ANNEXES

Table of content

Table of content 1

Annex 1 - Terms of reference 2

Annex 2 - Evaluation Approach 16

Annex 3 – Rating grid of findings 18

Annex 4 – Evaluation Matrix 19

Annex 5 – Key informants' overview 25

Annex 6 – Bibliography 26

Annex 7 – Results of the Online Surveys (Staff and Partners) 34

Annex 8 – Needs Assessment 55

Annex 9 - Analysis of UNHCR Results 56

Annex 10 - Number of beneficiaries assisted and activities undertaken per type of assistance 59

Annex 11 - Key displacement figures (internal update) 81

Annex 12 - Logistics NFI 83

Annex 13 - Analysis of PPAs 84

Annex 14 - Analysis of PSN Results 92

Annex 15 - ACLED Incidents affecting civilian population and attacks on civilian infrastructure in Tigray region 100

Annex 16 - Analysis of budget OL vs. OP 103

Annex 17 - Analysis HR data 105

Annex 18 - RTR Recommendations checklist 109

Annex 19 - Country Workshop Root Cause Analysis (Fishbone Diagram) 110

Annex 20 - Qualitative analysis –Dedoose Excerpts RAG from the evidence matrix 113

Annex 1 - Terms of reference

UNHCR
United Nations High Commissioner for Refugees
Haut Commissariat des Nations Unies pour les réfugiés

TERMS OF REFERENCE

Key Information at glance about the evaluation	
Title of the Evaluation:	Evaluation of UNHCR's L3 response in Northern Ethiopia
Country:	Ethiopia
Timeframe Covered:	November 2020 – to date
Type of Evaluation:	L3 Response
Evaluation commissioned by:	UNHCR Evaluation Service

1. Introduction

UNHCR is mandated to provide international protection and humanitarian assistance and to seek permanent solutions for its persons of concern (POCs), i.e., refugees, stateless persons, returnees, asylum-seekers and Internally Displaced Persons (IDP) affected by conflict. For IDPs, UNHCR's engagement is governed by its 2019 IDP policy. There are more than 80 million POCs around the world[1] — a number which has more than doubled over the past two decades. The scale of displacement and the urgency accompanying it, requires UNHCR to continuously optimize its humanitarian work, including, protection and solutions, learning from past and ongoing operational responses, among others.

As per UNHCR's 2019 Policy on Emergency Preparedness and Response, an evaluation of level-3 (L3) emergency operations will be conducted within 18 months of the response or earlier.[2] In alignment with the Inter Agency Standing Committee, UNHCR has adopted the 3-level classification of humanitarian emergencies as its partner organizations. A "level 3 emergency response" is activated in exceptionally serious situations where the scale, pace, complexity or consequences of the crisis exceed the existing response capacities of both the relevant country operation(s) and relevant Regional Bureau(x), and require a corporate, whole-of-UNHCR response.[3]

These Terms of Reference (TORs) have been drafted for the evaluation of UNHCR's L3 response in Northern Ethiopia. The evaluation is commissioned by UNHCR's Evaluation Service and is intended to analyse the extent to which UNHCR is providing a timely, relevant and effective response to the crisis in Ethiopia, taking into consideration the complex enabling and constraining factors in Ethiopia during the crisis.

In addition to documenting achievements, challenges, lessons learned, and corrective actions needed to strengthen UNHCR's programming, response and advocacy in Ethiopia, this evaluation will contribute to a revised UNHCR Emergency Policy and related guidance due in 2022/23 and to the Inter-Agency Humanitarian evaluation (IAHE) planned for 2022. The evaluation in Ethiopia will be undertaken in parallel with an L3 evaluation in Afghanistan to identify common systemic issues, challenges and solutions for consideration within global guidance and procedures.

[1] UNHCR's Global Appeal 2021 is available at: https://www.unhcr.org/globalappeal2021/
[2] Please refer to UNHCR's 2017-21 Policy of Emergency Preparedness and Response that was revised and up-dated 2019: https://intranet.unhcr.org/content/dam/unhcr/intranet/policy-guidance/policies/2017/unhcr-hcp-1/unhcr%20hcp%202017%201%20Rev.%201.pdf
[3] See UNHCR Evaluation policy, available at: https://www.unhcr.org/research/eval/3d99a0f74/unhcrs-evaluation-policy.html

The TORs provide a brief outline of the main users and stakeholders of the evaluation, the operational context and response, the evaluation overall objectives, purpose and scope, the evaluation questions and the intended methodological approach and deliverables.

2. Main Users and Stakeholders

The intended primary users of this evaluation refer to senior management and staff deployed in the country operation in Ethiopia, the Regional Bureau for East and Horn of Africa and the Great Lakes, UNHCR Headquarter (HQ) divisions engaged in the response, notably, the Division of Emergency Security and Supply (DESS); the Division of International Protection (DIP), the Division for Human Resources (DHR), the Division for Resilience and Solutions (DRS), the Division for Information Systems and Telecommunication (DIST), and Senior Management in UNHCR HQ. UNHCR's closest Government counterparts in Ethiopia, the Refugees and Returnees Service (RRS)[4] and donors, who have funded the response, refer to other primary users of this evaluation.

A broader stakeholder analysis that consolidates main parties with a stake in the evaluation is provided in Table 1 below. Annex 1 provides an overview of UNHCR's main implementing partners, donors and main government counterparts.

Table 1. Stakeholder Analysis

Stakeholder Group	Role(s) in the Response	Assumed interest in/Benefits from the Evaluation
International humanitarian agencies and their local partners operating in Ethiopia	Implementers and supporters of Government of Ethiopia's efforts	As the primary stakeholders, these agencies are assumed to be interested in emerging lessons at both the strategic and operational levels, as well as mutual accountability and AAP.
UNHCR Headquarters **UNHCR's RB EHAGL**	Source of policy guidance, administrative and regulatory frameworks, guidance and support, surge/standby capacity, accountability frameworks and oversight	As another primary stakeholder group, this group is assumed to be interested in learning to inform future policy and guidance development and to better implement its role in this response and in future responses, as well as in learning and accountability.
Government of Ethiopia (GoE) and regional Governance authorities	Coordination and support to national and regional priorities	The GoEs and regional governments in Tigray, Amhara and Afar are assumed to be interested in holding the humanitarian agencies to account for their results in the response – and in learning how it might better exercise its role and execute its response in the future.
Donors	Financial and in-kind support to the response itself, and to the UNHCR's humanitarian functions at the regional and HQ levels	Donor interest is assumed to be in ensuring that UNHCR has exercised fiduciary responsibility over funds received, achieved results, and critically self-reflected on its performance through this evaluation and other exercises.
UN Sister Agencies present in Ethiopia, NGOs, INGOs and CSOs	Lesson learned in delivery, partnerships, coordination – to a limited extent – as this will be covered by the IASC Evaluation that will follow, among other	Dissemination of lessons learned that could potentially be used to better establish its own contributions to the response.

[4] RRS was formerly referred to as the Government of Ethiopia Agency for Refugee and Returnee Affairs (ARRA)

3. Country Context and Operational Response

Contextual Developments

When in 1991 the Tigray People's Liberation front (TPLF) came to power under the leadership of Meles Zenawi, what has been referred to as regional self-determination was introduced as a basis of the multinational federation. [5] A few years later, in 1995, a reduction of fourteen regions to nine federal States[6] followed based largely on ethno-linguistic identity. The death of Meles Zenawi in 2012, in hindsight, was the pre-cursor to rising political tensions that led to the appointment of Abiy Ahmed as Prime Minister in April 2018 and the later withdrawal from the ruling party coalition of the Ethiopian People's Revolutionary Democratic Front of the TPLF and the later forming of a new Prosperity Party led by the Prime Minister that presented a pan-Ethiopian vision.

In June 2020, Ethiopia's Federal Government under the leadership of Abiy Ahmed extended the federal and regional governments' terms beyond their five-year mandate, due to the COVID-19 pandemic.[7] When a regional election was held in Tigray in September 2020, giving,[8]a landslide victory to the TPLF, tensions between the regional Government in Tigray and Ethiopia's Federal Government escalated[9]. These further intensified, when the Federal Government declared the regional election unlawful, redirected budgetary allocations from Tigray's executive level to district and city administrations[10] and initiated a transfer of leadership over federal military units stationed in Tigray to Addis, all of which was rejected by the Tigrayan regional government.

On 4 November 2020, fighting broke out and on the 5 November the Federal Government declared a state of emergency in Tigray[11] and dissolved the regional government. With clashes between ground troops, air strikes, artillery duels and heavy casualties on both sides, airports in Tigray were closed, roads blocked, internet services cut off and banks were no longer operating[12]. Within weeks, Tigrayans started to cross the border to Sudan fleeing from the fighting and IDP numbers started increasing. To date, since the crisis commenced, access to cash, roads, fuel, supplies and the internet has been sporadic and recently food and medical supplies have been limited or lacking, increasing the scale of humanitarian needs and protection risks. On 13 November 2020, UNHCR declared an L2 emergency for Tigray[13] and following weeks of conflict, the security situation deteriorated – to a point where UNHCR and partners relocated all non-essential staff from Shire – the main hub where UNHCR Sub-Office was located to support four refugee camps in proximity and the main reception center. On 21 November 2020, the African Union (AU) unsuccessfully identified special envoys from Mozambique, Liberia and South Africa to mediate the conflict. On 28 November 2020 and after taking the regional capital of Mekelle, the Ethiopian Federal Forces backed by forces from the neighboring Amhara region and Eritrean troops declared victory over northern Tigray[14]. Despite the declared victory, establishment of an interim

[5] *State formation and disintegration in Ethiopia*, Yohannes Woldemariam, London School of Economics, November 21st, 2019 *and Towards an end to Ethiopia's Federal-Tigray Feud*. Crisis Group Briefing Note # 160, 14th August 2020 or *Rise and fall of Ethiopia's TPLF – from rebels to rulers and back*, the Guardian, 25th November 2020.
[6] A 10th state, Sidama was added in June 2020: https://www.aa.com.tr/en/africa/ethiopia-10th-regional-govt-goes-official/1882023
[7] *Towards an end to Ethiopia's Federal-Tigray Feud*. Crisis Group Briefing Note # 160, 14th August 2020.
[8] *Steering Ethiopia's crisis away from conflict*, International Crisis Group, Briefing Note # 162, 30th October 2020.
[9] Other parameters of importance to the current crisis refer to the 1961-91 war in which Eritrea fought for its independence from Ethiopia, and TPLF's engagement in the 1998-2000 Eritrean-Ethiopian war that came with a 2002 unsettled territorial agreement for which Abiy Ahmed accepted the conditions in 2018 and in relation to which a peace agreement between Eritrea and Ethiopia finally came into being.
[10] Ibid.
[11] With effect from the 6th November.
[12] The Guardian 11 November 2021.
[13] UNHCR internal document, a Timeline. Crisis Group Briefing Note 162.
[14] *Finding a path to peace in Ethiopia's Tigray region*. The Crisis Group Briefing Note # 164, 11 February 2021.

administration in Tigray and the withdrawal of Tigrayan forces from Mekelle into rural areas, the fighting continued with rising numbers of casualties, refugees and IDPs.

In mid-December 2020, clashes broke out along the Ethiopian-Sudanese border after Sudan's military moved into territory, it claimed Ethiopian Amhara farmers had occupied from the mid-1990s[15]. Meanwhile in Tigray, the Tigrayan leadership that was ousted by the end of November had consolidated its position in rural areas. On 26 March 2021, Abiy Ahmed's announced that Eritrean troops would withdraw, but this did not happen.

On the 18 March[16] 2021 – almost 5 months after the outbreak of the conflict – UNHCR was able to visit for the first time since the onset of the conflict Hitsats and Shimelba, two of the four Tigray-based refugee camps,[17] and, which were found empty, completely destroyed, and looted. Before the destruction, the two camps were housing some 33,950 Eritrean refugees[18] who since the start of the conflict had started turning up in the remaining two camps, Adi Harush and Mai Ani, as well as other locations in Tigray, and in Addis Ababa, where UNHCR, in collaboration with the Refugees and Returnees Service (RRS),[19] commenced ID documentation and Proof of Registration.[20] By December 2021, 43,440 Eritrean refugees had self-located to Addis Ababa, mostly refugees from the two camps that were destroyed earlier in the year.

By April 2021, Eritrean soldiers were reported to have their heaviest presence in the north-western central and eastern Tigray, TPLF was reportedly operating from rural areas in central Tigray, some areas of eastern, south-eastern and southern Tigray, while federal troops controlled the main roads and urban areas,[21] and Amhara forces patrolled western Tigray and the far south[22].

On 28 April 2021, the IASC declared the situation in Northern Ethiopia a system wide Scale-Up Emergency for six months and, aligned with the IASC, the UNHCR High Commissioner reclassified the Level 2 emergency in Ethiopia to an L3.

In the second half of June 2021, TPLF retook Mekelle and on 28 June 2021, the federal government declared a unilateral ceasefire until the ending of the farming season in Northern Tigray.[23] The ceasefire was, however, not accepted, and fighting continued, making it extremely challenging for the humanitarian community to operate because of a blockade that was subsequently imposed by the Federal Government.

In June 2021 and except the Tigray and Somali regions where elections were held in September 2021, general elections were held in Ethiopia, where Abiy Ahmed's Prosperity Party won 410 out of 436 seats[24]. On 30 September 2021, the Government of Ethiopia announced seven UN officials from three organizations (OCHA, UNICEF and OHCHR) 'persona non grata'.[25]

In October 2021, TPLF advanced into the Amhara and Afar regions and entered into an alliance with the Oromo Liberation Army (OLA)[26], and reportedly other groups in different regions, which added to the

[15] Crisis Group Briefing Note # 171, 2nd April 2021.
[16] https://www.unhcr.org/news/briefing/2021/3/605da0564/unhcr-reaches-destroyed-camps-northern-tigray.html
[17] The four Tigray-based camps included: Shimelba (population 8,702), Mai-Aini (21,682), Adi-Harush (32,167) and Hitsats (25,248) camps established between 2004 and 2013.
[18] Ibid.
[19] Former ARRA that has now become responsible for IDP protection, solutions and CCCM.
[20] UNHCR Regional Up-date # 20, 1 – 15 August 2021 and UNHCR staff.
[21] Ibid.
[22] Ibid.
[23] See, e.g., Reuters 29 June 2021, Aljazeera 16th June, or New York Times 28th June.
[24] See for example Aljazeera 11 July 2021 or BBC 10 July 2021.
[25] UNHCR Regional Up-date # 22, 30 September 2021.
[26] Crisis Group Briefing Note # 173, 26th of October 2021, and Scoops August 2021: https://www.scoop.co.nz/stories/WO2108/S00224/leaked-eu-diplomatic-cable-delegation-of-the-european-union-to-ethiopia.htm

complexity and expansion of the conflict into a country-wide conflict. On 26 October 2021, UNHCR's High Commissioner extended the L3 including in Afar and Amhara for a period of three months, i.e., until February 2022. As of the 02.02.2022 and in line with the IASC declaration, UNHCR's L3 activation has been aligned with that of the IASC that will expire on 29th April 2022.

