¹¹⁵
169. IKEA -F investment in Dollo Addo was undertaken in three main grant phases: The first phase (2012-14) focused mainly on emergency relief and infrastructure; Second phase (2015-18) shifted towards livelihoods and self-reliance with a particular emphasis on agriculture, livestock, and retail commerce. It is intended that the current phase also referred to as third phase (2019-21) will support sustainability, shift from over reliance on humanitarian assistance towards a viable market-based economy employing market-oriented approaches for self-reliance and resilience.
170. As established globally and confirmed in feasibility studies, livelihoods economic inclusion is key for ensuring protection, assistance, and solutions for refugees in Sub-office Melkadida operational area. The current interventions are undertaken based on a formal cooperative model and cuts across three key sectors: 1) Agriculture (crop production and livestock); 2) Energy and 3) Environment. Cross cutting support include business development and access to financial services aimed at promoting financial inclusion. The interventions aim at ensuring self-reliance, improved livelihoods, and economic inclusion¹¹⁶. In terms of supporting economic integration the interventions target both refugees and hosts and have played a key role in preserving the asylum space while contributing to inclusive local economic development in the refugee hosting area¹¹⁷.
171. Over the course of 2020 implementation year, the cooperatives continued to pursue income earning opportunities across the key sectors highlighted above ensuring self-employment for members of the various cooperatives. In the context of planning the process evaluation; Sub-office acknowledges the impact of COVID-19 on the operation: re-allocation of resources owing to inability to implement some planned interventions and leading to delays in undertaking technical research pieces such as value chain studies, as well as micro-insurance. The negative impact of COVID19 has affected the cooperative enterprises. Observed effects include but are not limited to: supply chain disruptions and challenges in commodities flow to markets including in border areas; increased costs of transportation and low purchasing power; all of which have negatively impacted revenues of businesses, increased cooperative business cost ; and challenged procurement of programme inputs including equipment and agriculture inputs, which, in turn, have led to delays in seeds prepositioning and poor quality of seeds in markets.
172. Furthermore, the abovementioned COVID-19 challenges particularly – pertaining to agriculture crop production cooperatives – combined with shocks, including flooding and agriculture pests have contributed to an undoing of economic gains made previously. To exemplify, low profit margins were observed among livestock related enterprises with cooperatives reporting poor quality of animals available in markets and shortage of feed. Furthermore, access to finance continued to be challenging with limited de-risking options for private sector financial service providers and context limitations in terms of expanding services to women owned enterprises that mainly suffer from lack of sufficient collateral to acquire business loans. For this reason, financial inclusion of women remains a recurring challenge. The Sub- office amidst scarcity of resources took pro-active strategic steps including advocacy with ARRA, private sector micro-finance and IFC to explore solutions addressing the emerging

¹¹⁴ UNDP (2020). Human Development Report

¹¹⁵ Pueyo, A. & Hanna R. (2015). "What level of electricity is required to enable and sustain poverty reduction?" Institute of Development Studies. Accessed from: <https://www.ids.ac.uk/files/dmfile/UtilisingElectricityAccessforPovertyReduction-LiteratureReview.pdf>

¹¹⁶ Please refer to Annex X that provides and overview of the Theory of Change for the project.

¹¹⁷ Oxford RSC Study (2019). **Building Refugee Economies**: An evaluation of the IKEA Foundation's programmes in Dollo Ado

challenges and ensure long-term sustainability of the projects. The Sub Office in Melkadida also engaged specialist consultants and research firms to unpack recommendations made at baseline and find market aligned solutions aimed at business development and access to finance for sustainability.

173. Sub Office Melkadida continues implementation by observing public health measures aimed at curbing transmission at community level. As such, the business continuity plan linked to the to the ongoing COVID-19 pandemic; has reduced frequency of community meetings and group meetings have been kept small with observation of COVID-19 protocols. This will impact how the planned fieldwork will be undertaken especially for Focussed Group Discussions.

3. Purpose and objectives

174. This theory-based formative evaluation is conducted for both learning and accountability purposes.

175. The objectives are:

176. to assess progress made towards achievements of expected results and the prospects of contributing to sustainable changes as envisaged in the Theory of Change (ToC) as well as context changes that align with the rights of refugees residing in refugee hosting areas in the Somali region.

177. Identify lessons, best practices, drivers and obstacles to progress including emerging issues that affect implementation; analyse why and when progress is made and generate forward-looking recommendations that can inform implementation and planning ahead to optimise IKEA FOUNDATION/UNHCR contribution in the refugee hosting area.

178. UNHCR expects the process evaluation to generate findings and recommendations at mid-term to inform ongoing project implementation and planning during the remainder of the project cycle. The process evaluation will inform the end line study (January 2022) as well as the further planning of the upcoming phase envisaged in 2022 and beyond. Moreover, the evaluation will feed into a larger body of knowledge in understanding context factors and how different internal

179. and external factors linked to project implementation in the context affect/ translate into results in refugee hosting contexts.

180. Stakeholders

181. The primary audience of the process evaluation include primary stakeholders directly involved in the project and will thus use the results to strengthen implementation and improving quality of expected output results towards ensuring sustainable outcomes. The primary stakeholders comprise UNHCR, Agency for Refugee and Returnee Affairs (ARRA), operational humanitarian and development actors; as well as UNHCR partners directly implementing livelihoods, energy and environment interventions in the refugee operation and adjacent host community. Also, the local government including government technical institutions, i.e., the cooperative promotion office and the Government Office of Agriculture and Livestock who Sub Office Melkadida work with on a day to day basis. The coordination forum bringing together all the primary stakeholders will be used to unpack the findings extensively ensuring key lessons are fed into implementation.

182. Discussions with primary beneficiaries at the community level, both refugees and refugee hosting population including local community leaders representing refugees and refugee hosting population will be situated within existing day to day camp coordination and camp management structures to ensure wider reach of the affected population and accountability in terms of ensuring the primary beneficiaries are placed at the centre of the process evaluation. The engagements will be undertaken within the existing sectoral coordination forums for livelihoods and energy; local community scheduled meetings bringing

together the refugees and host community as well as refugees central committee meetings. The findings will be discussed and validated within the camp and community level structures to ensure affected population reflections and inputs are factored in analysis of findings and recommendations reflect the context realities. UNHCR through field coordination unit and field livelihood staff will ensure documentation of inputs provided. The engagement of primary beneficiaries will ensure an inclusive age gender and diversity approach where refugee and host community women and men; refugee and host community youth; refugee and host community members with special needs including the elderly, female headed households; refugee and host community cooperative leaders are included.

183. The wider stakeholders beyond the immediate parameters of the programme as well as other regional government institutions; country refugee operations implementing livelihoods; potential future economic inclusion partners not current in the operation and Donors including IKEA FOUNDATION will have access to the evaluation results through the coordination forum that UNHCR has at the Country office level, Regional Economic Inclusion exchange initiative and the report will be published publicly by UNHCR so the lessons and recommendations can be shared among wider stakeholders. The evidence generated through the process evaluation will be key in contributing to learning, scalability and replication of similar interventions in other refugee hosting contexts particularly remote rural setting with similar enabling environment factors.

184. May be worth considering wider engagement with stakeholders to contribute to optimising the utility of the evaluation. The report will be published publicly by UNHCR so the lessons and recommendations can be shared among partners. You could say that you will share the report/recommendations/final presentation with your Melkadida partners; TOR will also be published – Publishing of the Mgt Response

4. Evaluation Scope, Questions and Methodology

4.1 Scope

185. The evaluation scope – relating to population, timeframe, and locations– are as follows:

- **Timeframe** to be covered in the evaluation: 2019 – 2021 IKEA FOUNDATION funded programme
- **Population and Geography:** The evaluation will consider refugees residing in five camps, i.e., Buramino, Hilaweyn, Kobe, Melkadida and Bokolmayo as well as host communities who are involved in cooperative enterprise interventions supported by UNHCR and partners. Out of an estimated total of 163, 889, 9.5 percent are enrolled in the project.
- **Operational scope:** the evaluation will encompass interventions associated with all cooperatives and the sector interventions across agriculture livelihoods – crop production and livestock; energy, environment interventions as well as interventions associated with access to financial services.
- **Thematic Scope:** Thematically, the evaluation will consider emerging aspects identified that are impacting programming: COVID -19 Socio-economic impact – linked to increased cost of doing business, declining purchasing power and negative impact on profit margins of livestock cooperatives; recurrent shocks, particularly, flooding resulting in increased drop outs in agriculture cooperatives; drought effects resulting in scarcity of water and fodder for livestock; access to financial services particularly women financial inclusion; sustainability factors that are context specific and have an impact on UNHCR's exit strategy – local capacity as the current sustainability discussions are anchored on capacity of local institutions; analysis of operational presence of additional humanitarian and development actors with multi-year resources. Gender responsive and inclusive targeting and its impact on refugees and host community economic inclusion.

4.2. Evaluation Questions

186. The Process Evaluation will address the following key evaluation questions (Eqqs) and generate forward looking recommendations on how to tackle documented challenges.
187. Key Evaluation Question on relevance and responsiveness of design and programming modalities:
188. KEQ 1a: To what extent is the targeting and implementation of the interventions relevant to the evolving needs and capacities of PoC and emerging contextual changes in ensuring self-reliance including considerations for basic needs provision? (e.g., as seen from member retention and satisfaction in participation)
189. KEQ 1b: To what extent is the current Theory of Change (TOC) relevant considering increasing shocks and emerging context factors including flooding, COVID-19 pandemic, and related impacts?
190. KEQ 1c: To what extent is the current programme relevant considering the need for gender inclusive and responsive programming, women's empowerment, and protection e.g., including links to access to finance and crop production?
191. [Note: Recent assessments have hinted to fewer female in cooperative leadership roles and access to financial services have also shown less females benefiting. It is thus important to examine whether gender considerations in design translate to meaningful inclusion at implementation and whether this has an impact on sustainability of the Cooperative enterprises. There exist some cooperatives where a dominant participation of women and in particular refugee women is observed. This may be attributed to shifting gender roles at displacement phase; on the contrary across all cooperative enterprise sectors – the participation of female host community is significantly low.¹¹⁸]
192. Key Evaluation Question on effectiveness and efficiency
193. KEQ 2a: To what extent has UNHCR progressed towards planned results with a cost-effective, efficient, and timely use of resources?
194. KEQ 2b: To what extent and quality has UNHCR followed up upon the recommendations made in the baseline report?
195. KEQ 2c: To what extent have the livelihood and energy cooperatives effectively adopted new business skills and procedures?
196. Key Evaluation Question on sustainability:
197. KEQ 3a: To what extent are the different collaborative and strategic engagements with stakeholders contributing to sustainability of output and outcome level changes?
198. KEQ 3b: To what extent are livelihood and energy cooperatives equipped for future sustainability?
199. KEQ 3c: To what extent has UNHCR prepared the ground for scale up of promising interventions and modalities from the current implementation?
200. Key Evaluation Question of Coherence:
201. KEQ4a: To what extent has the UNHCR led and sought complementarity as well as synergy with interventions of humanitarian, development, the private sector, government, and other relevant partners? (Operational partners)
202. KEQ4b: To what extent has UNHCR optimised potential and capacity of partnerships and collaborations? (Implementing partners)

¹¹⁸ Analysis of routine monitoring data in 2020 and 2021 on Cooperative Business Performance and Access to financial services

203. KEQ 4c: What could be done differently to improve the expected results, and what are lessons learned that could be applied to other contexts?