That same month, and as the front line was moving closer to Addis Ababa, a State of Emergency was again declared on 2 November 2021. Towards the end of November, Abiy Ahmed joined the battleground which according to international media boosted voluntary sign-up for the Ethiopian National Defense Forces[27]. Together with the extensive use of drones, this turned the tide of the war for the moment. Accordingly, the Tigrayan forces withdrew to within Tigray borders noting that they are still unable to access the former western part of Tigray. Both sides are still apparently committed to securing an overall victory and fighting on the borders of Tigray continues. To date, the blockade continues by road whilst the Federal Government recently agreed to humanitarian supplies being provided by air.

Through the months of October and November 2021, international efforts and pleas to find diplomatic solutions to the conflict and establish a ceasefire have been raised, among other, by the US, the South African president, Cyril Ramaphosa, his Kenyan counterpart, Uhuru Kenyatta, and the former Nigerian President Olusegun Obasanjo, the new AU envoy to the Horn.[28] As of February 2022, the conflict is still ongoing and peace talks continue.

Prior to the conflict, the IOM-managed Data Tracking Matrix (DTM) estimated that some 100,000 IDPs lived in the Tigray region, that 96,223 Eritrean refugees were residing in the four Tigray-based camps and, furthermore, that 8,424 Eritrean refugees were living among the host communities in out-of-camp locations.[29] As these TORs are being drafted, it is estimated that approximately 3 million people have been displaced as a result of the conflict across Northern Ethiopia: 1.8 million people in Tigray, some 800,000 in Amhara , and over 400,000 in Afar. The internal displacement situation has remained very fluid, particularly, in Afar and Amhara regions. This displacement context needs to be read and understood in the broader country-wide displacement context, with Somalia, Oromia, Benishangul-Gumuz (BSG), and Southern Nations, Nationalities, and Peoples' Region (SNNP) regions, hosting similarly significant number of IDPs.

Annex 2 to this TOR provides a timeline outlining key events and UNHCR actions.

Operational Response

The Corporate Response

As per UNHCR's Policy for Emergency Preparedness and Response, the L3 activation came with a system-wide approach engaging the Regional Bureau (RB) for the East and Horn of Africa and the Great Lakes. For example, the RB Protection Unit commented on protection strategies developed by the country operation for both IDPs and refugees; RB Operations supported coordinated and oversaw the operation in Ethiopia; the RB Senior Security Coordinator, and External Relations closely coordinated external communication and fundraising with the country operation. The following HQ divisions also formed part of the emergency cell and closely followed the emergency response, i.e.: DESS that formally supports emergencies and that has coordinated Fast Track Recruitment with the DHR and facilitated deployment of Emergency Response Teams (ERTs), among others; the Division for External Relations (DER) that has supported external communication and appeal processes, DIP, DRS under which the Global Clusters Coordinator for, respectively, Camp Coordination and Camp Management (CCCM) and Shelter sit; the Principal Advisor for Internal Displacement, and DIST.

[27] See e.g., Guardian 24 November, BBC 15 December 2021, Al Jazeera 26 November, or 10 December 2021.
[28] The Crisis Group Briefing No 175, 26 October 2021, the East Africa 25 November 2021 and the Guardian 23 November.
[29] UNHCR Ethiopia Up-date # 1.

Activated in May 2021 and as per UNHCR's Emergency Policy, the emergency cell is chaired by the RB Deputy Regional Director and engaging the afore-mentioned HQ and RB divisions and units and country representatives from Ethiopia and the neighbouring countries. Two additional specialist cells were likewise established, one for HR and one for Protection.

Several missions were completed during the initial 6 months of the crisis as follows:

1. In December 2020, a policy mandated Joint Senior Level Mission (JSLM) was organised comprising the Directors of DIP, DESS and the Head of the Protection Service in the Regional Bureau for the RB EHAGL with the purpose of reviewing the emergency response, which recommended that an operational strategy be developed; to pursue an area-based approach and enhance UNHCR's IDP coordination and leadership, as well as to enhance the Ethiopia Protection Strategy for refugees and IDPs.
2. At the end-January 2021, the High Commissioner visited advocating for, *inter alia*, humanitarian access, and urging that the operation be re-structured to strengthen UNHCR's field presence, particularly for the IDP and protection response.
3. In March 2021, a Regional Bureau mission composed of Operations, HR and Protection, assisted with the development of the Fast Track and the drafting of the IDP strategy.
4. In April-May 2021, the DIP undertook a mission that recommended prioritization of three protection interventions: expansion of protection help-desks at IDP sites; enrolment of IDPs; and "cash for shelter" activities.
5. In May-June 2021, an Emergency policy-mandated Real-Time Review (RTR) was undertaken remotely to take stock of the timeliness, appropriateness and effectiveness of UNHCR's operational response. The RTR was undertaken jointly by the Regional Director (RB) and the Director (DESS) in collaboration with the Representative of Ethiopia. An Evaluation Service officer was seconded to the RTR to provide additional analytical support. The RTR came with several recommendations, including but not limited to, the following: a) that an operational strategy be articulated, prioritized and implemented with a area-based approach that include out-of-camp refugees and IDPs; b) the April-May DIP mission protection framework recommendations be implemented; c) a protection strategy for IDPs and refugees be completed; d) senior leadership support for the Ethiopia crisis be established; e) the Principal Emergency Coordinator be empowered and equipped as a budget holder, and that the response be scaled up with Emergency Response Teams (ERTs) internal country deployments and Fast-Track recruitments; f) that the Sub-Office in Mekelle lead the response in Northern Ethiopia; g) communication between Addis and field locations be improved; h) additional technical and protection staff be deployed; i) that the Fast-Track be rapidly expedited; j) staffing requirements for cluster leadership be reviewed; k) that duty of care and security be stepped-up for staff; l) ERTs be deployed to support HR and Administration to respond to the increased amount of work; m) vehicles, offices, accommodation and preparedness levels be aligned with the number of staff and emergency requirement; and n) that business continuity plans be up-dated to enhance accountability and transparency between senior management and staff around roles and responsibilities.

Cluster Coordination

From the onset of the conflict, UNHCR has taken a cluster coordination lead role in protection, and together with IOM, UNHCR has co-led the Camp Coordination and Camp Management (CCCM) Cluster. While IOM had led the Shelter Cluster in Ethiopia for several years, requests were made to the Resident Coordinator/Humanitarian Coordinator to re-consider shelter coordination arrangements. To date, UNHCR does not lead/co-lead the ES/NFI Cluster in Ethiopia but is a main operational responder in the sector. As of December 2021, UNHCR also leads the sub-regional Inter-Cluster Coordination Group in

several locations on behalf of OCHA, and it co-leads an inter-agency network on Prevention of Sexual Exploitation and Abuse (PSEA)[30]. The Ethiopia Response Plan for 2021 outlines the envisaged cluster inputs and prioritized assistance as well as the financial ask.

Financials

Since the beginning of the conflict UNHCR has launched two regional appeals, one covering the period January-June 2021 in which UNHCR asked for a total of USD 98.9 million for, respectively, Sudan and Ethiopia with a USD 49.6 million ask for Ethiopia. Another up-dated regional appeal covering the period January to December 2021 was launched in August 2021 asking for a total of USD 164.5 million, with a request of USD 101.3 million for the response in Ethiopia.

As of November 2021, UNHCR had mobilised USD 58 million of requested USD 94,36 million[31]. In addition, in November 2021, WFP, the RRS and UNHCR appealed for an additional USD 68 million to avoid the complete break of food supplies across the country resulting in food ration cuts for refugees in Ethiopia.

In May 2021, a first Northern Ethiopia Response Plan was released requesting USD 853.4 million[32]. A second Response Plan was released in October 2021 covering the period May-December and asking for an additional 12% of the original requirement, i.e., USD 957 million. As of December, the Northern Ethiopia Response plan is funded at $659.3 million (68.9%) with unmet needs of $297.7 million (31.1%)[33]. As of January 2022, the total funding requirements are estimated to be UDS 1.5 billion with a current funding gap of 55.1% equivalent to USD 819.7 million.

Annex 1 outlines the requested budget for the emergency and the expenses associated with support to both refugees and IDPs. The financial overview provided in the annex testifies to UNHCR's Cluster roles and support to Basic Needs and Essential Services, where provision of Core Relief Items (CRIs) shelter and basic services feature as main expenditures. Specific features of UNHCR's support to, respectively, IDPs and refugees, are briefly outlined in the sections below.

UNHCR's Support on the Ground

As the lead agency in refugee response, UNHCR has supported camp coordination and camp management and shelter, including emergency shelters for relocating Eritrean refugees in the Adi Harush, Mai Aini refugee camps[34] and establishment of WASH, health, and educational facilities in the new settlement in Alemwach, Amhara region. UNHCR has also been distributing CRIs in Adi Harush and Mai Aini refugee camps to refugees arriving from the destroyed Shimelba and Hitsas camps.

In addition, and as a cross-cutting feature that applies to both IDPs and refugees, UNHCR has participated in joint assessment missions to establish POC needs, priorities and major protection challenges and, since February, UNHCR engaged in protection monitoring (with its tools being harmonized across the country (E-PMT)

Regarding IDPs

Before the conflict, UNHCR was implementing a regular refugee programme in Tigray with very limited IDP-related activities. Similarly in Amhara and Afar, UNHCR did not carry out any IDP response. With the on-set of the conflict, UNHCR quickly had to transition into an operational response for IDPs in out-of-camp informal rural and urban sites, advocating for the establishment, initially, of temporary sites and shelters, typically, in public buildings (e.g., schools and universities) in and around Mekelle, Shire and Axum, and during the second half of 2021, when the pressure to reopen schools intensified, to identify

[30] The establishment of the PSEA Network was reported by UNHCR in its External Brief # 21, September 2021.
[31] Please refer to Annex III Attached to these TORs.
[32] Please refer to up-dated Response plan from October 2021.
[33] Please refer to OCHA Funding Up-date.
[34] UNHCR External Up-Date # 10, 13 January – 1 February 2021.

IDP relocation sites in Tigray and beyond. From August onwards as the fighting extended to Afar and Amhara regions and the situation in Tigray, to some extent, calmed down, UNHCR expanded its operational role also in those two regions.

UNHCR has also increasingly worked toward strengthening referral pathways, sensitizing partners, social workers and hospital staff to address Gender-Based Violence (GBV) and referring unaccompanied and separated children, older persons, persons with disabilities, survivors of GBV and pregnant women, among others, to psychosocial counselling, child-friendly spaces and health services. In the IDP response, UNHCR's main areas of intervention centered on protection, CCCM and shelter/CRI response. In the steep scale up period from July to September 2021, UNHCR significantly increased the protection response, notably through the roll out of over 50 protection desks, as well child protection and GBV activities, as well as community outreach and engagement. It also accelerated the material support to IDPs, through CRIs and shelter, for protection outcomes, alongside CCCM activities, which centered mostly on the Tigray region, while the CCCM Clusters were also activated in Afar and Amhara regions in September and October 2021 respectively, however, with a more limited operational footprint thus far.

As of September 2021, UNHCR reported training IDP community leaders to reach out to IDPs, enhance protection monitoring and response services[35].

As of June 2021, preparations were under way to start IDP enrolment. With the support of UNHCR, the Bureau for Labour and Social Affairs (BOLSA) and the Tigray Statistical Agency (TSA) launched the enrolment exercise in August 2021. As of December 2021, all IDPs living in sites across the region have been enrolled while the exercise is continuing in host community. In some of the major cities like Mekelle, some 9,815 households in 26 sites were enrolled in the last quarter of the year.

Regarding Refugees

While the Adi Harush and Mai Aini camps have remained intact, access has been unstable and subject to ongoing fighting from the start of the conflict. To exemplify, the camps were not only inaccessible between November 2020 and March 2021, but also between the 13th and 30th of July,[36] after which UNHCR could resume delivery of assistance on 5 August for 23,000 refugees in both camps. By September, access to the camps was restrained again due to ongoing fighting, all of which has had implications for camp-based refugees, who experienced shortages of food and water, among others.

While the conflict in Northern Ethiopia required UNHCR to transition from a regular refugee programme to an IDP response, and the L3, to a large extent, is associated with IDPs, significant protection efforts targeting the Eritrean refugees originally hosted in the Shimelba and Hitsats camps have been ongoing throughout the conflict, as these Eritreans were initially missing, then found relocating to Mai Aini and Adi Harush and Addis Ababa, where issuance of new refugee ID cards and Proof of Registration began. As of August 2021, this involved commencement of cash transfers and establishment of bank accounts for refugees leading to opening of 5048 accounts by 6 September with a total of 7,630 Eritrean households registered for residence in Addis. Protection of Eritrean refugees also involved advocacy efforts to establish a new refugee settlement outside of the Tigray region. To this end, additional land to host Eritrean refugees from Tigray region was handed over to UNHCR by local authorities in Debat, Amhara region[37]. The site, Alemwach, that is expected to eventually host 25,000 refugees, is still under construction with the current capacity to receive 4,000 refugees.

[35] Ibid and UNHCR External Up-date # 2, October 2021.
[36] Ibid
[37] UNHCR External Up-Date # 15, 15-June-15 July 2021.

Finally, protection of refugees has also involved individual reception counselling in the Adi-Harush and Mai-Aini camps, support to unaccompanied and separated children, and women and girls exposed to GBV and more generally, refugees with traumatic experiences and in need of psychosocial support[38].

Annexes 1-3 to these TORs provide additional information about, respectively, emergency funding and finances and UNHCR's partners.

4. Purpose, Objective and Scope

Purpose and Objective

The purpose of this formative evaluation is to analyse the extent to which UNHCR is providing a timely, relevant and effective response to the Level 3 Emergency in Ethiopia, by generating evidence that can inform UNHCR's future operational planning in Ethiopia and the updating of the organisation's emergency policy.

The objectives of the evaluation are as follows:

1. Strengthen the design of the UNHCR's operation in northern Ethiopia – by assessing the extent to which UNHCR's strategy for the crisis response was relevant to the most important needs of the refugee and IDP populations, corresponded to the agency's areas of strength and took into consideration the capacities and operations of other partners,
2. Improve the results achieved for refugees and IDPs in Tigray, Amhara and Afar – through an analysis of the interventions, partnerships, immediate results and potential for longer-term impacts of UNHCR's activities in the north,
3. Help UNHCR further strengthen its policies, guidance and systems to better respond to large-scale rapid onset emergencies – drawing lessons from the Tigray experience.

Scope

The scope for this evaluation is defined in terms of time, operational, thematic and geographic coverage and stakeholder participation as specified below.

- Time: While the evaluation will consider the period from November 2020, when the conflict started, the focus will be on the period that followed the L3 declaration and Real-Time Review, i.e., May 2021 to date.
- Operational coverage: The evaluation will look at UNHCR's whole-of-organization approach, including what is referred to as the spill-over effect from the Tigray emergency, i.e., the response to the self-relocated Eritrean refugees from Tigray in Addis Ababa. The regular refugee programme will only be considered, in so far as it has been affected by the conflict.
- Thematic coverage: As an Inter-Agency Humanitarian Evaluation will be completed in 2022, the UNHCR evaluation will only lightly address inter-agency cluster coordination and UNHCR's performance in relation to the same. However, UNHCR's understanding of its cluster role, and the priority given to inter-agency-coordination will be addressed to answer evaluation questions relating to Coherence and Effectiveness.
- Geographic Coverage: As the conflict spread from Tigray into the nearby regions of Afar and Amhara, and as these regions were considered part of the L3 response for the 3-month extension period, the response to the emergency inside these regions falls within the scope of this evaluation. This implies that emergency responses in other regions unrelated to the Tigray conflict, e.g., in Benishangul-Gumuz and Oromia fall outside the scope of the evaluation. However, mirroring the operational coverage, the evaluation will also look at the response to the Eritrean Refugees from Tigray and L3 conflict-affected areas who started turning up in Addis.

[38] UNHCR external Up-date # 14, March 2021.

- **Participation:** The vision for this L3 evaluation is to conduct it with characteristics of a Real-Time-Evaluation and design the evaluation process accordingly. In practical terms, this implies that learning and constructive feedback should be firmly integrated into the evaluation process through all phases. Consultations with senior management and the Evaluation Manager on how that should be done will be crucial.

5. Evaluation Questions

The evaluation questions below have been developed based on consultations with the country operation, the RB and HQ Staff during the Planning Phase.

Relevance

Did UNHCR response align to the needs of POCs, i.e., refugees, IDPs and host communities?

1. To what extent has UNHCR's response been based on appropriate needs assessments, community engagements, protection monitoring and aligned with established needs of POCs?
2. To what extent has UNHCR adjusted its response to the evolving crisis?
3. To what extent has UNHCR operationalized the humanitarian principles of humanity, impartiality, neutrality and independence and 'do no harm'?
4. To what extent has UNHCR L3 response aligned with its Age, Gender and Diversity Policy?

Effectiveness

To what extent has UNHCR responded effectively to the L3 emergency in Northern Ethiopia?

1. To what extent has UNHCR effectively responded to the needs of IDPs, and refugees affected by the crisis as per planned interventions and targets, in particular, those fleeing from the Shimelba and Hitsats refugee camps, who turned up in the Adi Harush and Mai Aini camps and in Addis Ababa as a spill-over effect of the emergency?
2. To what extent has UNHCR's response met the needs of those with the most critical specific needs?
3. To what extent did the operational scale-up that following the RTR positively effect POCs?
4. Have there been any unintended positive or negative effects of the response?

Fitness-for-Purpose and Efficiency

Has UNHCR pro-actively followed up on the recommendations and main issues that surfaced in the policy-mandated Real Time Review relating to fitness-for-purpose and efficiency taking into consideration the evolving conflict?

1. To what extent did UNHCR timely engage the right partners to ensure supplies of CRIs?
2. To what extent did UNHCR's standard operating procedures and processes for procurement and supply facilitate an efficient and timely response?
3. To what an extent has UNHCR been guided by an effective and efficient HR and emergency deployment strategy (ERT and fast-track), procedures and management with:
    a. Deployment of the right staff (national and international) in the right place at the right time, including in relation to UNHCR's response to internal displacement and cluster leadership roles in the inter-agency context,
    b. A clear division of roles and responsibility known to staff, including effective and efficient hand-over between arriving and departing staff,
    c. Clarity among staff on how emergency deployments are supposed to work; and
    d. Senior staff having the right profile to lead a conflict-induced emergency and IDP response and receiving appropriate support during the emergency to lead it.

4. To what extent has UNHCR's emergency deployment appropriately supported its ability to effectively respond to the emergency including the organisation's engagement with Government partners, UN agencies on the ground, and other partners in the dynamic and rapidly evolving conflict?
5. To what extent has UNHCR stepped up its Inter-Agency engagement at the senior management level to ensure cluster leadership and its contributions as a first port of call and provider of last resort to reach POCs in a coordinated manner?
6. To what extent has UNHCR effectively and efficiently provided Duty of Care to national and international staff deployed in the Tigray emergency, in particular medical support and required security?
7. To what extent did UNHCR manage to move from a regular refugee programme to an IDP response?
8. To what extent has coordination and supporting structures between HQ, the RB, the Country Office in Addis and the Sub- and Field level Offices established for the emergency supported timely delivery of the response?
9. To what an extent has UNHCR been able to implement an agile and decentralized response to timely recruit partners with the right expertise and profiles?

Coherence

To what extent has UNHCR optimized internal and external coherence?

1. To what extent did preparedness, including preparedness liaison and coordination with neighbouring UNHCR country operations and contingency planning, effectively help facilitate the response?
2. To what extent has UNHCR's response – particularly to the IDP crisis – been aligned with and coordinated through the Inter-Agency response?
3. To what extent has UNHCR operated in complementary, harmonized and effective partnerships with Government, humanitarian and development partners at regional, Woreda and Kebele levels?
4. To what extent has there been a productive relationship between risk appetite and the emergency response?

Connectedness

To what extent has UNHCR integrated the nexus thinking in its response?

1. To what extent has UNHCR considered reintegration, social cohesion, peaceful co-existence, and recovery in its work on protection?
2. To what extent has pursuit of durable solutions for POCs been embedded in the emergency response and, as applicable, considered the approach of the Global Compact for Refugees?
3. To what extent has UNHCR deployed a conflict sensitive approach?

Cross-cutting issues in the assessment

The analysis of findings and the recommendations will systematically look at:

1. What has worked well, and what has not.
2. What the current strengths and weaknesses of the response have been, and to what extent strengths can inform response planning and implementation going forward.
3. Going forward and building on its comparative advantages, what opportunities and challenges UNHCR should attend to in the shorter- and longer term, including changes that will accompany the expanded focus of RRS on both refugees and IDPs.
4. To what extent successes and failures in the response are attributable to system-related factors.
5. What changes to existing UNHCR policies, procedures and processes that might be needed to strengthen future responses to similar large-scale emergencies and enhance the response in Tigray.

6. Evaluation Approach and Methodology

The evaluation of the Ethiopia L3 response will adopt a non-experimental design and use a theory-based approach conducive for review and analysis of strategy documents and contribution analyses. Furthermore, the evaluation will adopt elements of a Real Time Humanitarian Evaluation approach where real time learning is prioritized and incorporated into the evaluation design.

The evaluation will be undertaken in three phases: An Inception Phase, a Data Gathering Phase and a Reporting Phase. While evidence-based and triangulated conclusions will be draw by the evaluation team independently, recommendations will be co-created and verified with main stakeholders to foster ownership and use. The evaluation will use mixed methods including a thorough desk review that will provide the basis for development of the detailed evaluation plan with clear benchmarks provided in the Inception Phase. Any primary data collection will be undertaken to only complement and fill the gaps of existing secondary data.

One Evaluation Reference Group (ERG) for the L3 evaluations in both Ethiopia and Afghanistan will be established. It will convene three times during the evaluation process, i.e., during the Inception, the Data Gathering and Reporting Phases where the Evaluation Team Leader will present the main evaluation deliverables associated with each phase.

During the Inception Phase, the Evaluation Team will familiarize itself with UNHCR, the conflict and the L3 response, conduct a review of documents consolidated in an electronic library and develop data collection tools and an overall approach to the evaluation presented in an Evaluation Matrix. As the approach is developed, UNHCR encourages use of questionnaire surveys complementing available secondary data as appropriate. The desk review will: a) take stock of main results and achievements, b) verify the timeline and main events including obstacles relevant to staff deployment and procurement, c) establish UNHCR's Cluster roles and inter-agency engagements, d) summarize needs assessment findings, e) summarize available facts about staffing, f) outline internal and external coordination processes established for the response g) describe main procurement and HR business processes, and h) and provide an overview of UNHCR's main partners (NGOs, INGOS and UN agencies) in different parts of Ethiopia. If appropriate, the team will refine evaluation questions presented in this ToR, outline its analysis strategies, quality assurance mechanisms and risk mitigation plans relating to COVID19 and conflict-related primary-data collection access issues, among other. A one-week in-country mission by the Head of Evaluation Service and the Team Leader is expected to take place during the Inception Phase where additional documentation will be collected as required, and timelines, events and visions for the response will be verified alongside a TOC that will be constructed in support of the evaluation analysis. During the Inception Phase, and the Team Leader will also provide an overview of the proposed approach and design of the evaluations in, respectively, Ethiopia and Afghanistan to the ERG.

During the primary Data Gathering Phase, the Evaluation Team will utilise a variety of methods to conduct in-person and remote key informant interviews (KIIs), problem ranking, focus group discussions (FGDs) etc. with a wide range of stakeholders (UNHCR staff at all levels, national and international organisations operating in the affected areas, representatives of POC, donors, UN agencies, de facto authorities, and community representatives and members). This phase also involves the organisation of an analytical workshop, to refine and confirm emerging findings alongside other points of engagements with staff as per the detailed approach and methodology outlined in the Inception Report. A presentation to the ERG of preliminary observations from the fieldwork conducted in, respectively, Ethiopia and Afghanistan will also be undertaken at the end of this phase. Given the ongoing conflict, access to UNHCR staff and evaluation stakeholders at sub- and field office's locations may be constrained/difficult. To this end, the Evaluation Team is expected to plan with flexibility, follow the guidance of the UNDSS and the security focal point of the Country Operation in Ethiopia.

The Reporting Phase will focus on consolidating a final presentation of the evaluation findings based on analyses undertaken during the previous phases. The analysis presented in the final report and presentations to UNHCR internal stakeholders, and the ERG should be evidence-based making use of triangulation from multiple sources, linking evidence to recommendations and establishing what contributed to the intended and unintended results. It is expected that the evaluation team will engage UNHCR staff in Addis and at sub-office level in validation of findings and development of recommendations that should be actionable and strategic.

The evaluation team will take a rigorous approach to maximize evaluation quality, credibility and use. Attention will be paid to ensuring that age, gender and diversity are mainstreamed throughout this process. The methodology will feature participatory components, with a focus on inclusion of POCs (if possible) throughout the evaluation process. Impartiality and lack of bias will be assured by relying on a cross-section of information sources and deploying a rigorous mixed-methods approach.

7.Quality Assurance and Ethical Considerations

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 interconnected principles of independence, impartiality, credibility and utility, which in practice, calls for: protecting 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. The evaluation process should support and respect ethical participation of PoCs and meet the standards and ethics of UNHCR and the UN Evaluation Group. In case of any direct data collection from the participation of PoC, the evaluation protocol and tools pertaining to the collection and management of data should be discussed with the Evaluation Service and receive ethical clearance prior to commencing.

The evaluation combines use of the OECD/DAC and humanitarian evaluation criteria to structure the assessment and will align with the UNEG standards as specified in the main TOR.

The evaluation will adhere to UNHCR's 'Evaluation Quality Assurance' (EQA) guidance (Annex 4), which clarifies the quality requirements expected for UNHCR evaluation processes and products. The Evaluation Manager will share and provide an orientation to the EQA at the start of the evaluation – including standards for the format and structure of key deliverables. Adherence to the EQA will be overseen by the Evaluation Manager.

8.Deliverables

The evaluation will be carried out between January and September 2022, with management response and dissemination occurring in September and October 2022.

Key deliverables include:

1. Inception report (7-15 pages) - confirming the scope of the evaluation, the evaluation questions, methods to be used, all data gathering tools, as well as the analytical framework, full stakeholder mapping, validated timeline – and desk review (10-15 pages) summarizing findings derived from a review of existing documentation as described in section 7 above,
2. End of mission initial debriefs after each mission (or remote data collection) to UNHCR staff and established ERGs including a power point or aide memoire,
3. Workshops with relevant staff in HQ and Regional Bureaux, to validate the findings,
4. Draft and Final evaluation reports (30-50 pages), including a 4-6-page stand-alone Executive Summary,
5. A final deliverable is a 7–10-page System's Level Summary Report,

6. Presentations of the final report to the evaluation to UNHCR main stakeholders at, respectively, HQ, RB and country operation levels and the ERG.

The assessment framework of this evaluation combines the OECD/DAC/humanitarian criteria with several other relevant benchmarks and minimum standards, including corporate commitments for L3 interventions (e.g., cluster leadership and participation, impartiality and neutrality, 'do no harm'), those relevant to human rights-based and gender sensitive approach and in alignment with UNHCR's 2018 Age Gender and Diversity Policy. Furthermore, the evaluation will align with the UN Ethical Guidelines and UNHCR's Data Protection Policy. For more information, please see Annexes 5-8 of this ToR.

Annexes

Annex 1: Partnerships

Annex 2: L3 Timeline

Annex 3: Financials

Annex 4: Quality Assurance Check List and formats

Annex 5. UNHCR's Data Protection Policy

Annex 6. UNHCR's 2018 Age Gender and Diversity Policy

Annex 7. UNEG Norms and Standards for Evaluation

Annex 8. UNEG Ethical Guidelines

Annex 2 - Evaluation Approach

1. Based on the UNHCR IDP Protection and Solutions Strategy for Tigray[1] (hereafter the Tigray Strategy), a simplified Theory of Change (TOC) was developed to assess the intervention logic of the response and function as one benchmark in the assessment. The TOC established the underlying assumptions as follows: a) UNHCR has the required financial, supply and human resources to respond; b) cooperation from the Government of Ethiopia to facilitate the response is established; c) access to populations is granted; d) adequate number of appropriate implementing partners in the required locations and funds are timely mobilized; e) the CO receives support from HQ and the RB; and f) UNHCR's processes are flexible to enable the CO to respond.