4.3 Approach and methodology

204. The Process Evaluation forms part of an evaluation strategy defined by a quasi-experimental design that combined qualitative and quantitative approaches and where the different evaluation parts, i.e., the baseline, the process evaluation and the end line study will inform each other. The Process Evaluation will adopt a theory-based approach that will allow the evaluation team to conduct a contribution analysis and support analysis required to answer questions concerning the relevance of the design and likelihood of UNHCR making longer-term sustainable contributions. Mixed methods will be deployed combining a desk review with qualitative primary data collection. The desk review will involve an analysis of available quantitative monitoring data including income and expenditure data generated by UNHCR and partners as a follow-up to the baseline study, among others.
205. UNHCR welcomes use of diverse, participatory, and innovative evaluation methods that may be proposed during the Inception Phase as appropriate given the limitations that the COVID19 pandemic may pose. The methodology – including details on the data collection and analytical approach(es) and frameworks in use to answer the evaluation questions, reflections of methodological limitations and strategies set in place to overcome them, ethical considerations related to data collection, quality assurance mechanisms defined for the process evaluation – will be designed by the evaluation team during the Inception Phase and included in an Inception Report together with a stakeholder analysis; a timeline; a work plan, and an overview of the division of labour between the evaluation team members. Attached to the Inception Report will be an Evaluation Plan Matrix outlining evaluation questions, sub-questions, indicators and judgement criteria, data sources and instruments. Attached to the Inception Report will also be all data collection instruments.
206. 2 weeks field work is planned and will be conducted by national consultants only at the end of May. They will follow COVID-19 protocols and conduct FGDs with PoC and KII. As many KII as possible will be conducted remotely with the international consultants to ensure wider reach and gathering of key primary and secondary data that will be value add in the process evaluation.
207. The evaluation methodology is expected to:
- Reflect an Age, Gender and Diversity (AGD) perspective in all primary data collection activities carried out as part of the evaluation – particularly with refugees and to the extent possible reported data should be disaggregated accordingly. The methodology will accord due consideration to Accountability to Affected Population ensuring UNHCR field staff are part of deliberations with targeted population including refugee and host community cooperative members and their feedback and reflections are incorporated in the process evaluation.
 - Align with internationally agreed evaluation criteria proposed by OECD-DAC and adapted by ALNAP for use in humanitarian evaluations¹¹⁹ and the UN Norms and Standards for Evaluation.
 - Refer to and make use of relevant sectoral standards and livelihoods-specific analytical frameworks.
 - Be based on an analysis of **(i)** the logic and related strategy underpinning the interventions being evaluated, and **(ii)** the main actors and stakeholders including in-depth discussions with staff in undertaking interpretation of findings to be able to reflect the context realities.
 - Gather and make use of a wide range of data sources (e.g. mission reports, coordination groups meetings, strategy narrative, budget and indicator reports)
 - triangulate findings to demonstrate impartiality of the analysis, minimise bias, and ensure the credibility of evaluation findings and conclusions.
 - Be explicitly designed to address the key evaluation questions – considering evaluability, budget, and timing constraints.

¹¹⁹ See for example: Cosgrave and Buchanan-Smith (2017) [Guide de l'Evaluation de l'Action Humanitaire](#) (London: ALNAP) and Beck, T. (2006) [Evaluating Humanitarian Action using the OECD-DAC Criteria](#) (London: ALNAP)

4.4 Evaluation Quality Assurance

208. The evaluation consultant is required to sign the UNHCR Code of Conduct, complete UNHCR's introductory protection training module, and respect UNHCR's confidentiality requirements.
209. In line with established standards for evaluation in the UN system, and the UN Ethical Guidelines for evaluations, evaluation in UNHCR is founded on the inter-connected principles of independence, impartiality, credibility and utility as per the UNEG standards, which in practice call for: protecting of sources and data; systematically seeking informed consent; respecting dignity and diversity; minimising risk, harm and burden upon those who are the subject of, or participating in the evaluation, while at the same time not compromising the integrity of the exercise.
210. The evaluation is also expected to adhere to the pilot 'Evaluation Quality Assurance' (EQA) guidance, which clarifies the quality requirements expected for UNHCR evaluation processes and products.
211. In the Inception Phase, the Evaluation Manager will share and provide an orientation on the EQA at the start of the evaluation. Adherence to the EQA will be overseen by the Evaluation Manager with support from the UNHCR Evaluation Service as needed. This implies that all evaluation deliverables will be quality assured before they are circulated for comments first among internal stakeholders and secondly among partners and external stakeholders. Additionally, the designated Evaluation Manager at Sub-office Melkadida; will discuss expected limitations of the qualitative data to be collected and emerging context challenges that may delay the process of data collection
212. The operational context overall is impacted by low literacy levels among both refugees and host; and has been observed as challenging for regular business data capture. Other challenges include resource constraints, limited capacity of partners due to competing priorities to dedicate time to the Cooperatives on business performance recording; change of implementing partners with main livelihood partner coming on board in 2021. Upcoming events in Ethiopia that include the general elections and Ramadhan period are key to consider when planning primary data collection as well as the ongoing COVID-19 pandemic.

4.5 Data and information sources

213. 32. The livelihoods strategy and related interventions in Melkadida/ Dollo Ado have generated data and information that will be reviewed, complemented, and triangulated during the course of the process evaluation. Below is an overview on some data and information available:
- A livelihoods strategic plan – currently in draft form¹²⁰.
 - External consultants' reports – sesame value chain analysis; Micro insurance, Financial services market assessments
 - Routine qualitative monitoring reports generated by Multi-functional team
 - Business Performance Records
 - Information on population targeted by different livelihoods activities.
 - IKEA Foundation grant proposals for livelihoods and energy projects
 - IKEA Foundation past narrative reports

5. Organisation, management and conduct of the evaluation

214. UNHCR Melkadida will designate a staff member tasked with the role of Evaluation Manager. S/he will be responsible for: (i) managing the day-to-day aspects of the evaluation process; (ii) acting as the main interlocutor with the evaluation team; (iii) providing the evaluators with required data and facilitating communication with relevant stakeholders; (iv)

¹²⁰ The draft strategy is not in the public domain but will be shared with the evaluation consultants selected.

reviewing the interim deliverables and final reports to ensure quality – with the support of UNHCR’s Evaluation Service.

215. The Evaluation team is expected to produce written products of high standards, informed by evidence and triangulated data and analysis, copy-edited, and free from errors.

216. The consultant is responsible for gathering, analysing, and triangulating data (e.g. across types, sources, and analysis modality) and organised logistics associated with data collection, including travel and setting up interviews with evaluation stakeholders.

217. The language of work of this evaluation and its deliverables is English.

5.1 EXPECTED DELIVERABLES AND EVALUATION TIMELINE

218. The midpoint process evaluation should be completed in August 2021 as per evaluation timeline.

219. The key evaluation deliverables include:

- An Inception Report as specified above and including a data collection toolkit (i.e., Structured/ Semi-structured interview guides, focus group discussion guides) and details on the data analysis plan developed for / used in the evaluation.
- Raw data – Qualitative data provided in structured formats to UNHCR.
- A draft and final evaluation report including recommendations (15-20) pages excluding executive summary and annexes)
- An Executive summary (5 pages max)¹²¹
- 2 sessions for stakeholder validation of findings and recommendations – 1) UNHCR Melkadida sub-office (virtual) and 2) UNHCR and Partners – Humanitarian and Development
- A 2-page document summarising key lessons learnt, best practices and immediate actions to be taken in line with research findings

As Tango has been contracted for all evaluation’s phases including the baseline, process evaluation and the end line, the days allocated to the evaluation have already been defined as outlined in table 1 below.

Human resources	Days Allocated
Team leader	2
Qualitative Specialist	10
Quantitative Specialist/Research Associates	10
Sub-Total Midpoint preparatory work	20
Qualitative Specialist	34
Sub-Total Midpoint data collection	34
Qualitative Specialist	22
Quantitative Specialist	5
Research Associates	6

¹²¹ The evaluation ToR, final report with annexes, and formal management response will be made public and posted on the evaluation section of the [UNHCR website](#). All other evaluation products (e.g. Inception Report) will be kept internal.