2. Figure 1 below outlines the TOC as follows:

   - **IF** the extremely serious **emergency** in Ethiopia exceeded the existing response capacities of the country operation and Regional Bureau concerned.
   - **AND** UNHCR declares a **Level 3 Emergency**, i.e., a corporate 'whole-of-UNHCR' approach, triggering the establishment of the emergency cell and coordination mechanisms, deployment of staff and supplies, access to additional financial resources, real-time reporting and follow-up mechanisms.[2]
   - **AND** UNHCR implements the **Protection and Solutions Strategy for Tigray**, by proactively advocating for the centrality of protection with the RC/HC and HCT/Inter-Cluster Coordination Group (ICCG) as Protection Lead Agency **[PROMOTING THE CENTRALITY OF PROTECTION]**, ensuring adequate coordination leadership for protection as required by IASC commitments **[ENSURING COORDINATION LEADERSHIP]**, and delivering a robust operational response in the three sectors as a responding organization and cluster contributor **[EFFECTIVE OPERATIONAL ENGAGEMENT]**.[3]
   - **THEN** UNHCR's efforts will contribute to the inter-agency **Northern Ethiopia Response Plan** to address the increased humanitarian needs in the Tigray, Amhara and Afar regions, in the areas of protection, ESNFI, CCCM, and refugee protection.[4]
   - This will **ENSURE THAT** UNHCR effectively **assures protection and support** for PoC to UNHCR, while from the outset working towards and leveraging **solutions** in the most optimal manner.[5]

---

[1] *While this strategy outlines strategic objectives and actions, the intent was to provide guidance and common direction to the L3 response.*

[2] *UNHCR Policy on Emergency Preparedness and Response (UNHCR/HCP/2017/1/Rev. 1)*

[3] *UNHCR (2021) IDP Protection and Solutions Strategy for Tigray.*

[4] *Revision of the Northern Ethiopia Response Plan - May to December 2021 (October 2021) - Ethiopia. (2021, November 5). ReliefWeb. Retrieved from https://reliefweb.int/report/ethiopia/revision-northern-ethiopia-response-plan-may-december-2021-october-2021*

[5] *UNHCR Policy on Emergency Preparedness and Response (UNHCR/HCP/2017/1/Rev. 1)*

Figure 1: UNHCR L3 ToC (simplified) in Northern Ethiopia

Annex 3 – Rating grid of findings

Rating	Quantitative and qualitative data
Excellent: Always	Clear example of **commendable performance** or good practice in this domain; no weakness, likely that 90% of data or more agree with this statement to a considerable high degree.
Very Good: Almost Always	**Very good to excellent performance** on virtually all aspects; scoring overall very good but not exemplary; no weakness of any real consequence. Possibly 80% to 90% of different data support statements to a considerable high degree.
Good: Mostly, with some exceptions	Reasonably **good performance** on virtually all aspects; might have a few slight weaknesses but nothing critical. In range of 60% to 80% agree with the statement to a considerable high degree; no more than 15% agree to a limited or very limited degree.
Inadequate: Sometimes, with quite a few exceptions	**Fair performance**, some serious but non-fatal performance of a few aspects. Around 40% agree with the statement to a considerable or high degree, and no more than 15% agree to a limited or very limited degree.
Weak/Strongly Limited: Never (or occasionally with clear weaknesses evidence)	Clear evidence of **unsatisfactory functioning**: serious weaknesses across the board on crucial aspects. Probably less than 40% agree with the statement to a considerable or high degree.

Annex 4 – Evaluation Matrix

Evaluation Questions	Sub-Evaluation Questions	Judgement criteria	Indicators & sources of verification
AREA 1: RELEVANCE			
EQ 1 To what extent was the UNHCR's L3 aligned to the needs of POCs, women and girls?	1.1 To what extent did baseline and ongoing needs analysis, protection monitoring, Post distribution monitoring and community engagement (AAP) inform the L3 to target the priority/critical needs of the affected populations? 1.2 To what extent and how did the UNHCR L3 programming strategically adapt its portfolio to changing events including the context	The UNHCR L3 addressed the priority needs of the affected populations systematically taking into ongoing needs analysis/protection monitoring incorporating the UNHCR AAP core actions. The UNHCR L3 response translated into strategic adaptation to ensure relevance and continuously assist POCs, women and girls, boys, and men? most in need.	**TRIANGULATION & SYNTHESIS** of: Degree of alignment to: • Ethiopia Humanitarian Response Plan 2021 (+Mid-Year Review) • Ethiopia Humanitarian Needs Overview 2021 • UNHCR intention survey results Degree of alignment to POC needs: • that POC's and priority needs are consulted • priority groups were identified, aggregated per gender/diversity/age/priority groups through assessments/protection monitoring • as per Protection monitoring data, PDM • as per Needs & joint needs assessments • as per AAP Community feedback mechanism • as per UNHCR's AAP core actions 2-5[6] • Multisectoral Assessment tools/reports (IOM, WFP)
EQ2 To what extent was the L3 emergency response aligned to relevant global, UNHCR and country policies,	2.1 Was UNHCR assistance aligned to relevant country policies/strategies addressing refugee, IDP and returnee priorities and how did this change during the political context? 2.2 To what extent were UNHCR strategies and policies embedded and operationalized in the L3 response with respect to POCs.	To the extent possible within the political context, UNHCR maintained their alignment to the RRS while remaining in line with global policy/strategy on refugees and IDP response.	**TRIANGULATION & SYNTHESIS** of: Degree of alignment to country policy and strategy: • HRP 2021, HRP 2022, HNO 2021 • Comprehensive Refugee Response Framework (CRRF)

[6] *https://www.unhcr.org/handbooks/aap/documents/UNHCR-AAP_posters-A3_final.pdf*

strategies, and priorities?	2.3 How have the humanitarian principles of humanity, impartiality, neutrality, and independence – and a "Do No Harm" commitments – been embedded in the L3 response?	UNHCR's response is well aligned with the four humanitarian principles of Humanity, Neutrality, Impartiality, and Independence, and 'do no harm' as per the consensus	• Ethiopian GoV Refugee Road Map developed in 2017 • National Comprehensive Refugee Response Strategy (NCRRS), (the 'Proclamation'). • 'UNHCR Ethiopia Refugee Child Protection Strategy 2021-2025 strategy' • Global compact for Refugees Degree of alignment to UNHCR policy and strategy: • UNHCR Strategic directions 2017-2021 • Global Compact for Refugees • UNHCR Framework for the Protection of Children (2012) • Comprehensive Refugee Response Framework (CRRF) • UNHCR'S initiative on internal displacement 2020 – 2021 • 2019 Policy on UNHCR engagement in situations of internal displacement Degree of alignment to global policy and strategy: • Grand Bargain commitments & HDP Nexus (as well as EQ 7) • UNHCR response strategies with the Integration of Human Rights Engagement Strategy-the case for inclusion 2020-2023 Perceptions: • KII Perceptions on alignment through from UNHCR, UN and partner staff • Online surveys with UNHCR, UN and partners

EQ3: To what extent were relevant cross-cutting themes embedded and operationalized in the L3 response?	3.1 How were Age, diversity, gender embedded and operationalized and how did this influence the results? 3.2 To what extent has UNHCR has mainstreamed the inclusion of women and girls/gender lens in the operations in general?	UNHCR's response is consistent with AAP and ADG strategies and policies and this has been reflected in the results through data and consensus Specific to gender, UNHCR has taken core actions to mainstream gender.	**TRIANGULATION & SYNTHESIS** of: Perceptions of integrating cross-cutting themes per UNHCR and partner KIIs and FGDs with POCs Alignment to and results reporting against: • UNHCR's AAP framework[7] (Core action 2-5) and • UNHCR's 2018 Age Gender and Diversity Policy • UNHCR Ethiopia's PSEA Strategy 2021-2023 • 2001 UNHCR Commitments to Refugee Women Perceptions: • FGD perceptions on inclusions from women/girls • KII perceptions on AGD results from UNHCR/partners • Evidence on AGD from UNHCR results monitoring
AREA 2: COHERENCE			
EQ 4 To what extent has UNHCR optimized internal and external coherence?	4.1 To what extent has UNHCR's response – particularly to the IDP crisis – been aligned with and coordinated through the Inter-Agency response - providing complementary and harmonized response? 4.2 To what extent were coordination and collaboration actions between HQ, RB, CO and the sub-country offices promoting the L3 scale-up (fit for purpose)? 4.3 To what extent did preparedness	UNHCR coordinated its operations and advocacy successfully with other humanitarian actors, thereby avoiding duplication and promoting complementarity. Internal support mechanisms and coordination between the HQ, RBAP, CO and Sub-country offices was adequate	• Perceptions on common UN approach to advocate/lobby for access from UNHCR, UN and partners • KII's Perceptions on duplications reduced, coverage increased, comparatively between the different partners with implementing partners, clusters and GBV and child protection working groups • Evidence of coordination and collaboration actions between HQ, RB, CO, and sub-CO as per the UNHCR emergency guidelines, through

[7] *https://www.unhcr.org/handbooks/aap/documents/UNHCR-AAP_posters-A3_final.pdf*

		in supporting effective and efficient L3 scale-up	UNHCR KIIs and desk review of emergency cell meeting minutes.
AREA3: EFFECTIVENESS			
EQ 5 To what extent has the UNHCR responded effectively to the L3 emergency in Northern Ethiopia (Tigray, Afar, Amhara, Addis)?	5.1 To what extent were outputs and outcomes achieved as per targets/plans? 5.2 What were positive and negative unintended results? 5.3 To what extent did UNHCR manage to move from a regular long-stay refugee program to an IDP response? 5.4 To what extent did UNHCR play a role on GBV/CP as protection lead and as provider of last resort? 5.5 What were internal UNHCR factors (policies, guidance, tools, processes, systems) that influenced the effectiveness of the L3 decision making process (both neg and pos) emergency response? 5.6 What were external factors that enabled or challenged the effectiveness of the L3 emergency response? 5.7 To what extent has UNHCR stepped up its Inter-Agency engagement at the senior management level to ensure cluster leadership and its contributions as a provider of last resort to reach POCs in a coordinated manner? (Light touch only) 5.8 To what extent has there been a productive relationship between risk appetite and the emergency response?	UNHCR scaled up and maintained adequate assistance (protection, coverage, priority needs, type of sectoral response) to the most in need POCs during the changing context (security, access, funding, political environment, Covid-19)? UNHCR responded to both refugee and IDP needs in a proportionally appropriate manner to the extent possible.	Source of **results** triangulated: • UNHCR Ethiopia Operational plan 2021 results framework • UNHCR Ethiopia annual report 2021 • UNHCR MYS results for quarter 1, 2022 • KII perceptions from UNHCR & partners • Survey results from UNHCR staff & partners Selection of indicators: • Outputs and outcomes • IDP and refugee pillars • Related to L 3 scale up Objective means of verification: • UNHCR emergency policy and SOPs, • UNHCR Ethiopia Tigray IDP response plan • UNHCR IDP Protection and solutions strategy **Unintended results** triangulated across KII perceptions from UNHCR staff and IPs, and desk review **Internal factors triangulated** across KII perceptions from UNHCR and IPs and desk review **External factors triangulate** across KII perceptions from UNHCR and implementing partners + desk review

			Cluster leadership & last resort triangulated across: • KII perceptions of UNHCR, UN, partners • Desk review • Measured against the UNHCR Ethiopia Tigray IDP response plan and UNHCR Ethiopia protection strategy
AREA 4: EFFICIENCY AND FIT FOR PURPOSE			
EQ 6 To what extent has the UNHCR L3 response been efficient on HR, partnership agreements, supply, and the adoption of the RTR, to cover adequately and timely the priority needs of POCs?	6.1 To what extent were appropriate preparedness/contingency measures in place at country levels to facilitate the L3 activation? 6.2 To what extent did UNHCR timely engage the right partners/agreements (decentralized) to ensure efficient response? 6.3 How efficient were UNHCR supply procurement processes to support adequate and timely L3 scale-up? 6.4 How efficient were UNHCR HR processes (ERTs, FT, TA, national staff) in providing the necessary capacity/profiles and support timely the L3 scale-up? 6.5 How supportive is UNHCR's decentralised decision making and transaction Emergency Procedures for the operations to have handled the financial/banking closure and partnership agreements? 6.6 To what extent has UNHCR taken steps to promote, address and support staff safety and welfare? 6.7 To what extent was the RTR instrumental in promoting efficiency and scale up?	The UNHCR L3 response and resources (HR, fin, partnerships, supply) were provided in a timely and 'fit for purpose' manner to achieve the intended results. UNHCR HR actions and processes promoted staff safety (evaluation, COVID-19), welfare and retention. Decentralized decision making promoted timely approvals (partnerships, finances) and thus facilitated the ongoing response. The RTR was instrumental in further directing the ongoing response.	**Efficiency will measure:** • HR scale up, timeliness and capacity • Partnership agreements timeliness & adaptation • Supply timeliness • Transaction Emergency Procedures • Timely adaptative management following the RTR, and other mission **Through Triangulation of:** • Desk review on regional and national emergency preparedness measures. • KII Perceptions, and survey results from UNHCR • UNHCR Emergency Response Policy/guidelines/SOPs **Staff safety and well fare triangulate across:** • Evidence against UNHCRs' *Guidance minimum standards on duty of care in the context of covid-19*' • Evidence against Goal 4 in the UNHCR's People Strategy 2016-2021 • Perceptions from KIIs with UNHCR and UNHCR staff survey results
AREA5: CONNECTEDNESS, SUSTAINABILITY, AND IMPACT			

EQ 7 To what extent has UNHCR integrated Nexus' thinking in its response to enhance connectedness and sustainability?	7.1 To what extent has pursuit of durable solutions for POCs (refugees and IDPs) been embedded in the emergency response? 7.2 To what extent has UNHCR deployed a conflict sensitive approach?	During the L3, UNHCR has continued to save lives while exploring the potential for solutions to ensure the sustainability of return and/or integration.	**Triangulation of:** • Perceptions from KIIs with UNHCR, partners and GoE • Evidence on Humanitarian-Development-Peace partnerships for Protection. • Output and outcome Results of durable solutions against the UNHCR 2021 Annual report, MYS reporting of quarter 1. 2022 • UNHCR Innovative strategies aligned to 'UNHCR Engagement & disengagement strategies,' the 'Grand Bargain commitments.

Annex 5 – Key informants' overview

Key informants' interviews

Key Informant Interviews	Category I	Gender		Category II	Gender		TOTAL
UNHCR HQ	8	M	3	0	M	0	8
		F	5		F	0	
UNHCR RB	4	M	3	0	M	0	4
		F	1		F	0	
UNHCR CO	12	M	9	1	M	1	13
		F	3		F	0	
UNHCR FO	13	M	8	9	M	5	22
		F	5		F	4	
GoE	0	M	0	7	M	7	7
		F	0		F	0	
INGO	0	M	0	3	M	3	3
		F	0		F	0	
LNGO	0	M	0	7	M	5	7
		F	0		F	2	
UN	0	M	0	7	M	3	7
		F	0		F	4	
IPs	0	M	0	1	M	1	1
		F	0		F	0	
Donor	0	M	0	2	M	0	2
		F	0		F	2	
Misc.	2	M	2	0	M	0	2
		F	0		F	0	
TOTAL	39	M	25	37	M	25	50
		F	14		F	12	26
Grand Total							76

Focus Group Discussions

FGD respondents	Category	Sum of FGDs	Sum of Participants
Host Community	IV	**1**	**5**
IDPs	IV	**9**	**75**
Refugees	IV	**12**	**86**
National Partners/IPs	III	**2**	**9**
Total		**24**	**175**

Annex 6 – Bibliography

'UNHCR Tigray Protection Strategy', the 'UNHCR Sub-Office Shire, Tri-Cluster Step-Up-Plan', the 'National Protection Cluster Strategy'.

ACAPS Thematic Report: Ethiopia - Understanding humanitarian concerns across the country, 24 January 2022 - Ethiopia. (2022, January 27). ReliefWeb. Retrieved from https://reliefweb.int/report/ethiopia/acaps-thematic-report-ethiopia-understanding-humanitarian-concerns-across-country-24

Cosgrave, J., Buchanan-Smith, M., & Warner, A. (2016). Evaluation of Humanitarian Action Guide. alnap.org. Retrieved August 1, 2022, from https://www.alnap.org/system/files/content/resource/files/main/alnap-evaluation-humanitarian-action-2016.pdf

Country-Level Feedback on IDP Implementation and Engagement 2019 – 2021.

Ethiopia - Access Map (As of 18 March 2022) - Ethiopia. (2022, March 25). ReliefWeb. Retrieved from https://reliefweb.int/map/ethiopia/ethiopia-access-map-18-march-2022

Ethiopia - Northern Ethiopia Humanitarian Update Situation Report, 16 Sept 2021 - Ethiopia. (2021, September 16). ReliefWeb. Retrieved from https://reliefweb.int/report/ethiopia/ethiopia-northern-ethiopia-humanitarian-update-situation-report-16-sept-2021

Ethiopia - Northern Ethiopia Humanitarian Update Situation Report, 2 Dec 2021 - Ethiopia. (2021, December 2). ReliefWeb. Retrieved from https://reliefweb.int/report/ethiopia/ethiopia-northern-ethiopia-humanitarian-update-situation-report-2-dec-2021

Ethiopia - Northern Ethiopia Humanitarian Update Situation Report, 4 Nov 2021 - Ethiopia. (2021, November 4). ReliefWeb. Retrieved from https://reliefweb.int/report/ethiopia/ethiopia-northern-ethiopia-humanitarian-update-situation-report-4-nov-2021

Ethiopia - Northern Ethiopia Humanitarian Update Situation Report, 9 Dec 2021 - Ethiopia. (2021, December 9). ReliefWeb. Retrieved from https://reliefweb.int/report/ethiopia/ethiopia-northern-ethiopia-humanitarian-update-situation-report-9-dec-2021

Ethiopia - Tigray Region Humanitarian Update Situation Report, 12 February 2021 - Ethiopia. (2021, February 12). ReliefWeb. Retrieved from https://reliefweb.int/report/ethiopia/ethiopia-tigray-region-humanitarian-update-situation-report-12-february-2021

Ethiopia - Tigray Region Humanitarian Update Situation Report, 13 March 2021 - Ethiopia. (2021, March 15). ReliefWeb. Retrieved from https://reliefweb.int/report/ethiopia/ethiopia-tigray-region-humanitarian-update-situation-report-13-march-2021

Ethiopia - Tigray Region Humanitarian Update Situation Report, 19 August 2021 - Ethiopia. (2021, August 19). ReliefWeb. Retrieved from https://reliefweb.int/report/ethiopia/ethiopia-tigray-region-humanitarian-update-situation-report-19-august-2021

Ethiopia | Displacement. (n.d.). Retrieved from https://displacement.iom.int/ethiopia

Ethiopia Access Map - November 2021. (2021). unocha.org. https://reliefweb.int/sites/reliefweb.int/files/resources/ocha_ethiopia_211124_access_map_31_october_2021_final.pdf

ETHIOPIA Access Map -May 2022. (2022). unocha.org. https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/documents/files/ocha_ethiopia_220520_access_map_may_2022.pdf

Ethiopia CCCM Dashboard June2021 - Ethiopia. (2021, July 8). ReliefWeb. Retrieved from https://reliefweb.int/report/ethiopia/ethiopia-cccm-dashboard-june2021

Ethiopia Complex crisis. (n.d.). ACAPS. Retrieved from https://www.acaps.org/country/ethiopia/crisis/complex-crisis

Ethiopia Complex crisis. (n.d.-b). ACAPS. Retrieved from https://www.acaps.org/country/ethiopia/crisis/complex-crisis

Ethiopia Country Refugee Response Plan (January 2022 - December 2022) - Ethiopia. (2022, June 24). ReliefWeb. Retrieved from https://reliefweb.int/report/ethiopia/ethiopia-country-refugee-response-plan-january-2022-december-2022

Ethiopia Country Refugee Response Plan (January 2022 - December 2022) - Ethiopia. (2022b, June 24). ReliefWeb. Retrieved from https://reliefweb.int/report/ethiopia/ethiopia-country-refugee-response-plan-january-2022-december-2022

Ethiopia Humanitarian Country Team (EHCT) Protection Strategy 01 August 2019 – August 2021 (Updated August 2020, endorsed October 28,2020)| Global Protection Cluster. (2020). Retrieved from https://www.globalprotectioncluster.org/wp-content/uploads/Ethiopia-Humanitarian-Country-Team.PSFINALOCT28.2020.pdf

Ethiopia Humanitarian Response Plan 2021 | Humanitarian InSight. (2021). Retrieved from https://hum-insight.info/plan/1041

Ethiopia PSEA Network 2021 - 2022 Strategy | HumanitarianResponse. (2021). Retrieved from https://www.humanitarianresponse.info/ru/operations/ethiopia/document/ethiopia-psea-network-2021-2022-strategy

Ethiopia Sends Refugees Who Fled Tigray Fighting Back to Camps - BNN Bloomberg. (2020, December 11). BNN. Retrieved from https://www.bnnbloomberg.ca/ethiopia-sends-refugees-who-fled-tigray-fighting-back-to-camps-1.1535167

Ethiopia Sends Refugees Who Fled Tigray Fighting Back to Camps - BNN Bloomberg. (2020, December 11). BNN. Retrieved from https://www.bnnbloomberg.ca/ethiopia-sends-refugees-who-fled-tigray-fighting-back-to-camps-1.1535167

ETHIOPIA SITUATION (TIGRAY REGION) 16 –31 July 2021. (2021). https://reporting.unhcr.org/sites/default/files/Ethiopia%20Situation%20regional%20update-31%20July%202021_0.pdf

ETHIOPIA SITUATION (TIGRAY REGION) 16 –31 July 2021. (2021). https://reporting.unhcr.org/sites/default/files/Ethiopia%20Situation%20regional%20update-31%20July%202021_0.pdf

Ethiopia: 2022 country refugee response plan. (n.d.). Global Focus. Retrieved from https://reporting.unhcr.org/document/2702

Ethiopia: 2022 country refugee response plan. (n.d.). Global Focus. Retrieved from https://reporting.unhcr.org/document/2702

Ethiopia: 2022 country refugee response plan. (n.d.-c). Global Focus. Retrieved from https://reporting.unhcr.org/document/2702

Ethiopia: Eritrean Refugees Targeted in Tigray. (2021, September 28). Human Rights Watch. Retrieved from https://www.hrw.org/news/2021/09/16/ethiopia-eritrean-refugees-targeted-tigray

Ethiopia: Humanitarian Access Situation Report, August – September 2019 - Ethiopia. (2019, November 6). ReliefWeb. Retrieved from https://reliefweb.int/report/ethiopia/ethiopia-humanitarian-access-situation-report-august-september-2019

Ethiopia: Humanitarian Access Situation Report, October – December 2019 - Ethiopia. (2020, January 8). ReliefWeb. Retrieved from https://reliefweb.int/report/ethiopia/ethiopia-humanitarian-access-situation-report-october-december-2019

Ethiopia: Humanitarian Access Situation Report, October – December 2019 - Ethiopia. (2020b, January 8). ReliefWeb. Retrieved from https://reliefweb.int/report/ethiopia/ethiopia-humanitarian-access-situation-report-october-december-2019

Ethiopia: MULTISECTOR RAPID ASSESSMENT MISSION, ADI HARUSH AND MAI AINI REFUGEE CAMPS, 04 - 10 JAN 2021 | Assessment & Analysis Knowledge Management Platform. (2021, January 4). Retrieved from https://assessments.hpc.tools/assessment/ethiopia-multisector-rapid-assessment-mission-adi-harush-and-mai-aini-refugee-camps-04

Ethiopia: Rapid Inter-Agency Needs Assessment Report North Shewa Zone, Amhara Region - 1-5 FEB 2022 [EN] | Assessment & Analysis Knowledge Management Platform. (2022, February 1). Retrieved from https://assessments.hpc.tools/assessment/586c59db-767c-455a-a637-8b116b0ceda9

Ethiopia: Safe access and swift action needed for refugees in Tigray. (2021, January 17). UN News. Retrieved from https://news.un.org/en/story/2021/01/1082162

Ethiopia: Tigray Region Humanitarian Update - Situation Report No. 3 (17 November 2020) - Ethiopia. (2020, November 18). ReliefWeb. Retrieved from https://reliefweb.int/report/ethiopia/ethiopia-tigray-region-humanitarian-update-situation-report-no-3-17-november-2020

Ethiopia: Updated Humanitarian Response Plan for Northern Ethiopia MAY - DEC 2021 [EN] | HumanitarianResponse. (n.d.). Retrieved from https://www.humanitarianresponse.info/en/operations/ethiopia/document/ethiopia-updated-humanitarian-response-plan-northern-ethiopia-may-dec

Ethiopia: Vigil InSight Situation Report - 16 June 2021 - Ethiopia. (2021, June 16). ReliefWeb. Retrieved from https://reliefweb.int/report/ethiopia/ethiopia-vigil-insight-situation-report-16-june-2021

Evaluation Criteria - OECD. (n.d.). Retrieved from https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm

Executive Committee of the Programme of the United Nations High Commissioner for Refugees - Summary record of the 743rd meeting Held at the Palais des Nations, Geneva, on Thursday, 7 October 2021, at 3 p.m. (2021, November 24). unhcr.org. https://www.unhcr.org/625e69584.pdf

Global Humanitarian Overview 2022. (2022). Global Humanitarian Overview. Retrieved from https://gho.unocha.org/

GUIDANCE PACKAGE FOR UNHCR'S ENGAGEMENT IN SITUATIONS OF INTERNAL DISPLACEMENT September 2019 | Version 1. (2019, September). unhcr.org. https://cms.emergency.unhcr.org/documents/11982/363259/Guidance+Package+for+UNHCR%27s+Engagement+in+Situations+of+Internal+Displacement/cacf4e96-4567-4443-ac99-08d7ccfddce4#_ga=2.76739664.455137862.1660286045-485623993.1636710565

Guiding Principles on Internal Displacement. (n.d.). IDMC. Retrieved from https://www.internal-displacement.org/internal-displacement/guiding-principles-on-internal-displacement

Hagmann, T. (2021, November 21). Ethiopia's civil war: Five reasons why history won't repeat itself. The Conversation. Retrieved from https://theconversation.com/ethiopias-civil-war-five-reasons-why-history-wont-repeat-itself-172158

IASC Framework on Durable Solutions for Internally Displaced Persons | IASC. (2010, April 5). Retrieved from https://interagencystandingcommittee.org/other/iasc-framework-durable-solutions-internally-displaced-persons

IASC Framework on Durable Solutions for Internally Displaced Persons | IASC. (2010b, April 5). Retrieved from https://interagencystandingcommittee.org/other/iasc-framework-durable-solutions-internally-displaced-persons

IASC Framework on Durable Solutions for Internally Displaced Persons. (2010, April). unhcr.org. https://www.unhcr.org/50f94cd49.pdf

IASC Humanitarian System-Wide Scale-Up Activations and Deactivations | IASC. (2022, March 5). Retrieved from https://interagencystandingcommittee.org/iasc-transformative-agenda/iasc-humanitarian-system-wide-scale-activations-and-deactivations

IASC, Framework DURABLE SOLUTIONS FOR INTERNALLY DISPLACED PERSONS Project on Internal Displacement available at https://interagencystandingcommittee.org/system/files/2021-03/IASC%20Framework%20on%20Durable%20Solutions%20for%20Internally%20Displaced%20Persons%2C%20April%202010.pdf

Miller, S. (2020, December 16). Reports of Forcible Return of Eritrean Refugees in Ethiopia Cause for Alarm. Refugees International. Retrieved from https://www.refugeesinternational.org/reports/2020/12/16/reports-of-forcible-return-of-eritrean-refugees-in-ethiopia-cause-for-alarm

Multi Sectoral Rapid Assessment Dedebit, Asgede Woreda, NW zone of Tigrai Assessment of Humanitarian Needs of Newly Arriving IDPs, 22 NOV 2021 [EN] | Assessment & Analysis Knowledge Management Platform. (2021, November 22). Retrieved from https://kmp.hpc.tools/assessment/multi-sectoral-rapid-assessment-dedebit-asgede-woreda-nw-zone-tigrai-assessment

Northern Ethiopia - Access Map (As of 10 January 2022) - Ethiopia. (2022, January 14). ReliefWeb. Retrieved from https://reliefweb.int/map/ethiopia/northern-ethiopia-access-map-10-january-2022

Northern Ethiopia - Humanitarian Response Plan Snapshot (December 2020) - Ethiopia. (2020, December 30). ReliefWeb. Retrieved from https://reliefweb.int/report/ethiopia/northern-ethiopia-humanitarian-response-plan-snapshot-december-2020

Northern Ethiopia Protection Analysis Update | Global Protection Cluster. (2022, July 15). Retrieved from https://www.globalprotectioncluster.org/publications/304/reports/protection-analysis-update/northern-ethiopia-protection-analysis-update

Northern Ethiopia Protection Analysis Update | Global Protection Cluster. (2022, July 15). Retrieved from https://www.globalprotectioncluster.org/publications/304/reports/protection-analysis-update/northern-ethiopia-protection-analysis-update

Northern Ethiopia Protection Analysis Update | Global Protection Cluster. (2022, July 15). Retrieved from https://www.globalprotectioncluster.org/publications/304/reports/protection-analysis-update/northern-ethiopia-protection-analysis-update

Northern Ethiopia Protection Analysis Update, May 2022 - Ethiopia. (2022, August 30). ReliefWeb. Retrieved from https://reliefweb.int/report/ethiopia/northern-ethiopia-protection-analysis-update-may-2022

Northern Ethiopia Protection Analysis Update, May 2022 - Ethiopia. (2022b, August 30). ReliefWeb. Retrieved from https://reliefweb.int/report/ethiopia/northern-ethiopia-protection-analysis-update-may-2022

Northern Ethiopia Protection Analysis Update, May 2022 - Ethiopia. (2022b, August 30). ReliefWeb. Retrieved from https://reliefweb.int/report/ethiopia/northern-ethiopia-protection-analysis-update-may-2022

Northern Ethiopia. (2021, October 27). Peer 2 Peer Support. Retrieved from https://www.deliveraidbetter.org/missions/northern-ethiopia/

Office of the Prime Minister. (n.d.). pmo.gov.et/pm/. Retrieved September 1, 2022, from https://pmo.gov.et/pm/

OHCHR. (n.d.). Tigray conflict: Report calls for accountability for violations and abuses by all parties. Retrieved from https://www.ohchr.org/en/2021/11/tigray-conflict-report-calls-accountability-violations-and-abuses-all-parties

OHCHR. (n.d.-a). Oral Update of the International Commission of Human Rights Experts on Ethiopia to the UN Human Rights Council, Geneva. Retrieved from https://www.ohchr.org/en/statements/2022/06/oral-update-international-commission-human-rights-experts-ethiopia-un-human

OHCHR. (n.d.-b). Tigray conflict: Report calls for accountability for violations and abuses by all parties. Retrieved from https://www.ohchr.org/en/2021/11/tigray-conflict-report-calls-accountability-violations-and-abuses-all-parties

Protection Analysis Update June 2022 | Global Protection Cluster. (2022, June 22). Retrieved from https://www.globalprotectioncluster.org/wp-content/uploads/PAU_Ethiopia_FINAL-17.6.2022.pdf

PROTECTION CLUSTER Response and Gap Analysis January - June 2022. (2022, August 22). humanitarianresponse.info. https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/documents/files/ethiopia_protection_cluster_gap_analysis_january_june_2022.pdf

Report of the Ethiopian Human Rights Commission (EHRC)/Office of the United Nations High Commissioner for Human Rights (OHCHR) Joint Investigation into Alleged Violations of International Human Rights, Humanitarian and Refugee Law Committed by all Parties to the

Conflict in the Tigray Region of the Federal Democratic Republic of Ethiopia. (2021). ohchr.org. https://www.ohchr.org/sites/default/files/2021-11/OHCHR-EHRC-Tigray-Report.pd

Rethinking Humanitarianism | The politicisation of aid in Ethiopia. (2021, November 10). The New Humanitarian. Retrieved from https://www.thenewhumanitarian.org/podcast/2021/11/10/politicisation-of-aid-in-Ethiopia-rethinking-humanitarianism

Revision of the Northern Ethiopia Response Plan - May to December 2021 (October 2021) - Ethiopia. (2021, November 5). ReliefWeb. Retrieved from https://reliefweb.int/report/ethiopia/revision-northern-ethiopia-response-plan-may-december-2021-october-2021

Roadmap for the Implementation of the Federal Democratic Republic of Ethiopia Government Pledges and for the practical application of the CRRF. (2017, August).