Sub-Total Midpoint report writing and finalisation	33
Total	

Activity	Deliverables and payment schedule	Indicative timeline
Comprehensive Evaluation ToR finalised	ToR and call for Expression of Interest	Completed
Selection process (bids evaluated; tender awarded)	Contract signed	Completed
Process Evaluation TOR updated	Process Evaluation TOR Finalised	March 2021- Mid May 2021
Midpoint evaluation preparatory work – updating and finalising data collection tools, sampling, and logistics with UNHCR Melkadida	Updated data collection tools and sampling approach; logistics for data collection	
Inception Phase	Collaborative basic inception plan developed	Mid May – June 2021
Midpoint evaluation data collection and secondary review	Programme monitoring and other secondary data collected; primary data collection completed	
Preliminary Findings Debrief	A debrief with key internal evaluation stakeholders in Melkadida and external stakeholders as required, e.g., the regional bureau and IKEA (Preliminary debrief will also serve as initial validation of field level findings)	
Midpoint evaluation data analysis and report writing	Draft report and recommendations (for circulation and comments) Presentation of preliminary findings and recommendations to UNHCR Melkadida, Addis Representation and UNHCR Regional Bureau	July- August 2021

6. List of Annexes

- Key Informant List and Updated Cooperative Membership

[Attached separately in the KII excel doc]

- Cooperative Members List
- 2019 to 2021 programme Theory of Change

Annex 4: List of evaluation respondents

Key Informant Interview respondents (both remote and in-person)

	NAME	POSITION	ORGANIZATION/LOCATION
1	Anna Gaunt	Sr. Livelihoods and Economic Inclusion Officer	UNHCR/Region
2	Lilian Otieno	Livelihoods and Economic Inclusion Officer	UNHCR/Melkadida
3	Abubakarr Talib Jalloh	Head of Sub Office	UNHCR/Melkadida
4	Dejan Tanaskovic	Information Management Officer	UNHCR/Melkadida
5	Robert Nyamba	Country-level Livelihood Officer	UNHCR/Addis Ababa
6	Ibrahim Yunis Hassan	Associate Cooperative Development Officer	UNHCR/Melkadida
7	Mohammed Bishar	Associate Financial Services Officer	UNHCR/Melkadida
8	Yazan Abdullah	Energy Officer	UNHCR/Melkadida
9	Demissew Eshete	Associate Technical Coordination Officer (NRM)	UNHCR/Melkadida
10	Muhammad Harfoush	Protection Officer	UNHCR/Melkadida
11	Kaleab Zelalem	Assoc. Cooperative Development officer	UNHCR/Addis Ababa
12	Shoshan Hecker	Director	Trickle Up
13	Ina Hagendoorn	Country Director	ZOA/Addis Ababa
14	Jemaludin Seid	Area Manager	ZOA/Dollo Ado
15	Mahlet Takalegne	Manager Programme Quality	ZOA/Addis Ababa
16	Abdi Gaiye Abdi	Programme Coordinator	ZOA/Dollo Ado
17	Barat Adi Omar	Acting Head of Program	WFP/Dollo Ado
18	Nasra Muktar	M&E Programme Assoc.	WFP/Dollo Ado
19	Abdiwahid Ibrahim	Programme Field Monitor	WFP/Dollo Ado
20	Abdiwali Sheikh	Project Manager	Mercy Corps/Melkadida
21	Abdirashid Ali	Financial Inclusion and Labor Market Specialist	Mercy Corps/ Melkadida
22	Awena Lebahu	Fragile and Conflict Situations, Africa Team	IFC/Addis Ababa
23	Mark Lewis	Consultant, Agribusiness Senior Industry Expert - SSA	IFC/UK
24	Guled Abdi	Fragile Conflict States, Africa - Ethiopia	IFC
25	Nour Isse Hared	Area Manager	SEE/Melkadida
26	Ayalew Solomon	Solar expert	SEE/Melkadida
27	Ahmed Aden Ali	Operational Department Head	Somali Microfinance/Dollo Ado
28	Abdikadi Hassan	Branch Accountant & Acting Head of Office	Rays Microfinance/Dollo Ado
29	Mucktar Dekow	Loan Officer	Rays Microfinance/ Dollo Ado
30	Faysal Hussen	Head of Cooperative Promotion Office	Dollo Ado Woreda Cooperative Office
31	Abdikadar Isak	Head of Livestock Office	Dollo Ado Woreda Livestock Office
32	Abdulahi Hussien Abdi	Acting Head of Agriculture Office and NRM Team Leader	Dollo Ado Woreda Agriculture Office
33	Mesiah Sheik Ibrahim	Head of Livestock Office	Bokolmayo Woreda Livestock Office

34	Adan Osman	Acting Head of Agriculture Office and agronomist Coordinator	Bokolmayo Woreda Agriculture Office
35	Abey Adow Abdile	Head of Cooperative Office	Bokolmayo Woreda Cooperative Office
36	Abdukadir Jama	Head of Zonal Office	ARRA Melkadida
37	Nur Abdi	Area Programme Manager	Wa-PYDO/Dollo Ado
38	Abdirahman Ali	Vice Dean	Eastern African International College, Dollo Ado town
39	Dr. Abdiaziz Muhamed	Director	Horn International College, Dollo Ado town
40	Annemieke de Jong	Head of refugee livelihoods portfolio	IKEA Foundation
41	Laura Costica	MLE Manager	IKEA Foundation

Focus Group Discussion Participants

No	Sampled FGDs	FGD Participants					
		M	F	Total	Refugee	Hosts	Total
1	Iftin Solar Energy Cooperative (Bokolomayo)	7	0	7	6	1	7
2	Gum and Incense Co-op (Kobe)	8	7	15	7	8	15
3	Iftin Solar Energy Co-op (Kobe)	7	2	9	6	3	9
4	Nur Biogas Cooperative (Melkadida)	2	4	6	6	0	6
5	Hormud Cookstoves Cooperative (Melkadida)	3	4	7	6	1	7
6	Al-Amin livestock cooperative (Melkadida)	4	3	7	4	3	7
7	Barwaqo Prosopis Cooperative (Melkadida)	0	7	7	4	3	7
8	Anabadan Milk Processing Co-op (Bokolomayo)	0	9	9	5	4	9
9	Tawakel Daryelasha Xoolaha- CAHWs Cooperative (Buramino)	4	2	6	6	0	6
10	Hilac Milk Processing Cooperative (Hilaweyn camp)	0	7	7	5	2	7
11	Wadajir Meat Cooperative (Kobe)	7	3	10	9	1	10
12	Daryeelayasha xoolaha CHAWs Cooperative (Bokolomayo)	6	1	7	6	1	7
13	Hawl wadaag Meat cooperative (Hilaweyn)	3	5	8	6	2	8
14	Hawalwadag Agriculture Coop (Buramino)	4	2	6	5	1	6
15	Bukuraley Agriculture Coop (Melkadida)	3	5	8	4	4	8
16	Haragiyo Hola Livestock Cooperative (Hilaweyn)	5	1	6	4	2	6
17	Horseed Energy Cooperative (Buramino)	6	0	6	3	3	6
	Total	69	62	131	92	39	131

Follow-up interviews with participants and community members

Co-op name	Drop-outs	Women's empowerment	Customer/client
Al-Amin Prosopis Coop	2		
Hormud Cookstoves Coop		1	
Bukuraley Agriculture Coop		1	
Alla-amin livestock Coop		1	
Nur Biogas Coop		1	
Iftin Energy Coop		1	1
Wadajir Meat Coop	1	1	
Midnimo Gum and Incense Coop		1	
Iftin Solar energy Coop		1	1
Canabadan Milk Coop	1		1
Daryelayasha Xoolaha CAHWs Coop			1
Hilac Milk Coop			1
Hawlwadaag Meat Coop			1
Haragiyo Hola Livestock Coop		1	

Hawlwadag Agriculture Coop		1	
Daryelayasha Xoolaha (Tawakal) CAHWs Coop		1	
Horsed Energy Coop		1	1
Total:	4	12	7

CCA Interviews (missed at baseline, for comparison at endline):

- **Follow-up interview with leader of Liben Livestock Co-op** (inactive co-op) was conducted, but no CCA as the status is now inactive.
- **CCA interview with refugee leader of Liban/Nasib Shoat Fattening Co-op (New Co-op) in Buramino.**
- **CCA Interview with refugee leader of Kole Agriculture Co-op in Kobe.**

Annex 5: Business Performance Data

The business performance data for each camp and cooperative for June-November 2020 was provided to the evaluation team. The team used this data to calculate the per person share at an average 2020 exchange rate (37 Birr = \$1) and the percent of female cooperative members. See an example of this in the far right two columns of the Heloweyn table on the next page.

The full data set is included here:



Bussiness
Performance Data 2020

Heloweyn Cooperative Business Performance.