Secretary-General Denounces Ethiopia's Expulsion of Senior United Nations Officials as Security Council Delegates Differ on Potential Response | UN Press. (2021, October 6). Retrieved from https://press.un.org/en/2021/sc14657.doc.htm

Sending 4 Drafts to General Assembly, Fifth Committee Approves Funding for Human Rights Council Mechanism, Support Mission in Libya, Concluding Resumed Session | UN Press. (2022, March 31). Retrieved from https://press.un.org/en/2022/gaab4381.doc.htm

Singleton, M., & Wobusoboz, S. (2022, March 8). Evaluation of the OHCHR Ethiopia Country Programme. https://www.ohchr.org/sites/default/files/2022-06/Evaluation-OHCHR-Programme-Ethiopia.pdf

Staff, R. (2021, February 12). Ethiopia closes camps housing Eritrean refugees in Tigray after reports of attacks. U.S. Retrieved from https://www.reuters.com/article/uk-ethiopia-conflict-idUSKBN2AC0NG

The GBV Accountability Framework: All Humanitarian Actors Have a Role to Play - World. (2019, May 15). ReliefWeb. Retrieved from https://reliefweb.int/report/world/gbv-accountability-framework-all-humanitarian-actors-have-role-play

The Grand Bargain (Official website) | IASC. (2022, October 12). Retrieved from https://interagencystandingcommittee.org/grand-bargain

U.N. aid chief to Ethiopia on famine in Tigray: "Get those trucks moving" - Ethiopia. (2021, September 29). ReliefWeb. Retrieved from https://reliefweb.int/report/ethiopia/un-aid-chief-ethiopia-famine-tigray-get-those-trucks-moving

UNHCR Emergency Handbook - Humanitarian Principles available at https://emergency.unhcr.org/entry/44765/humanitarian-principles#:~:text=Underlining%20all%20humanitarian%20action%20are,%2F182%20and%2058%2F114.

UNHCR Emergency Handbook - Humanitarian Principles available at https://emergency.unhcr.org/entry/44765/humanitarian-principles#:~:text=Underlining%20all%20humanitarian%20action%20are,%2F182%20and%2058%2F114.

UNHCR Ethiopia Fact Sheet December 2020. (n.d.). UNHCR Operational Data Portal (ODP). Retrieved from https://data.unhcr.org/fr/documents/details/84282

UNHCR Ethiopia Factsheet for Response to Internal Displacement in Ethiopia. (2022, May 22). UNHCR Operational Data Portal (ODP). Retrieved from https://data.unhcr.org/en/documents/details/92844

UNHCR Ethiopia Factsheet for Response to Internal Displacement in Ethiopia. (n.d.). UNHCR Operational Data Portal (ODP). Retrieved from https://data.unhcr.org/en/documents/details/92844

UNHCR Ethiopia Operation: Tigray Situation Update, 30 July 2021 - Ethiopia. (2021, July 30). ReliefWeb. Retrieved from https://reliefweb.int/report/ethiopia/unhcr-ethiopia-operation-tigray-situation-update-30-july-2021

UNHCR Ethiopia: Operational Update (February 2022) - Ethiopia. (2022, April 1). ReliefWeb. Retrieved from https://reliefweb.int/report/ethiopia/unhcr-ethiopia-operational-update-february-2022

UNHCR IDP Response in Northern Ethiopia March 2022. (2021). UNHCR Operational Data Portal (ODP). Retrieved from https://data.unhcr.org/en/documents/details/92252

UNHCR Northern Ethiopia Factsheet - March 2022. (n.d.). UNHCR Operational Data Portal (ODP). Retrieved from https://data.unhcr.org/en/documents/details/92250

UNHCR Policy on Emergency Preparedness and Response (UNHCR/HCP/2017/1/Rev. 1)

UNHCR Position on Returns to Ethiopia. (2022, March). refworld.org. https://www.refworld.org/pdfid/623079204.pdf

UNHCR Press briefing: 'Deteriorating conditions putting Eritrean refugees at grave risk in Tigray' available at https://www.unhcr.org/news/briefing/2022/1/61ea6fe74/deteriorating-conditions-eritrean-refugees-grave-risk-tigray.html

UNHCR regains access to Tigray refugee camps, calls for emergency funds to scale up assistance. (n.d.). UNHCR. Retrieved from https://www.unhcr.org/news/briefing/2021/8/611232a04/unhcr-regains-access-tigray-refugee-camps-calls-emergency-funds-scale-assistance.html

UNHCR Regional Update #30 Ethiopia Emergency Situation, 31 March 2022 - Ethiopia. (2022, April 13). ReliefWeb. Retrieved from https://reliefweb.int/report/ethiopia/unhcr-regional-update-30-ethiopia-emergency-situation-31-march-2022

UNHCR Regional Update #30 Ethiopia Emergency Situation, 31 March 2022 - Ethiopia. (2022b, April 13). ReliefWeb. Retrieved from https://reliefweb.int/report/ethiopia/unhcr-regional-update-30-ethiopia-emergency-situation-31-march-2022

UNHCR/HCP/2017/1/Rev.1 Policy on Emergency Preparedness and Response. (2017). unhcr.org. https://cms.emergency.unhcr.org/documents/11982/124166/UNHCR+HCP+2017+1+Rev.1+-+Policy+on+Emergency+Preparedness+and+Response/90e9ea09-4f00-4fcb-89db-3fa01704859d

UNHCR|Emergency Handbook. (n.d.-b). Retrieved from https://emergency.unhcr.org/entry/363263/policy-on-unhcrs-engagement-in-situations-of-internal-displacement-idp-policy

UNHCR|Emergency Handbook. (n.d.-c). Retrieved from https://emergency.unhcr.org/entry/363263/policy-on-unhcrs-engagement-in-situations-of-internal-displacement-idp-policy

UNHCR|Emergency Handbook. (n.d.-g). Retrieved from https://emergency.unhcr.org/entry/124201/policy-on-emergency-preparedness-and-response

UNHCR's engagement with internally displaced persons. (2019). unhcr.org. https://www.unhcr.org/60e4500d4.pdf

United Nations High Commissioner for Refugees. (2019, September). Refworld | Guidance Package for UNHCR's Engagement in Situations of Internal Displacement. Refworld. Retrieved from https://www.refworld.org/docid/5d8335814.html

United Nations High Commissioner for Refugees. (2022, January 21). Deteriorating conditions putting Eritrean refugees at grave risk in Tigray. UNHCR. Retrieved from https://www.unhcr.org/en-us/news/briefing/2022/1/61ea6fe74/deteriorating-conditions-eritrean-refugees-grave-risk-tigray.html

United Nations High Commissioner for Refugees. (n.d.). UNHCR reaches destroyed camps in northern Tigray. UNHCR. Retrieved from https://www.unhcr.org/news/briefing/2021/3/605da0564/unhcr-reaches-destroyed-camps-northern-tigray.html

United Nations High Commissioner for Refugees. (n.d.-a). Tackling sexual exploitation, abuse and harassment. UNHCR. Retrieved from https://www.unhcr.org/our-fight-against-sexual-exploitation-abuse-and-harassment.html

United Nations High Commissioner for Refugees. (n.d.-a). Thousands of Eritrean refugees displaced in clashes in Ethiopia's Afar region. UNHCR. Retrieved from https://www.unhcr.org/news/briefing/2022/2/620f63574/thousands-eritrean-refugees-displaced-clashes-ethiopias-afar-region.html

United Nations High Commissioner for Refugees. (n.d.-b). UNHCR reaches destroyed camps in northern Tigray. UNHCR. Retrieved from https://www.unhcr.org/news/briefing/2021/3/605da0564/unhcr-reaches-destroyed-camps-northern-tigray.html

Working Group: Ethiopia Situation – Tigray Emergency Response. (n.d.). Retrieved from https://data.unhcr.org/en/working-group/284?sv=0

Annex 7 – Results of the Online Surveys (Staff and Partners)

Survey Analysis –UNHCR Staff Ethiopia

Approach

This Annex summarizes the results of an Online Survey consulting a wide range of individuals from UNHCR National and International Staff in the Country Office and Sub Country Offices in Tigray, Afar and Amhara.

The questionnaire mainly collected information relevant to the six Evaluation Question related to the criteria of Relevance, Coherence, Effectiveness, Efficiency and Fit-for-Purpose Connectedness/ Sustainability with the aim to confirm or inform the evaluation judgment criteria. It mainly contained common questions for national and international UNHCR staff, as well as a small set of additional questions customized per Group. Respondents were asked to rate performance based on four options (Strongly Agree, Agree, Disagree, Strongly Disagree) and a "No Opinion" and "Not relevant to my position" option when it applied. Moreover, Respondents were invited to elaborate short written answers to collect information on the staff opinion on the strengths and weaknesses of the emergency response as well as good practices and recommendations for the future operations.

The survey has remained open for a month and a half between May and June 2022 and UNHCR CO relaunched it to the sampled respondents three times.

Demographics

The total of respondent to the staff survey is of 56 over 101 people reached, so a response rate of 55%. The larger share of respondent 79% are international staff compared to 21% national.

Slightly more than half of the total of respondent were working in a UNHCR sub-country office:

Offices	International staff	National staff	Total
UNHCR Ethiopia country office	32%	7%	22
UNHCR Ethiopia sub country office	47%	14%	34
Total	44	12	56

25% of respondent were female and 75% male. Seventy-nine per centages of them indicated they had more than 5 years of experience working for UNHCR, half of which had been deployed prior to the Declaration of the L3 Emergency Response.

UNHCR Sub Office	% of respondent from UNHCR Sub Office (Tot:22)
Mekelle	40%
Shire	30%
Gondar	10%
Semera	10%
Dessie	5%
Debark	5%

While the survey collected responses from all sub-offices, especially Shire and Mekelle with respectively 30% and 40% of respondents, it is worth noting Dessie and Gondar are not well represented with only 5% of respondents.

Areas of work of respondent	% of respondent (Total:56)
Protection/Child Protection/GBV	21%
Programming	13%
Supply/Procurement	11%
External relations	9%
Shelter/NFI	9%
Administarion	9%
CCCM (camp-coordination and camp-management)	4%
Durable Solutions	4%
Information Management	4%
Other (please specify)	14%
Not applicable	4%

In terms of the respondents' areas of work, the survey covered mostly staff working on Protection/Child/GVB, programming, then Supply & Procurement, External Relations, Shelter/NFI and Administration with respectively 21%, 13%, 11%, 9%, 9% and 9% of respondents.

It is worth noting that there is no female representation within the following sectors: CCCM, Information Management, Shelter and NFI. Also, there is no representation of National Staff in the sectors of Programming and Supply & Procurement.

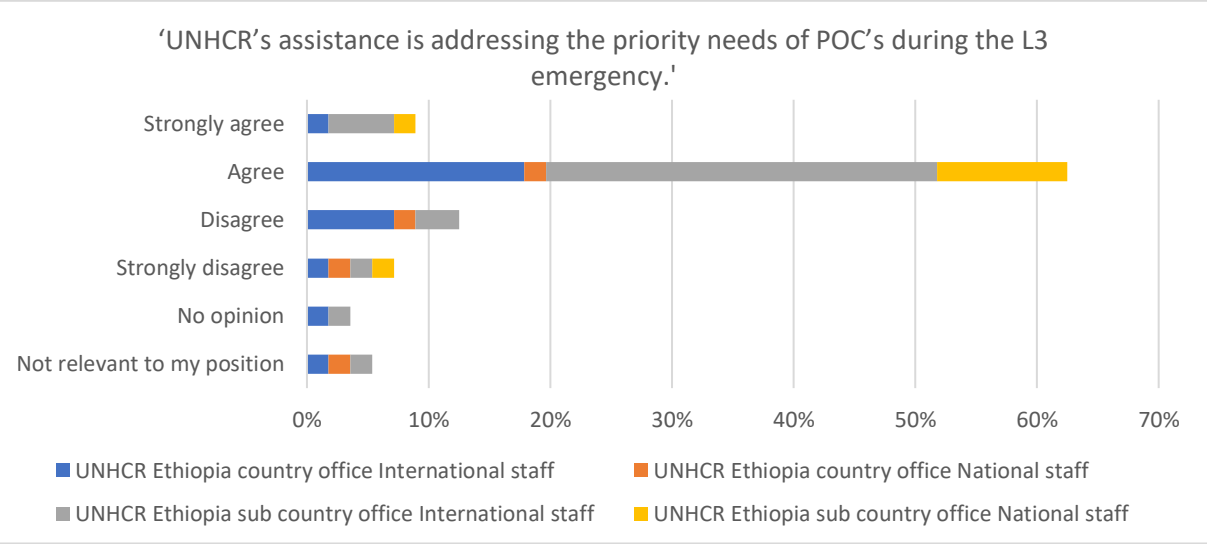
Limitations

The main limitation of the survey is that the final sample of respondents was not fully representative of all UNHCR staff. While the initial sample was of 354 UNHCR staff and fully inclusive of all UNHCR staff deployed on the UNHCR L3 Emergency response, this sample was reduced to 101 staff by the Country Office after it sent out a second reminder to complete the survey. The justifications of UNHCR Country Office were the need to focus on relevant staff (i) due to frequent movements of staff on mission to Afar and Amhara operations when initially recruited for the Tigray operation (ii) revision with respect to their engagement in the Northern operation.