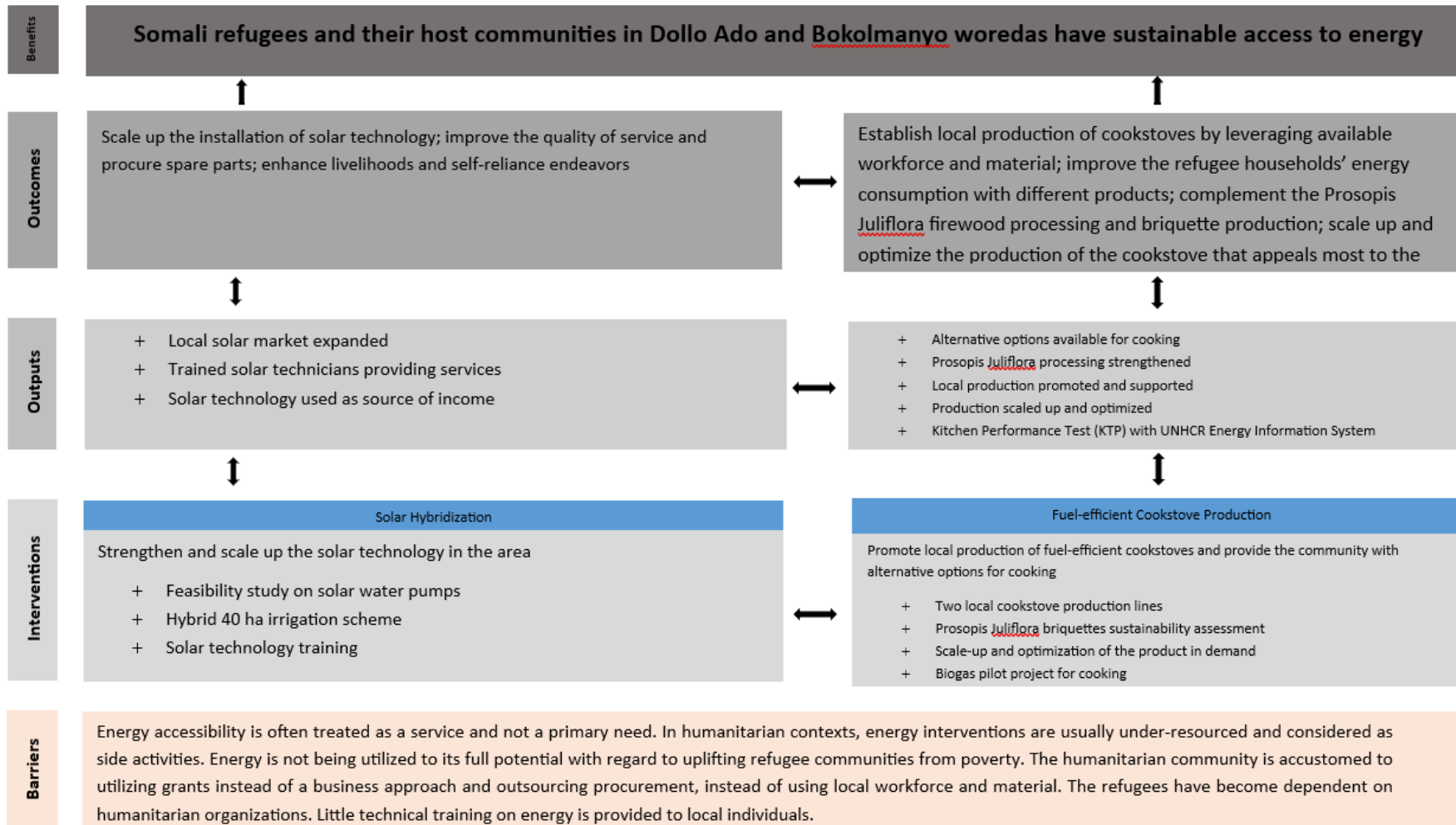
01/06/2020

S/no	Cooperative Title	Month	# of Businesses	# of Employees	# of Refugee Male	# of Refugee Female	# of Host Male	# of Host Female	Revenue (ETB)	Expenses (ETB)	Profit (ETB)	Per person share at ave 2020 exchange rate 37 Birr = \$1	% Women
1	Slaughter house	June	One	8	2	3	1	2	9,650.00	7,050.00	2,600.00	\$8.78	63%
2	Milk cooperative	June	One	25	0	20	0	5	210,000.00	180,600.00	29,400.00	\$31.78	100%
3	Hawlwadag Meat cooperative	June	One	40	4	15	16	5	488,550.00	463,000.00	25,550.00	\$17.26	50%
4	Herig livetsock marketing group	June	One	42	4	3	27	8	235,800.00	177,400.00	58,400.00	\$37.58	36%
5	CAHWS	June	One	8	5	0	2	1	3,765.00	1,050.00	2,715.00	\$9.17	13%
6	Murugmaal energy cooperative	June	One	10	4	2	3	1	10,000.00	10,000.00	-	\$0.00	30%
7	Horsed construction cooperative	June	One	18	16	0	2	0	8,700.00	1,400.00	7,300.00	\$10.96	0%
Total									966,465.00	840,500.00	125,965.00	\$22.55	
Jul-20													
S/no	Cooperative Title	Month	# of Businesses	# of Employees	# of Refugee Male	# of Refugee Female	# of Host Male	# of Host Female	Revenue (ETB)	Expenses (ETB)	Profit (ETB)		
1	Slaughter house	July	One	8	2	3	1	2	8,950.00	7,050.00	1,900.00	\$ 6.42	63%
2	Milk cooperative	July	One	25	0	20	0	5	168,750.00	141,350.00	27,400.00	\$29.62	100%
3	Hawlwadag Meat cooperative	July	One	40	4	15	16	5	407,500.00	380,180.00	27,320.00	\$18.46	50%
4	Herig livetsock marketing group	July	One	42	4	3	27	8	235,800.00	177,400.00	58,400.00	\$37.58	36%
5	CAHWS	July	One	8	5	0	2	1	3,410.00	1,080.00	2,330.00	\$7.87	13%
6	Murugmaal energy cooperative	July	One	10	4	2	3	1	8,000.00	3,000.00	5,000.00	\$13.51	30%
7	Horsed construction cooperative	July	One	18	16	0	2	0	8,700.00	1,400.00	3,000.00	\$4.50	0%
Total									841,110.00	711,460.00	125,350.00	\$22.43	
Aug-20													
S/no	Cooperative Title	Month	# of Businesses	# of Employees	# of Refugee Male	# of Refugee Female	# of Host Male	# of Host Female	Revenue (ETB)	Expenses (ETB)	Profit (ETB)		
1	Slaughter house	August	One	8	2	3	1	2	9,350.00	7,050.00	2,300.00	\$7.77	63%
2	Milk cooperative	August	One	25	0	20	0	5	210,000.00	180,600.00	29,400.00	\$31.79	100%
3	Hawlwadag Meat cooperative	August	One	40	4	15	16	5	366,900.00	346,400.00	20,500.00	\$13.85	50%
4	Herig livetsock marketing group	August	One	42	4	3	27	8	236,700.00	178,300	58,400.00	\$37.58	36%
5	CAHWS	August	One	8	5	0	2	1	4,142.00	1,630.00	2,512.00	8.49	13%
6	Murugmaal energy cooperative	August	One	10	4	2	3	1	10,300.00	1,650.00	8,650.00	\$23.38	30%
7	Horsed construction cooperative	August	One	18	16	0	2	0	8,700.00	1,400.00	3,000.00	\$4.50	0%
Total									846,092.00	717,030.00	124,762.00	\$22.33	
Sep-20													
S/no	Cooperative Title	Month	# of Businesses	# of Employees	# of Refugee Male	# of Refugee Female	# of Host Male	# of Host Female	Revenue (ETB)	Expenses (ETB)	Profit (ETB)		
1	Slaughter house	September	One	8	2	3	1	2	10,050.00	7,200.00	2,850.00	\$9.63	63%
2	Milk cooperative	September	One	25	0	20	0	5	123,750.00	103,450.00	20,300.00	\$21.94	100%
3	Hawlwadag Meat cooperative	September	One	40	4	15	16	5	438,250.00	398,200.00	40,050.00	\$27.06	50%
4	Herig livetsock marketing group	September	One	42	4	3	27	8	288,800.00	229,400.00	59,400.00	\$38.22	36%
5	CAHWS	September	One	8	5	0	2	1	4,605.00	1,930.00	2,675.00	\$9.04	13%
6	Murugmaal energy cooperative	September	One	10	4	2	3	1	11,000.00	1,500.00	9,500.00	\$25.67	30%
7	Horsed construction cooperative	September	One	18	16	0	2	0	11,000.00	1,200.00	2,800.00	\$4.20	0%
Total									887,455.00	742,880.00	137,575.00	\$24.62	
Oct-20													
S/no	Cooperative Title	Month	# of Businesses	# of Employees	# of Refugee Male	# of Refugee Female	# of Host Male	# of Host Female	Revenue (ETB)	Expenses (ETB)	Profit (ETB)		
1	Slaughter house	October	One	8	2	3	1	2	8,600.00	7,200.00	1,400.00	\$4.73	63%
2	Milk cooperative	October	One	25	0	20	0	5	157,500	135,900.00	21,600.00	\$23.35	100%
3	Hawlwadag Meat cooperative	October	One	40	4	15	16	5	559,300.00	529,000.00	30,300.00	\$20.47	50%
4	Herig livetsock marketing group	October	One	42	4	3	27	8	294,000.00	246,500.00	47,500.00	\$30.57	36%
5	CAHWS	October	One	8	5	0	2	1	4,530.00	2,000.00	2,530.00	\$8.55	13%
5	Murugmaal energy cooperative	October	One	10	4	2	3	1	10,800.00	23,220.00	- 12,420.00	\$33.57	30%
6	Horsed construction cooperative	October	One	18	16	0	2	0	9,700.00	1,800.00	3,500.00	\$5.26	0%
Total									1,044,430.00	945,620.00	94,410.00	\$16.90	
Nov-20													
S/no	Cooperative Title	Month	# of Businesses	# of Employees	# of Refugee Male	# of Refugee Female	# of Host Male	# of Host Female	Revenue (ETB)	Expenses (ETB)	Profit (ETB)		
1	Slaughter house	November	One	8	2	3	1	2	7,250.00	7,200.00	50.00	\$0.17	63%
2	Milk cooperative	November	One	25	0	20	0	5	112,500.00	94,100.00	18,400.00	\$19.89	100%
3	Hawlwadag Meat cooperative	November	One	40	4	15	16	5	602,400.00	589,000.00	13,400.00	\$9.05	50%
4	Herig livetsock marketing group	November	One	42	4	3	27	8	264,000.00	218,600.00	45,400.00	\$29.21	36%
5	CAHWS	November	One	8	5	0	2	1	4,618.00	1,990.00	2,628.00	\$8.88	13%
6	Murugmaal energy cooperative	November	One	10	4	2	3	1	-	-	-	0	30%
7	Horsed construction cooperative	November	One	18	16	0	2	0	7,900.00	1,600.00	3,500.00	\$5.26	0%
Total									998,668.00	912,490.00	83,378.00	\$14.92	
S/no	Cooperative Title	Month	# of Businesses	# of Employees	# of Refugee Male	# of Refugee Female	# of Host Male	# of Host Female	Revenue (ETB)	Expenses (ETB)	Profit (ETB)		
1	Slaughter house	November	One	8	2	3	1	2	9,850.00	7,050.00	2,800.00	\$9.46	63%
2	Milk cooperative	November	One	25	0	20	0	5	175,500.00	156,650.00	18,850.00	\$20.38	100%
3	Hawlwadag Meat cooperative	November	One	40	4	15	16	5	641,500.00	625,500.00	16,000.00	\$10.30	50%
4	Herig livetsock marketing group	November	One	42	4	3	27	8	211,200.00	193,180.00	18,020.00	\$11.60	36%
5	CAHWS	November	One	8	5	0	2	1	4,978.00	2,060.00	2,918.00	\$9.86	13%
6	Murugmaal energy cooperative	November	One	10	4	2	3	1	9,000.00	2,500.00	6,500.00	\$9.76	30%
7	Horsed construction cooperative	November	One	18	16	0	2	0	9,000.00	2,500.00	6,500.00	\$9.76	0%
Total									1,052,028.00	986,940.00	65,088.00	\$11.65	

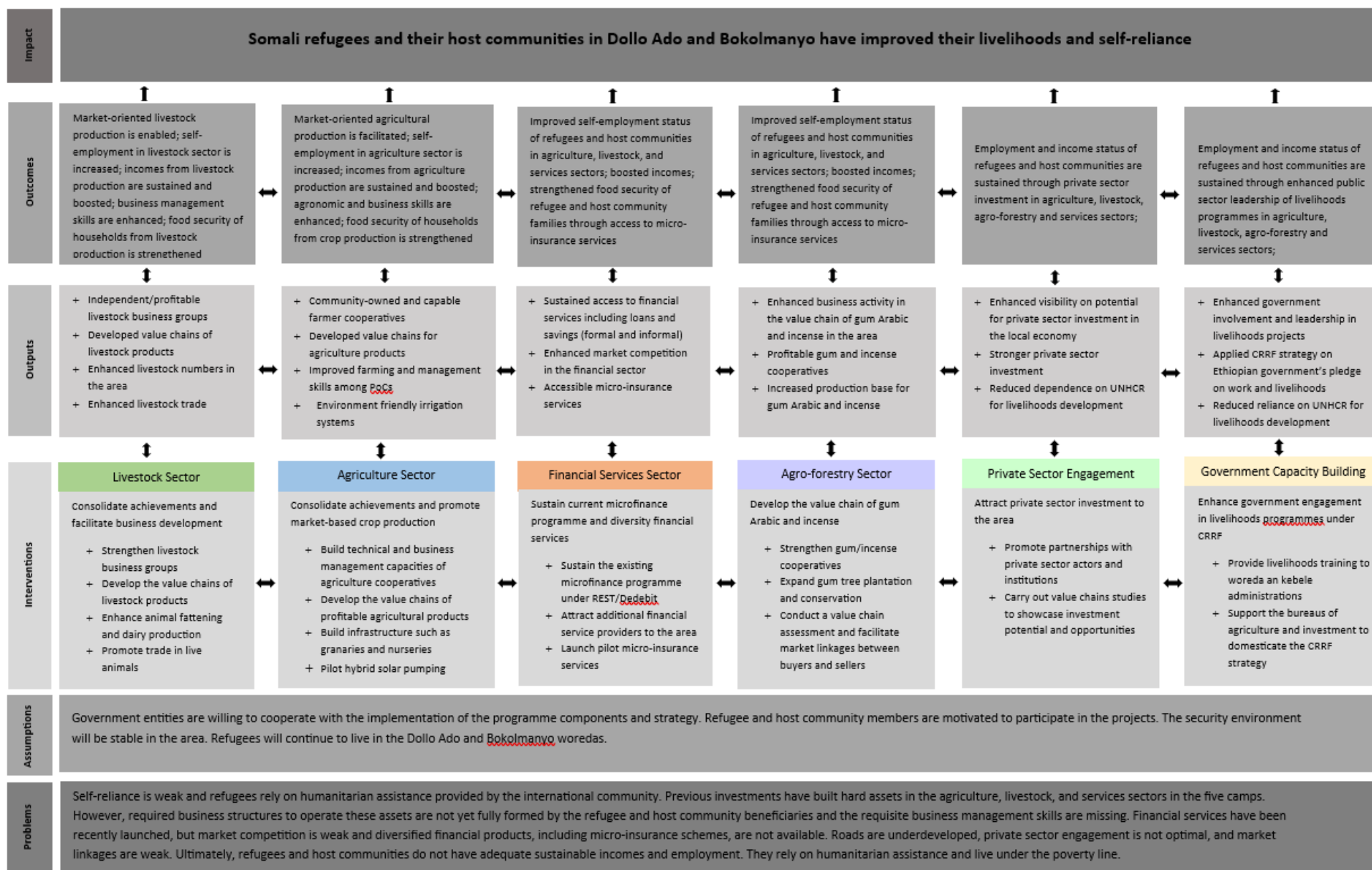
Annex 6: Theories of Change

Energy TOC: From project submission package

SUSTAINABLE ENERGY FOR SOMALI REFUGEES AND HOST COMMUNITY IN THE DOLLO ADO AND BOKOLMANYO WOREDAS – THEORY OF CHANGE



Livelihoods TOC: from project submission package



Annex 7: Evaluation Matrix

Implementation Outcome/Concept	Lines of Inquiry	Indicators/MTE Qual Measures	Data Sources	Data Collection Techniques	Data Analysis and Triangulation (with secondary data)
Key Evaluation Question 1: Relevance and responsiveness of design and programming modalities					
KEQ 1a: To what extent is the targeting and implementation of the interventions relevant to the evolving needs and capacities of PoC and emerging contextual changes in ensuring self-reliance including considerations for basic needs provision? (e.g., as seen from member retention and satisfaction in participation)					
Targeting	How did you become members of this cooperative? Are you or anyone else in your household also in another cooperative right now?	<ul style="list-style-type: none"> Participant perceptions of member selection process 	<ul style="list-style-type: none"> FGD with Participants 	Semi-structured interviews	Manual matrix approach for deductive analysis around implementation themes, using open 'coding'/categorizing methods. Use of secondary data/project documents to assess progress and challenges toward achieving project outcomes and outputs.
Relevance/ Effectiveness	Can you give specific examples of how you have put anything you learned from the training into practice?	<ul style="list-style-type: none"> Participant reported usefulness of participation 	<ul style="list-style-type: none"> FGD with Participants 	Semi-structured interviews	
Retention Acceptability/ satisfaction	Have any members left the coop in the past year? How many? OR Are you accepting new members? Is there a waiting list?	<ul style="list-style-type: none"> Participant drop-outs related to satisfaction issues and context challenges 	<ul style="list-style-type: none"> FGD with Participants, follow-up interviews with drop-outs 	Semi-structured interviews	
Targeting	Were you or your office involved in the selection of the members of the coops?	<ul style="list-style-type: none"> Govt. perceptions of member selection, were the most relevant people selected based on criteria 	<ul style="list-style-type: none"> KIIs with Government Officials 	Remote in-depth interviews	
Relevance and fit (including adaptations)	Please describe your organization's presence in the project area- Melkadida, Dollo Ado	<ul style="list-style-type: none"> Relevance of activities in relation to other actors 	<ul style="list-style-type: none"> KIIs with Operational partners 	Remote in-depth interviews	
Relevance and fit (including adaptations)	Can you describe the services and support that the refugees receive from the government?	<ul style="list-style-type: none"> Relevance of activities in relation to other actors 	<ul style="list-style-type: none"> KIIs with UNHCR Management staff 	Remote in-depth interviews	
KEQ 1b: To what extent is the current Theory of Change (TOC) relevant considering increasing shocks and emerging context factors including flooding, COVID-19 pandemic, and related impacts?					

Implementation Outcome/Concept	Lines of Inquiry	Indicators/MTE Qual Measures	Data Sources	Data Collection Techniques	Data Analysis and Triangulation (with secondary data)
Acceptability/ satisfaction	What are the benefits of coop membership to you?	<ul style="list-style-type: none"> Participant perceptions of benefits of participation 	<ul style="list-style-type: none"> FGD with Participants 	Semi-structured interviews	<p>Manual matrix approach for deductive analysis around implementation themes, using open 'coding'/categorizing methods.</p> <p>Use of secondary data/project documents to assess progress and challenges toward achieving project outcomes and outputs.</p>
Relevance & TOC	Sometimes host communities and refugees in a coop work mostly together and sometimes they work more like separate subgroups. In your coop, which word describes how often Host and Refugee communities work together: NEVER, RARELY, OFTEN, ALWAYS (pick one).	<ul style="list-style-type: none"> Extent the design/ TOC has resulted in refugee-host cooperation/ inclusion 	<ul style="list-style-type: none"> FGD with Participants 	Semi-structured interviews	
Relevance and fit (including adaptations and feasibility)	What are the challenges or difficulties with the project?	<ul style="list-style-type: none"> Extent to which the design/TOC is relevant based on current challenges 	<ul style="list-style-type: none"> KIIs with Implementing Partners 	Remote in-depth interviews	
Relevance and fit (including adaptations)	What has changed because of COVID-19?	<ul style="list-style-type: none"> Extent to which the design/TOC is relevant based on current challenges 	<ul style="list-style-type: none"> KIIs with Operational partners; HCR Protection staff; UNHCR Financial Services staff; and UNHCR Management staff 	Remote in-depth interviews	
Relevance and fit (including adaptations)	What has changed in your monitoring because of COVID-19?	<ul style="list-style-type: none"> Extent to which adaptations are made based on current challenges 	<ul style="list-style-type: none"> KIIs with HCR Monitoring and Info Mgt. Staff 	Remote in-depth interviews with	
Relevance and fit (including adaptations and feasibility)	How has COVID 19 affected the project and its implementation? Are there changes to the Energy/Livelihoods programme that needed to be made due to COVID?	<ul style="list-style-type: none"> Extent to which adaptations are made based on current challenges 	<ul style="list-style-type: none"> KIIs with UNHCR and Livelihoods staff; UNHCR Energy staff 	Remote in-depth interviews	

Implementation Outcome/Concept	Lines of Inquiry	Indicators/MTE Qual Measures	Data Sources	Data Collection Techniques	Data Analysis and Triangulation (with secondary data)
Relevance and fit (including adaptations)	Does the impact of COVID-19 necessitate an extension from IKEA to complete the work? Or will the project's Phase 3 finish as planned (livelihoods 12/31/21, energy 3/31/22)?	<ul style="list-style-type: none"> Extent to which adaptations are made based on current challenges 	<ul style="list-style-type: none"> KIIs with UNHCR Management staff 	Remote in-depth interviews	
Relevance and fit (Theory of Change)	Describe the TOC. Do you feel today that it is right for the project? Appropriate to the context? Relevant to beneficiary needs and strengths? What would you change?	<ul style="list-style-type: none"> Extent to which the design/TOC is relevant based on current challenges 	<ul style="list-style-type: none"> KIIs with UNHCR Energy staff; UNHCR Livelihoods staff; UNHCR Management staff; HCR Monitoring and Info Mgt. staff; and HCR Protection staff 	Remote in-depth interviews	
Relevance and fit (Theory of Change)	Given your experience and the track record of the project, do you believe that the project's interventions will result in the refugee and host communities having improved livelihoods and self-reliance as predicted in the Theory of Change?	<ul style="list-style-type: none"> Extent to which the design/TOC is relevant based on current challenge 	<ul style="list-style-type: none"> KIIs with UNHCR Financial Services staff 	Remote in-depth interviews	
KEQ 1c: To what extent is the current programme relevant considering the need for gender inclusive and responsive programming, women's empowerment, and protection e.g., including links to access to finance and crop production?					
Reach – in regards to inclusion/protection	Tell us about how your coop is managed (e.g., general meeting, officers' elections, training, bylaws, member responsibilities, process for removal of member, etc.).	<ul style="list-style-type: none"> Participant perceptions on gender and protection issues in how co-op is managed 	<ul style="list-style-type: none"> FGD with Participants; follow-up interviews on women's empowerment 	Semi-structured interviews	Manual matrix approach for deductive analysis around implementation themes, using open 'coding'/categorizing methods. Use of secondary data/project documents to assess progress and challenges toward
Reach – in regards to inclusion/protection	Can you provide recent project-related examples that show which of the assumptions made about protection were/are accurate or inaccurate?	<ul style="list-style-type: none"> Extent social norms consideration has been relevant 	<ul style="list-style-type: none"> KIIs with HCR Protection staff 	Remote in-depth interviews	
Reach – in regards to inclusion/protection	Comment on the mix of recipients and targeting such as gender, refugee/host, capacity and needs of vulnerable groups.	<ul style="list-style-type: none"> Female participation rates 	<ul style="list-style-type: none"> KIIs with HCR Protection staff 	Remote in-depth interviews	