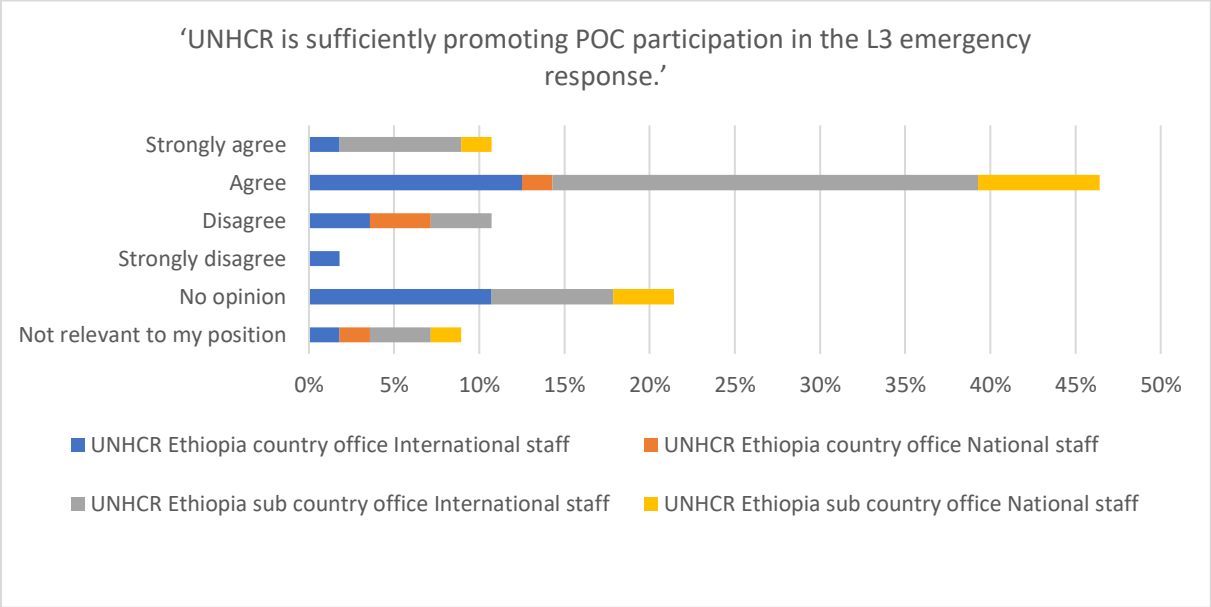
Quantitative analysis

Relevance

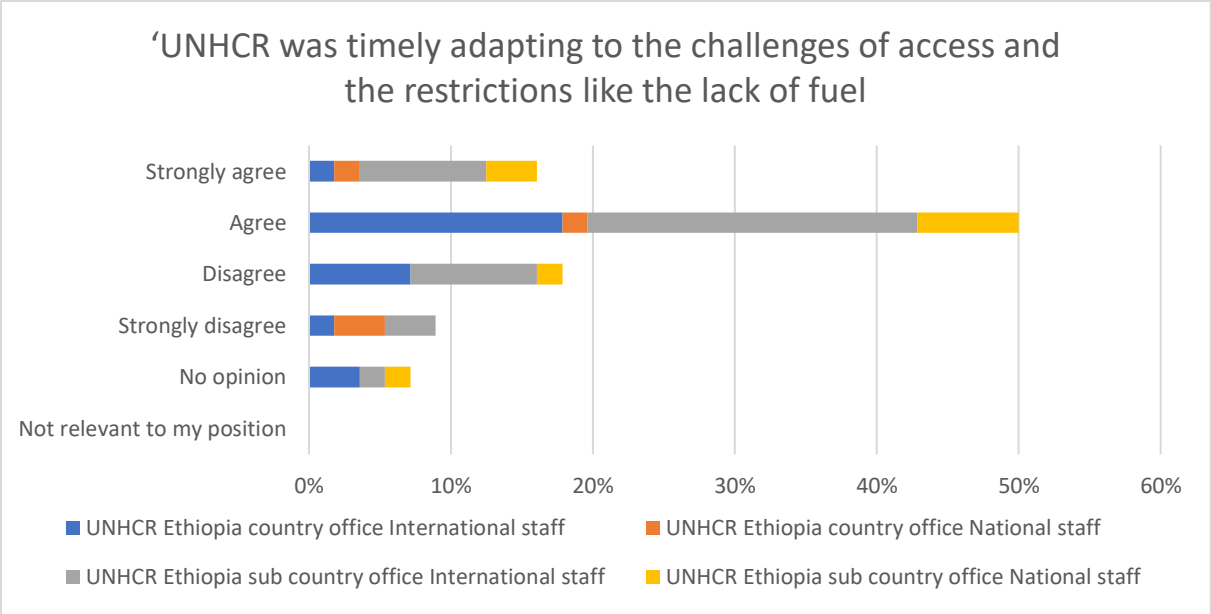
To what extent do you agree or disagree with this statement: 'UNHCR's assistance is addressing the priority needs of POC's during the L3 emergency.' (EQ.1.1.)



To what extent do you agree or disagree with this statement: 'UNHCR is sufficiently promoting POC participation in the L3 emergency response.'? '(EQ.1.1.)

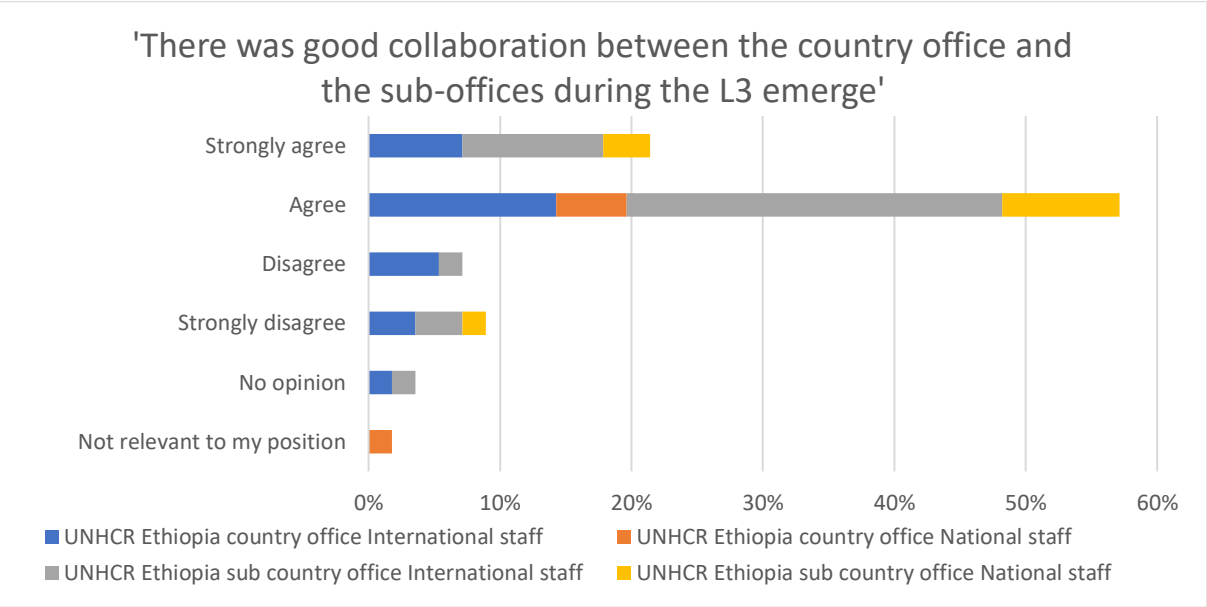


To what extent do you agree or disagree with this statement 'UNHCR was timely adapting to the challenges of access and the restrictions like the lack of fuel'? (EQ.1.2.)



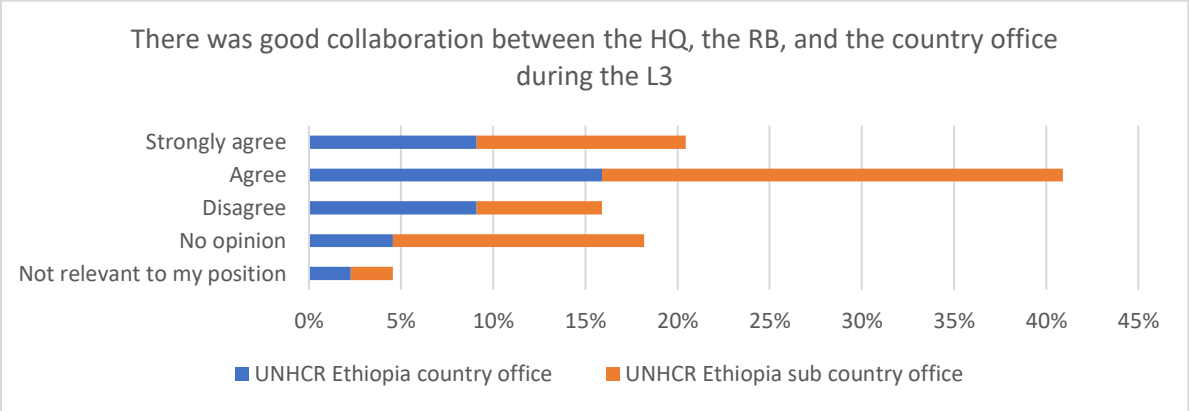
Coherence

To what extent do you agree or disagree with this statement: 'There was good collaboration between the country office and the sub-offices during the L3 emerge'? (EQ.4.2.)



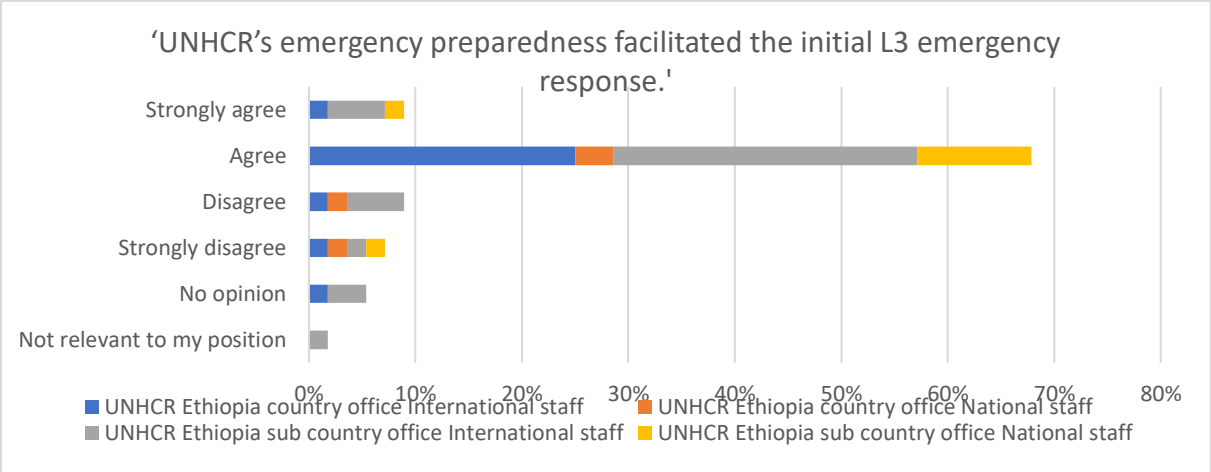
If 'No opinion' or 'disagree', why?
Based on how the events unfolded and from speaking to colleagues, there was very little collaboration between the CO and SOs. This was not effective. CO failed to provide leadership, with a complicated coordination role, duplicity of roles at the top leading to a convoluted mechanism inhibiting our response.
The ERT colleagues deliberately appeared to not report to the Country Office. In an emergency, creation of parallel structures never works well. At same time, volumes of reports were produced that made little difference to the way work was organized. The organization takes a very old-fashioned approach to emergencies and needs considerable improvement and improving coordination structures is a must
The Sub country office was more like an independent unit
The emergency did not register the same level of urgency on the country office to provide timely and adequate support and follow up
The first ERT and in particular DESS colleagues seemed to 'cordon off' the North and that did not give a sense of co-ownership
Visible lack of coordination between the country office and sub country offices especially in terms of deployment of staff - felt like two country offices.
The response team at some point came as "to save the situation" and didn't report and collaborate quite well with the team in country.
Based on how the events unfolded and from speaking to colleagues, there was very little collaboration between the CO and SOs. This was not effective. CO failed to provide leadership, with a complicated coordination role, duplicity of roles at the top leading to a convoluted mechanism inhibiting our response.

To what extent do you agree with this statement: 'There was good collaboration between the HQ, the RB, and the country office during the L3?'

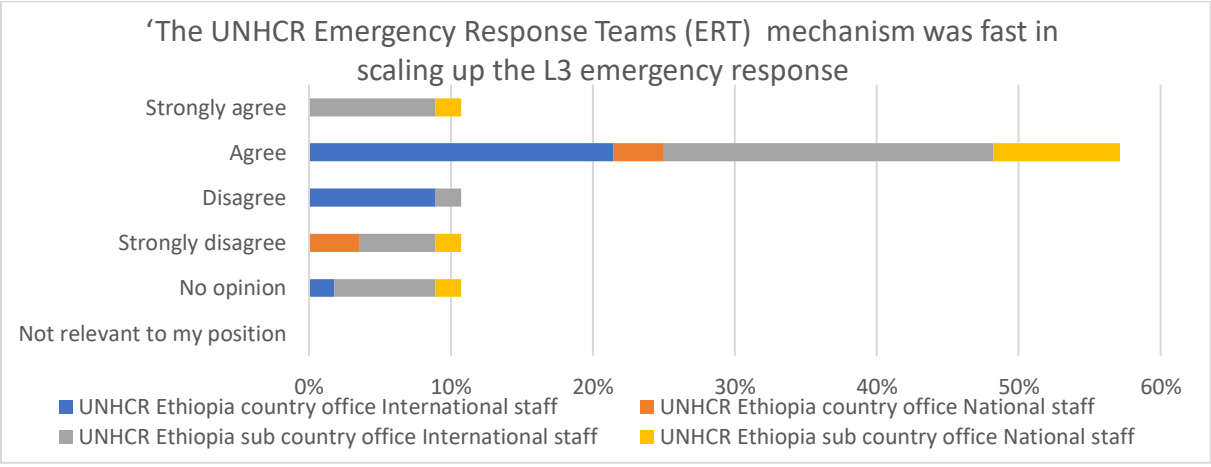


Efficiency and fit-for-purpose

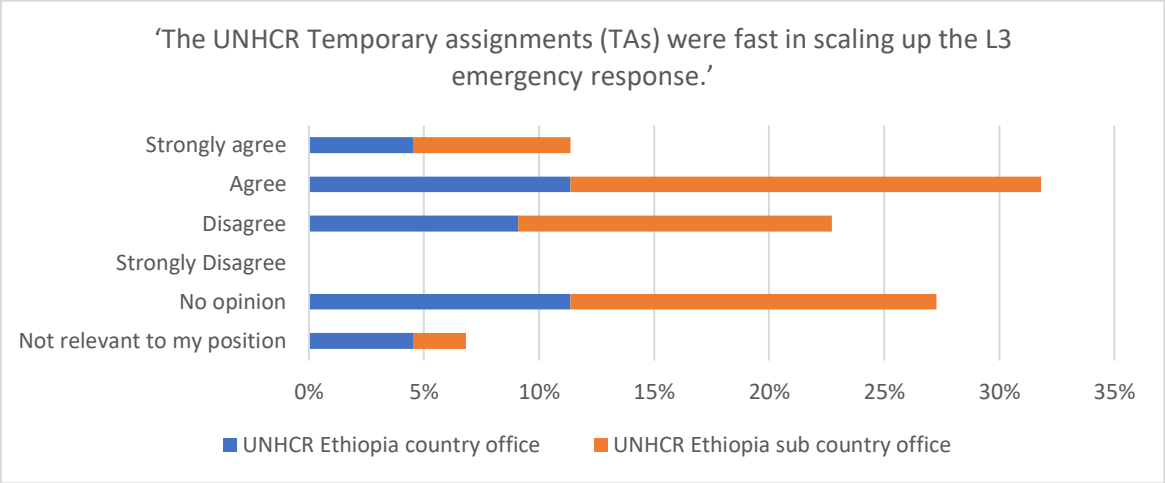
To what extent do you agree or disagree with this statement: 'UNHCR's emergency preparedness facilitated the initial L3 emergency response.'? (EQ.6.1.)