Implementation Outcome/Concept	Lines of Inquiry	Indicators/MTE Qual Measures	Data Sources	Data Collection Techniques	Data Analysis and Triangulation (with secondary data)
Reach – in regards to inclusion/protection (including concept of coherence and sustainability)	Have protection issues among project participants increased or decreased because of the project? How will progress made on protection issues will be sustained?	<ul style="list-style-type: none"> Factors affecting inclusion and protection 	<ul style="list-style-type: none"> KIIs with HCR Protection staff 	Remote in-depth interviews	achieving project outcomes and outputs.
Key Evaluation Question 2: Effectiveness and Efficiency					
KEQ 2a: To what extent has UNHCR progressed towards planned results with a cost-effective, efficient, and timely use of resources?					
Effectiveness/ Efficiency of co-op functioning	<p>How has UNHCR/NGO helped your cooperative?</p> <p>Describe and discuss your coop's income generation and the adequacy of income earned.</p> <p>Do the coop members find that the coop is a good use of their time? Can coop members earn better income elsewhere or by doing something else? Examples?</p>	<ul style="list-style-type: none"> Participant perception of value of time for the livelihood; and effective support by UNHCR/IP 	<ul style="list-style-type: none"> FGD with Participants 	Semi-structured interviews	<p>Manual matrix approach for deductive analysis around implementation themes, using open 'coding'/categorizing methods.</p> <p>Use of secondary data/project documents to assess progress and challenges toward achieving project outcomes and outputs.</p>
Coherence (with local markets)	Describe and discuss your coop's market access or the ability to sell your goods and services	<ul style="list-style-type: none"> Participant perception of linkages with market 	<ul style="list-style-type: none"> FGD with Participants 	Semi-structured interviews	
Effectiveness	What are the positive outcomes that you have seen as a result of this project?	<ul style="list-style-type: none"> Progress toward results 	<ul style="list-style-type: none"> KIIs with Implementing Partners 	Remote in-depth interviews	
Effectiveness/ Cost-effectiveness of Co-ops/ and Sustainability Fidelity/quality	What can UNHCR do to ensure profitability of the coops and their sustainability once the project is over?	<ul style="list-style-type: none"> Progress toward results 	<ul style="list-style-type: none"> KIIs with Operational partners 	Remote in-depth interviews	
Effectiveness	Change and progress are described in the documents in terms of numbers and percentages using a hash (#) or a percent (%) but without a target number. Have you developed actual values for these amounts and percentages?	<ul style="list-style-type: none"> Progress toward results, and targets 	<ul style="list-style-type: none"> KIIs with HCR Monitoring and Info Mgt. Staff 	Remote in-depth interviews	

Implementation Outcome/Concept	Lines of Inquiry	Indicators/MTE Qual Measures	Data Sources	Data Collection Techniques	Data Analysis and Triangulation (with secondary data)
Effectiveness	Are you able to measure changes in income among project participants? Have you developed any proxies?	<ul style="list-style-type: none"> Progress toward results, co-op income 	<ul style="list-style-type: none"> KIIs with HCR Monitoring and Info Mgt. Staff 	Remote in-depth interviews	
Effectiveness	Do you believe that what you measure is the true measure of progress?	<ul style="list-style-type: none"> Progress toward results 	<ul style="list-style-type: none"> KIIs with HCR Monitoring and Info Mgt. Staff 	Remote in-depth interviews	
Effectiveness	How much disaggregation of data are you doing by sex, age, disability or factors of vulnerability, and what analysis are you able to do about differences among these demographics?	<ul style="list-style-type: none"> Ability to measure progress toward results, and use data for decision making 	<ul style="list-style-type: none"> KIIs with HCR Monitoring and Info Mgt. Staff 	Remote in-depth interviews	
Constraints/ Accomplishments (including the aim of efficiency)	COOKSTOVES: At this point in the project, stove designs should have been field tested and the winning design should have started production on two assembly lines, households are beginning to use the stoves, creating a demand for fuel products	<ul style="list-style-type: none"> Factors affecting progress 	<ul style="list-style-type: none"> KIIs with UNHCR Energy staff 	Remote in-depth interviews	
Constraints/ Accomplishments (including the aim of efficiency)	FIREWOOD/BRIQUETTES: At this point in the project coops should be growing, buying and selling prosopis tree wood, the briquette machines should be producing and members of the host and refugee community should be purchasing fuel from the coops.	<ul style="list-style-type: none"> Factors affecting progress 	<ul style="list-style-type: none"> KIIs with UNHCR Energy staff 	Remote in-depth interviews	
Constraints/ Accomplishments (including the aim of efficiency)	SOLAR: At this point in the project the solar pumping feasibility study should be complete, the 40 Ha solar irrigation system should be working, street lighting in place, mini grids in place, and technicians making electrical installations and repairs.	<ul style="list-style-type: none"> Factors affecting progress 	<ul style="list-style-type: none"> KIIs with UNHCR Energy staff 	Remote in-depth interviews	
Constraints/ Accomplishments (including the aim of efficiency)	BIO GAS: At this point in the project there should be a feasibility study completed, contracts let and work begun on the biogas generator.	<ul style="list-style-type: none"> Factors affecting progress 	<ul style="list-style-type: none"> KIIs with UNHCR Energy staff 	Remote in-depth interviews	
Constraints/ Accomplishments	IRRIGATED FARMING (AG): Ability to obtain inputs (own funds or donated) in a timely manner, yields, ability to obtain a harvest. Post harvest loss reduction. Protection of	<ul style="list-style-type: none"> Factors affecting progress 	<ul style="list-style-type: none"> KIIs with UNHCR Livelihoods staff 	Remote in-depth interviews	

Implementation Outcome/Concept	Lines of Inquiry	Indicators/MTE Qual Measures	Data Sources	Data Collection Techniques	Data Analysis and Triangulation (with secondary data)
(including the aim of efficiency)	crops from theft. Ability to cover costs and earn income. Ability to market their crops and cover costs. Ability for members to earn income.?				
Constraints/ Accomplishments (including the aim of efficiency)	MEAT SELLING/BUTCHERS: Ability to ply their trade, adequate supply of animals, adequate demand, ability to cover costs and earn an income.	<ul style="list-style-type: none"> Factors affecting progress 	<ul style="list-style-type: none"> KIIs with UNHCR Livelihoods staff 	Remote in-depth interviews	
Constraints/ Accomplishments (including the aim of efficiency)	MILK: Ability to ply their trade, adequate supplies of milk, demand for milk, value added products such a buttermilk, curd, or butter. Ability to cover costs and earn income.	<ul style="list-style-type: none"> Factors affecting progress 	<ul style="list-style-type: none"> KIIs with UNHCR Livelihoods staff 	Remote in-depth interviews	
Constraints/ Accomplishments (including the aim of efficiency)	LIVESTOCK TRADING: Availability of animals, demand for livestock, ability to cover costs and earn an income.	<ul style="list-style-type: none"> Factors affecting progress 	<ul style="list-style-type: none"> KIIs with UNHCR Livelihoods staff 	Remote in-depth interviews	
Constraints/ Accomplishments (including the aim of efficiency)	CAHW: Ability to access medicines and carry out vaccinations, etc. Demand to services, ability to earn enough to cover costs and earn a living.	<ul style="list-style-type: none"> Factors affecting progress 	<ul style="list-style-type: none"> KIIs with UNHCR Livelihoods staff 	Remote in-depth interviews	
Constraints/ Accomplishments (including the aim of efficiency)	CONSTRUCTION & PROSOPIS: Comment on their current status and future plans. Will they be disbanded? Is there a work plan for them?	<ul style="list-style-type: none"> Factors affecting progress 	<ul style="list-style-type: none"> KIIs with UNHCR Livelihoods staff 	Remote in-depth interviews	
Constraints/ Accomplishments (including the aim of efficiency)	FINANCIAL SERVICES: This project aims to sustain the REST/Dedebit MF program, attract more financial services providers to the area (competition) and launch micro insurance services. Please discuss the progress made on these interventions. At this mid-point can you measure and describe the progress made toward the improved self-employment status, food security, boosted incomes and access to micro insurance?	<ul style="list-style-type: none"> Factors affecting progress 	<ul style="list-style-type: none"> KIIs with UNHCR Financial Services staff 		

Implementation Outcome/Concept	Lines of Inquiry	Indicators/MTE Qual Measures	Data Sources	Data Collection Techniques	Data Analysis and Triangulation (with secondary data)
Constraints/ Accomplishments	Continued from above: The number one reason given in the baseline for taking a loan was food consumption. Is that still the case? If so, do you see borrowers having challenges in paying back their loans? Describe progress to financial independence among cooperative members.	<ul style="list-style-type: none"> Unintended consequences 	<ul style="list-style-type: none"> KIIs with UNHCR Financial Services staff 	Remote in-depth interviews	
Constraints/ Accomplishments	Continued from above: Are you aware of credit juggling in the camps and host communities? Such that a project beneficiary adds the IKEA Foundation project's credit to an existing basket of credit such as hawala, traditional schemes, family members, store credit and NGOs or MFIs. The beneficiary uses the new source of credit to pay other sources of credit and then borrows again from an old source to repay the new source when it comes due	<ul style="list-style-type: none"> Unintended consequences 	<ul style="list-style-type: none"> KIIs with UNHCR Financial Services staff 	Remote in-depth interviews	
Efficiency	If you had one more day per week to work on this project, what would you do with that time?	<ul style="list-style-type: none"> Ability of UNHCR to support the programme 	<ul style="list-style-type: none"> KIIs with UNHCR Livelihoods staff 	Remote in-depth interviews	
Effectiveness/ Constraints / Efficiency/ Cost-effectiveness	Do you believe you are able to collect accurate and timely data for management decision makers? For the requirements of IKEA Foundation? Why or why not. Do you feel your information is being reviewed by the people who can use it to improve the project? What is the overall cost per beneficiary for activities (where data are available)	<ul style="list-style-type: none"> Ability to measure progress toward results, and use data for decision making Cost per beneficiary, if possible 	<ul style="list-style-type: none"> KIIs with HCR Monitoring and Info Mgt. Staff 	Remote in-depth interviews	
KEQ 2b: To what extent and quality has UNHCR followed up upon the recommendations made in the baseline report?					
Fidelity/quality Feasibility (including the aim of efficiency)	There are trainings, business development and capacity building that are enumerated in the project document and in the baseline findings. Have you accomplished these activities? What were your constraints and advantages?	<ul style="list-style-type: none"> Factors affecting progress 	<ul style="list-style-type: none"> KIIs with UNHCR Energy staff; UNHCR Livelihoods staff 	Remote in-depth interviews	Manual matrix approach for deductive analysis around implementation themes, using open 'coding'/categorizing methods.
Fidelity/quality	The Project document describes a Demographic Profile (p. 7, Table 2) that indicates up to 32% of households with at least one member with a vulnerability, which is defined as	<ul style="list-style-type: none"> Factors affecting progress 	<ul style="list-style-type: none"> KIIs with UNHCR Management staff 	Remote in-depth interviews	

Implementation Outcome/Concept	Lines of Inquiry	Indicators/MTE Qual Measures	Data Sources	Data Collection Techniques	Data Analysis and Triangulation (with secondary data)
	physical handicap, visual impairment, hearing impairment, sick person, mental illness/disability, single mother or orphan. Does the project design include interventions to address these vulnerabilities which are very different from each other?				Use of secondary data/project documents to assess progress and challenges toward achieving project outcomes and outputs.
Fidelity/quality	The Baseline recommended you address a weak IP. Describe UNHCR's actions surrounding IP replacement such as IP selection, gaps in implementation during the onboarding of the new IP. Positive and negative aspects of the process of changing IPs	<ul style="list-style-type: none"> Factors affecting progress 	<ul style="list-style-type: none"> KIIs with UNHCR Management staff 	Remote in-depth interviews	
Fidelity/quality Feasibility (including the aim of efficiency)	There has been a more than 28% decline in coop membership over the past year according to a comparison of membership lists. Are you able to get analyze information on why members leave? If so, what insights do you have? If not, how can you put in place such a system?	<ul style="list-style-type: none"> Factors affecting progress 	<ul style="list-style-type: none"> KIIs with UNHCR Management staff 	Remote in-depth interviews	
Fidelity/quality Sustainability	Following up on the Baseline, how have you changed your approach to achieving impact and sustainability?	<ul style="list-style-type: none"> Factors affecting progress 	<ul style="list-style-type: none"> KIIs with UNHCR Management staff 	Remote in-depth interviews	
Fidelity/quality Feasibility (including the aim of efficiency)	What has changed in your information management since the baseline and its related recommendations?	<ul style="list-style-type: none"> Factors affecting progress 	<ul style="list-style-type: none"> KIIs with HCR Monitoring and Info Mgt. Staff 	Remote in-depth interviews	
KEQ 2c: To what extent have the livelihood and energy cooperatives effectively adopted new business skills and procedures?					
Effectiveness, Adoption	Is there a business plan to show what you need to reach break-even? If so, do you know when that will be and what targets you need to hit?	<ul style="list-style-type: none"> Coop member understanding of their income generation, business plan, and break-even point Reports of skills from trainings put into practice 	<ul style="list-style-type: none"> FGD with Participants 	Semi-structured interviews	<p>Manual matrix approach for deductive analysis around implementation themes, using open 'coding'/categorizing methods.</p> <p>Use of secondary data/project documents</p>

Implementation Outcome/Concept	Lines of Inquiry	Indicators/MTE Qual Measures	Data Sources	Data Collection Techniques	Data Analysis and Triangulation (with secondary data)
Effectiveness, Adoption	Has your coop's business changed in the past few years or stayed the same—in terms of your products, sources for inputs, or buyers for your products/services? Do you think these changes will make the business more or less profitable?	<ul style="list-style-type: none"> Changes in coop business, products, activities in past year(s), positive or negative Reports of skills from trainings put into practice 	<ul style="list-style-type: none"> FGD with Participants 	Semi-structured interviews	to assess progress and challenges toward achieving project outcomes and outputs.
Effectiveness Fidelity/quality	What trainings or business development services have you implemented for the coops in the past year?	<ul style="list-style-type: none"> Level of adherence to training plans 	<ul style="list-style-type: none"> KIIs with Implementing Partners 	Remote in-depth interviews	
Effectiveness Fidelity/quality	How are you measuring training effectiveness? Please give specific examples. What evidence do you have of participants putting what they have learned into practice?	<ul style="list-style-type: none"> Level of adherence to training plans and level of quality 	<ul style="list-style-type: none"> KIIs with UNHCR Energy staff; UNHCR Livelihoods staff 	Remote in-depth interviews	
Key Evaluation Question 3: Sustainability					
KEQ 3a: To what extent are the different collaborative and strategic engagements with stakeholders contributing to sustainability of output and outcome level changes?					
Maintenance & Sustainability	Please describe your office's function and responsibilities in relation to the project. Moving forward, which activities do you think are most strategic for this project to coordinate with?	<ul style="list-style-type: none"> Partner roles, and perceived ability to maintain or sustain results 	<ul style="list-style-type: none"> KIIs with Government Officials 	Remote in-depth interviews	
Maintenance & Sustainability	What is your role in the project? Does your organization have a plan for being able to sustain this work if UNHCR funding were to end after next year?	<ul style="list-style-type: none"> Partner roles, and perceived ability to maintain or sustain results 	<ul style="list-style-type: none"> KIIs with Implementing Partner 	Remote in-depth interviews	
Sustainability	If IKEA Foundation funding ends after this phase, what overall percentage of the 53 coops do you believe would still be operating in 2024 (i.e., a few years after project end)?	<ul style="list-style-type: none"> Partner roles, and perceived ability to maintain or sustain results 	<ul style="list-style-type: none"> KIIs with UNHCR Management staff 	Remote in-depth interviews	

Implementation Outcome/Concept	Lines of Inquiry	Indicators/MTE Qual Measures	Data Sources	Data Collection Techniques	Data Analysis and Triangulation (with secondary data)
Sustainability	Are the MFIs involved with the project fully able to cover costs with interest income?	<ul style="list-style-type: none"> Partner roles, and perceived ability to maintain or sustain results 	<ul style="list-style-type: none"> KIIs with UNHCR Financial Services staff 	Remote in-depth interviews	
Sustainability	Once this project ends, what will your organization focus on and how will you fund your work?	<ul style="list-style-type: none"> Partner roles, and perceived ability to maintain or sustain results 	<ul style="list-style-type: none"> KIIs with Operational partners 	Remote in-depth interviews	
Sustainability	Are there other stakeholders such as in the private sector that should be engaged to promote sustainability?	<ul style="list-style-type: none"> Partner roles, and perceived ability to maintain or sustain results 	<ul style="list-style-type: none"> KIIs with Operational partners 	Remote in-depth interviews	
Sustainability	If the project stops in one year, will your coop continue to work? Why do you think it will continue or stop?	<ul style="list-style-type: none"> Perceived progress and barriers in achieving sustainability 	<ul style="list-style-type: none"> FGD with Participants 	Semi-structured interviews	Manual matrix approach for deductive analysis around implementation themes, using open 'coding'/categorizing methods. Use of secondary data/project documents to assess progress and challenges toward achieving project outcomes and outputs.
Sustainability	Do you believe the coops will last after the project ends?	<ul style="list-style-type: none"> Perceived progress and barriers in achieving sustainability 	<ul style="list-style-type: none"> KIIs with Government Officials 	Remote in-depth interviews	
Sustainability	Assuming that you have seen successful coops, please describe the attributes of the coops that make them successful. Assuming that you have seen coops fail, what are the attributes of the coops that contribute to their failure	<ul style="list-style-type: none"> Perceived progress and barriers in achieving sustainability 	<ul style="list-style-type: none"> KIIs with Operational partners 	Remote in-depth interviews	
Sustainability	What are the indicators that indicate the energy coops will be sustainable? What are the energy coops' greatest barriers to sustainability? Which energy coops, if any, are operating currently without much outside support?	<ul style="list-style-type: none"> Perceived progress and barriers in achieving sustainability 	<ul style="list-style-type: none"> KIIs with UNHCR Energy staff 	Remote in-depth interviews	

Implementation Outcome/Concept	Lines of Inquiry	Indicators/MTE Qual Measures	Data Sources	Data Collection Techniques	Data Analysis and Triangulation (with secondary data)
Sustainability	What are the agricultural coops' greatest barriers to sustainability?	<ul style="list-style-type: none"> Perceived progress and barriers in achieving sustainability 	<ul style="list-style-type: none"> KIIs with UNHCR Livelihoods staff 	Remote in-depth interviews	
Sustainability	In 2021, the inputs for farming and some other livelihood cooperative activities were to come from the members. Are members able to buy seeds and other inputs from coop funds or their own funds? Can you say how many coops and what types of coops are buying their own inputs? Which agricultural coops (names/types/locations), if any, are operating currently without much outside support? Is there a clear business plan that shows decreasing need for subsidy and a point at which they will be profitable?	<ul style="list-style-type: none"> Perceived progress and barriers in achieving sustainability 	<ul style="list-style-type: none"> KIIs with UNHCR Livelihoods staff 	Remote in-depth interviews	
Sustainability	Which livelihood coops (names/types/locations) do you see operating without outside support three years from now? Is there a clear business plan that shows decreasing need for subsidy and a point at which they will be profitable?	<ul style="list-style-type: none"> Perceived progress and barriers in achieving sustainability 	<ul style="list-style-type: none"> KIIs with UNHCR Livelihoods staff 	Remote in-depth interviews	
KEQ 3c: To what extent has UNHCR prepared the ground for scale up of promising interventions and modalities from the current implementation?					
Sustainability	Once this project ends, how will refugees communicate directly with the government about their plans/needs? How would you recommend that UNHCR/NGO lay the groundwork for refugees to communicate effectively once the project ends?	<ul style="list-style-type: none"> Foundational actions taken to allow project scale up 	<ul style="list-style-type: none"> KIIs with Government Officials 	Remote in-depth interviews	Manual matrix approach for deductive analysis around implementation themes, using open 'coding'/categorizing methods. Use of secondary data/project documents to assess progress and challenges toward achieving project outcomes and outputs.
Sustainability	How long should the project continue and what would happen if it continued?	<ul style="list-style-type: none"> Perceived potential for scale up 	<ul style="list-style-type: none"> KIIs with Implementing Partners 	Remote in-depth interviews	
Sustainability	What is the potential for sustainably scaling the energy activities?	<ul style="list-style-type: none"> Perceived potential for scale up 	<ul style="list-style-type: none"> KIIs with UNHCR Energy staff 	Remote in-depth interviews	
Sustainability	What is the potential for sustainably scaling any of the livelihood activities? If this is successful, how many refugees	<ul style="list-style-type: none"> Perceived potential for scale up 	<ul style="list-style-type: none"> KIIs with UNHCR Livelihoods staff 	Remote in-depth interviews	

Implementation Outcome/Concept	Lines of Inquiry	Indicators/MTE Qual Measures	Data Sources	Data Collection Techniques	Data Analysis and Triangulation (with secondary data)
	and host community members can earn their livelihood from this activity?				
Key Evaluation Question 4: Coherence					
KEQ4a: To what extent has UNHCR led and sought complementarity as well as synergy with interventions of humanitarian, development, the private sector, government, and other relevant partners? (Operational partners)					
Coherence	Has the project provided support to your office? If so, what kind? Do you feel that UNHCR/NGOs consult and communicate adequately with you? What kinds of communication from UNHCR/NGOs have been most helpful to you? In what way? Are there ways communication could be improved without overloading you with too much to read?	<ul style="list-style-type: none"> Perceived alignment by OPs, wider efforts for LEI 	<ul style="list-style-type: none"> KIIs with Government Officials 	Remote in-depth interviews	Manual matrix approach for deductive analysis around implementation themes, using open 'coding'/categorizing methods. Use of secondary data/project documents to assess progress and challenges toward achieving project outcomes and outputs.
Coordination Reach (including the aim of coherence)	Can you tell me about the type of work that your organization does with refugees in Melkadida, currently? How are your project activities coordinated with the activities of UNHCR?	<ul style="list-style-type: none"> Perceived alignment by OPs, wider efforts for LEI 	<ul style="list-style-type: none"> KIIs with Operational partners 	Remote in-depth interviews	
Coordination Reach (including the aim of coherence)	Please describe the coordination and complementarity of the project with other actors in the camps such as NGOs as well as coordination with the private sector such as suppliers and markets	<ul style="list-style-type: none"> Evidence of complementarity seeking and alignment 	<ul style="list-style-type: none"> KIIs with UNHCR Management staff 	Remote in-depth interviews	
KEQ4b: To what extent has UNHCR optimized potential and capacity of partnerships and collaborations? (Implementing partners)					
Coherence Reach (including the aim of coherence)	What other projects/activities that are the same, similar or complementary with this HCR project do you carry out in the camps?	<ul style="list-style-type: none"> Perceived alignment by IPs, wider efforts for LEI, support from UNHCR 	<ul style="list-style-type: none"> KIIs with Implementing Partners 	Remote in-depth interviews	Manual matrix approach for deductive analysis around implementation themes, using open 'coding'/categorizing methods. Use of secondary data/project documents to assess progress and challenges toward
Coherence Fidelity/quality	What kind of support, capacity development, or technical assistance has been provided by UNHCR to support your work?	<ul style="list-style-type: none"> Support for implementation from UNHCR 	<ul style="list-style-type: none"> KIIs with Implementing Partners 	Remote in-depth interviews	

Implementation Outcome/Concept	Lines of Inquiry	Indicators/MTE Qual Measures	Data Sources	Data Collection Techniques	Data Analysis and Triangulation (with secondary data)
					achieving project outcomes and outputs.
KEQ 4c: What could be done differently to improve the expected results, and what are lessons learned that could be applied to other contexts?					
Coherence/Learning	What do you think UNHCR can do better/differently to support refugee livelihoods and self-reliance in the Melkadida area?	<ul style="list-style-type: none"> Examples of lessons learned 	<ul style="list-style-type: none"> KIIs with Operational partners 	Remote in-depth interviews	Manual matrix approach for deductive analysis around implementation themes, using open 'coding'/categorizing methods. Use of secondary data/project documents to assess progress and challenges toward achieving project outcomes and outputs.
Coherence/Learning	Are there any lessons or good practices that are relevant or replicable for other UNHCR contexts?	<ul style="list-style-type: none"> Examples of lessons learned 	<ul style="list-style-type: none"> KIIs with UNHCR Energy staff; UNHCR Livelihoods staff 	Remote in-depth interviews	
Maintenance & Sustainability	<p>What are lessons or good practices from this IKEA investment that are applicable to other UNHCR contexts?</p> <p>How is this project a good use of the donor's money? In your opinion, are there better ways to put the donor's money to work? If so, what are your ideas?</p> <p>Can this project succeed despite recurrent and/or severe shocks: droughts, floods, pests and pandemic?</p>	<ul style="list-style-type: none"> Learning, reflection Evidence of mitigation measures 	<ul style="list-style-type: none"> KIIs with UNHCR Management staff 	Remote in-depth interviews	
Coherence/Learning	What has worked well in Phase 3, what have been the challenges? What are lessons from this investment that can be applied to other contexts?	<ul style="list-style-type: none"> Examples of lessons learned 	<ul style="list-style-type: none"> KII with donor 	Remote in-depth interviews	

Annex 8: Project KPI

Energy Logframe: From project submission package

Outcome 1	Scale-up photovoltaic technology in the area for business purposes by installing a solar hybrid system, carrying out a solar water pump feasibility study and organizing technical trainings.			
Indicator	Rationale	Data Source and Verification	Frequency	Responsible
KPI 1 # of electrical systems installed	Performance Indicator	IP's reporting (mid-year/end-year), also UNHCR's Verification process (quarterly)	Twice per year (mid-year, end-year)	Implementing Partner
KPI 2 # of feasibility studies conducted	Performance Indicator	IP's reporting (mid-year/end-year), also UNHCR's Verification process (quarterly)	Twice per year (mid-year, end-year)	Implementing Partner
KPI 3 # of trainings conducted	Performance Indicator	IP's reporting (mid-year/end-year), also UNHCR's Verification process (quarterly)	Twice per year (mid-year, end-year)	Implementing Partner
KPI 4 # of employees and entrepreneurs who have attended trainings	Performance Indicator	IP's reporting (mid-year/end-year), also UNHCR's Verification process (quarterly)	Twice per year (mid-year, end-year)	Implementing Partner
KPI 5 % of downtime	Assess the performance of photovoltaic technology implemented, also cooperative's capacity to maintain and fix faults	Source: Energy Coop's records Formula: # of days of no electricity production over the planned # of days of electricity production	Downtime Log maintained perpetually; Monthly stats calculated and transferred to UNHCR by IP	Energy Cooperative for keeping Downtime Log Implementing Partner for monthly stats and transfer
KPI 6 # of kWh produced by the solar hybrid system	Assess the performance of photovoltaic technology also viability and sustainability of the business models based on PV	Source: data loggers and meter installed in the PV systems. Energy cooperative maintains Electricity Production log	Electricity Production log maintained perpetually; Monthly stats calculated and transferred to UNHCR by IP	Energy Cooperative for keeping Production Log Implementing Partner for monthly stats and transfer
KPI 7	Same as KPI 6	Source: calculated based on KPI 6 data, and standard estimates for	Same as KPI 6	Same as KPI 6

# liters of diesel saved		the fuel (diesel) required to generate the same # of KWh.		
--------------------------	--	---	--	--

Outcome 2	Promotion of renewable energy achieved through supporting local production and marketing of fuel-efficient cook-stoves.
-----------	---

Indicator	Rationale	Data Source and Verification	Frequency	Responsible
KPI 8 # production units set up	Performance Indicator	IP's reporting (mid-year/end-year), also UNHCR's Verification process (quarterly)	Twice per year (mid-year, end-year)	Implementing Partner
KPI 9 # of cook-stoves produced, by type	Measure tiering of local produced cook stoves, market demand and purchasing capacity	Source: Cook-stove Coop's records	Cook-stove Production Log maintained perpetually; Monthly stats calculated and transferred to UNHCR by IP	Cook-stove Coop for keeping Production Log Implementing Partner for monthly stats and transfer
KPI 10 # of cook-stoves sold	Same as KPI 11	Source: Cook-stove Coop's records	Cook-stove Sales Ledger (log) maintained perpetually; Monthly stats calculated and transferred to UNHCR by IP	Cook-stove Coop for keeping Sales Ledger Implementing Partner for monthly stats and transfer
KPI 11 # of people employed by cooperatives	Measure viability and sustainability of cook-stove production business, by assessing employment trends (incr/decr).	Source: Cook-stove Coop's records	Cook-stove Employment Register and Payroll Ledger maintained perpetually; Monthly stats calculated and transferred to UNHCR by IP	Cook-stove Coop for keeping Employment Register and Payroll Ledger Implementing Partner for monthly stats and transfer
KPI 12 # of kg of cooking fuel used per day, by fuel type	Assess greenhouse emission reduction through measure of actual cooking fuel used (also the fuel efficiency of the stove)	UNHCR Kitchen Performance Test: The data is used to estimate the average fuel consumption per day per person.	Twice per year (baseline and end line)	Implementing Partner
KPI 13 # of hours spent cooking per day	Assess the socio-economic and health/nutrition changes caused by the use of the improved (efficient) cook-stove. Used in conjunction with KPI 14.	Qualitative Beneficiary Survey; Focus Group Discussion facilitated by Implementing Partner	Twice per year (mid-year, end-year)	Implementing Partner
KPI 14 # of meals per day	Same as KPI 13	Qualitative Beneficiary Survey; Focus Group Discussion facilitated by Implementing Partner	Twice per year (mid-year, end-year)	Implementing Partner
KPI 15 # kg of firewood saved	Same as KPI 12, also to evaluate the impact on the environment degradation (deforestation).	Calculated from KPI 12 data	Twice per year (baseline and end line)	Implementing Partner

Livelihoods Logframe: From project submission package

Livelihood Outcome	Key Indicator
Self and wage employment is increased in the agriculture, livestock and enterprise sectors	KPI 1: % of targeted PoC who are a member of a cooperative, association, network or social group due to UNHCR/partner support.
Incomes from agriculture, livestock, and services sectors increased	KPI 2: % of targeted PoC who self-report increased income compared to the previous year.
Business activity through access to financial services is bolstered.	KPI 3: % of targeted PoC who currently access formal loan services.
	KPI 4: % of targeted PoC who currently access formal savings services.
	KPI 5: % of targeted PoC who currently access micro-insurance services (in 2021 only).
Business management and technical skills in the agriculture, livestock, and services sectors are enhanced.	KPI 6: % of targeted PoC who have completed training related to agricultural production (without a nationally recognised certificate).
	KPI 7: % of targeted PoC who have completed training related to livestock production (without a nationally recognised certificate).
	KPI 8: % of targeted PoC who have completed training related to business management (without a nationally recognised certificate).
Food security of households are strengthened	KPI 9: Land productivity per targeted self-employed PoC
	KPI 10: # of livestock owned by the targeted self-employed PoC
UNHCR will also track: sales volumes and revenues generated by cooperatives; cost of production for agriculture and livestock; production and productivity per unit area of land cultivated; increase in livestock herd size; increase in livestock sales; performance of microfinance loans; establishment of new businesses connected to the project investments/multiplier effects.	

End of document.