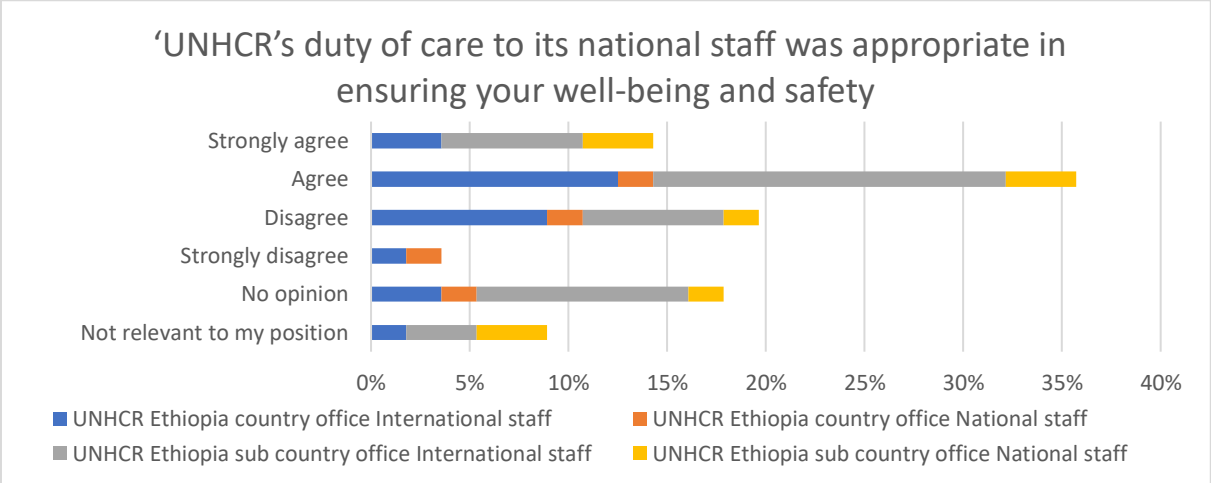
To what extent do you agree or disagree with this statement: 'The UNHCR Emergency Response Teams (ERT) mechanism was fast in scaling up the L3 emergency response'? (EQ.6.4.)



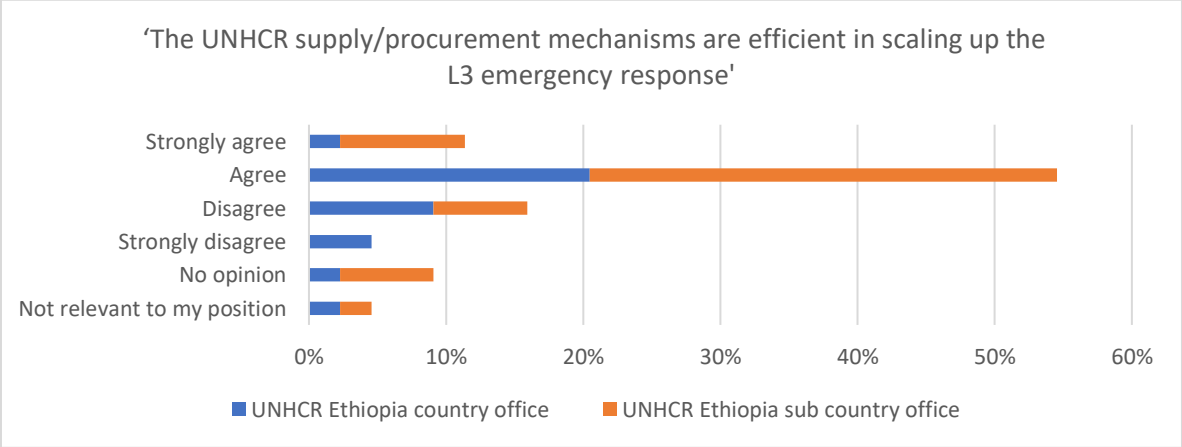
To what extent do you agree with this statement: 'The UNHCR Temporary assignments (TAs) were fast in scaling up the L3 emergency response.'



To what extent do you agree or disagree with this statement: 'UNHCR's duty of care to its national staff was appropriate in ensuring your well-being and safety' (EQ.6.6.)



To what extent do you agree with this statement: 'The UNHCR supply/procurement mechanisms are efficient in scaling up the L3 emergency response' (EQ.6.3.)



Qualitative analysis

Which of these internal UNHCR factors were particularly successful in influencing the L3 emergency response?	Occurrence
UNHCR policy on emergency preparedness and response 2019	37
Cluster Coordination and Leadership	22
Supply & Procurement	20
UNHCR Ethiopia contingency planning and preparedness	19
Human resource mobilization	18
Financial resources mobilization	17
Partnerships	16
UNHCR Ethiopia IDP protection and solutions strategy for Tigray	15
Data and Information Management	11
UNHCR engagement in situations of internal displacement policy in 2019	5
Partnerships Cluster Coordination and Leadership	4
UNHCR Ethiopia contingency planning	2

In your opinion what are UNHCR's 'good practices' coming out of this L3 response?	Int.	Nat.	Tot.
All units/departments/offices and Sub-offices/Regional Bureau/Headquarters are working side by side.	1		1
Contingency planning and preparedness including prepositioning of supplies. Deployment of ERT and the design and implementation of the transition plan from ERT to FT recruited workforce.	1		1
Coordination with operational partners involved in the emergency response.	1	1	2
Coordination within the operation on a timely manner.	1	1	2
Creating a Northern coordination was a good idea.	1		1
Flexibility of different offices in sharing available resources based on level of need.	1	1	2
Have a strategic staffing direction and involve POCs more on the programming of the response.	1		1
I learned how responsive you have to be and work in an atmosphere of uncertainty and changing environment where colleagues are waiting for your (quick) response and support.	1	1	2
In most areas, UNHCR is the only UN organization present and providing effective response. The needs are huge, and UNHCR capacity to respond with the support of local NGOs with limited /or no funding or expertise is challenging. UNHCR capacity to adapt and deviate from its original principle was admirable. For instance, UNHCR airlifted over 11.MT of medicines, which was distributed to refugee camps and host communities. Same for the distribution of the CRIs, UNHCR does not co-lead the Shelter/NFIs cluster, but we are the main distributor and contributor to the Cluster. UNHCR engagement for the humanitarian cause to alleviate the human suffering is admirable. I am guessing we should thank the donor of unearmarked funding for making it happens.	1		1
It's the halting and prevention of excess death and mortality among POCs by effectively delivering life-saving interventions in response to the emergency	1		1

Better report on lessons learnt for improvement	1		1
Partnerships and coordination	1	1	2
Resource mobilization, PA's, cluster coordination, HR mobilization, Supply, Procurement.	1		1
Establishment of principal situation coordinator position was critical and make coordination easier and more agile. Open dialogue takes place now and consultation with Representation in Addis has improved.	1		1
The flexibilities partner selection and procurement helped a lot to save lives	1		1
The L3 emergency tools and policy systems in place are not still adequate as it is not tailored by continent and globally, country context and need to be reviewed in way that it is adoptive enough with the fast changing global contexts.	1		1
The quick redeployment of staff between offices.	1		1
The very recent provision of cash to IDPs for life saving purposes.	1		1
Attend better to the POCs needs during the emergency situations	1		1
UNHCR mandate and responsibility as well as its presence at the field level	1		1

In your opinion, what needs to be done differently in the L3 emergency response?	Int.	Nat.	Tot.
Work more in improving accessibility.		1	1
African response seems to be given a low priority compared to European emergency response. Balance and consider all as humans.	1	1	2
Better Contingency Plan and Preparedness, high level advocacy with Headquarters.	1		1
by coordination with all stakeholders to directly find solutions.	1		1
By sharing information and coordination.	1		1
Capacitation of the staff needs to be improved. UNHCR Should work on accessibility and security	1		1
Continue advocacy with local authorities for access to the population data. Insist on awareness-raising on Peaceful Coexistence especially for religious leaders and local authorities.	1		1
Decentralization of decision-making from the representation to the field level with respect to programme and partnership management. Improve flexibility in partnership engagement and promote direct implementation modalities. Establishment of the tri-cluster (Protection, CCCM, Shelter/NFI) simultaneously. There is always a tendency to focus on protection cluster and then leave the other two clusters which are consistently disputed (leadership) with IOM. Localization and engagement with non-traditional NGO partners, including community-based organizations (CBOs), Faith-based organizations. Increased coordination between UNHCR's Clusters and UNHCR's operational functions.	1		1
Have a strategic staffing direction and involve POCs more on the programming of the response.	1		1
I would make HR more accountable and prompter. I would train the staff in the field more. At hiring, I would try to find workforce with learning, responsive and problem-solving attitude.	1	1	2
Improve Human resource mobilization, financial resources mobilization, planning and communication.	1		1
Improving security coordination.	1		1
Increase human resources/staffing especially for the life-saving sectors (health, WASH, Shelter, Food, protection) including resources needed and program support to effectively coordinate lifesaving responses/interventions the earliest possible. Improve and enhance the Emergency Preparedness and Response Planning.	1		1

Information flow should be improved.	1	1	2
leadership needs to engage the staff more for better coordination.	1		1
Recognize the world is changing and UNHCR needs to bring its relevant policies into the modern era. It also needs to move away from promoting colleagues to leadership positions just because they have been in the organization a long time. They need far superior training and capacity building on management techniques and leadership especially in emergency settings. HQ must recognize the different nature of the emergencies it faces and realize that a one size fits all approach doesn't work.	1		1
Selection of more qualified staff and more internal communication and efficiency.	1		1
Spend more time on contingency planning PRIOR to an L3 with periodic updates is required.	1		1
To make emergency more effective , the best way forward to be provide more delegations of the country operations.	1		1
Support to partners in terms of signing timely PPAs.	1		1
UNHCR should improve on filling of fast-track positions.	1		1

In your opinion, how can UNHCR better target priority needs of POC's in the L3 response?	**Int.**	**Nat.**	**Tot.**
Adequate staffing to enable effective assessments to engage and involve POC.	1		1
Assessments capture the views and needs of POC. However, the precarious security situation sometimes makes it impossible for a thorough engagement with POC on their priorities. In such situations, UNHCR resorts to the fallback position of prioritizing the promotion of NFI even if some of the items in the NFI kit are not very useful to the POC	1		1
By attaching the refugee leaders or establishing steering committee including refugees representatives.	1		1
By continuous sensitization to POCs to be active in finding solutions other that being passive waiting for humanitarian agencies to do everything for them.	1	1	2
By delegating more to the field.	1		1
By doing more of community-based programing.	1		1
By Making POCs determine and contribute to their preferred priority programme. Let involve them more as most of them are adult like us and can determine what they want.	1		1
By steering committee including POCs.	1		1
Efforts are being made by to ensure POCs participation that is frequently impacted by the blockade and staff movement to the remote locations. UNHCR has field units though who are double hatting to monitor regularly participate in this important activity of partners. Staff in the sub-offices are also overwhelmed to travel to the field given the several responsibilities to make a follow up and guide partner on the implementation some of these activities. Efforts should be made to recruit minimum staff or form a coordination of key units starting from the Representation office to the sub and field offices. Staff mission from the Representation Office should also be encouraged.	1		1
Ensure that feedback mechanisms are correctly working	1	1	2
Ensure that staff working on the response adhere to the humanitarian principles of neutrality.	1		1
Establish protection desks in host communities, multi-sectoral assessments and focus group discussions with host community's leaders.	1		1
First UNHCR must have a reception center to hear a refugee's problem.		1	1
More involvement of POC in planning the response.	1	1	2

More location where to POCs are leaving to be possible to reach or network and internet make available.	1		1
More participatory assessment.	1		1
Participation is everyone's business not only Protection. Suggest for other functional units to also ensure participation across thematic areas.	1		1
Provision of service should match the response to avoids apathy from the POCs.	1		1
Strengthen community structures and community-based approaches prior to the conflict.	1	1	2
The POC should be involved or their concerns are collected both at the initial stage of planning and during the response activities of the emergency.	1		1
UNHCR and partners need to increase its presence on the ground, talking and listening with POCS, and immediately establish a community leadership and communication system which will be used as means for information sharing and participation by members of PoC' community.	1		1
yes, more protection staff to work with community structures.	1		1

Would you have any suggestions on how UNHCR can improve the mobilization of Human resources during an L3 emergency?
Ensure a consultative process with senior colleagues across the operation. Recognize the new skill sets needed for an emergency (project control, oversight, risk etc.) and look at what is happening on the ground and where best an impact can be made. Have a different model than just Fast Track which seems to be better suited to traditional sudden influx emergencies and much less to convoluted complex emergencies.
Look at the Fast Track issued for Ukraine situation. It was comprehensive looking at various sectors and identifying mid-level and senior positions. An L-3 emergency is the most severe emergency that can be declared. There can be no second-guessing on mobilization of resources, resulting in partial HR deployments - otherwise, there would be no need to call it an L3. Once it is an L3, a comprehensive multi-sectoral team should be established, and each sector should be allowed to mobilize additional staff recruitment at the "worst-scale" scenario. L3 means you have already hit worst case scenario. The FT should then reflect a comprehensive multi-sectoral scale up in staffing. Not piecemeal adverts focusing on national level positions, and none on the actual ground. Similarly, for every L3 positions, there should be a proportionate mobilization of staff resources at the national level. This ensures there is a better chance a making immediate impact with access, understanding context, coordination, and overall response. International staff sitting at CO or in the field with very little understanding of the local dynamics only harms our ability to effectively and immediately respond and hurts us.
The ERT staff arrived in a timely manner and efficiently, but the Fast track and TAs were delayed due to suspension of Evisa, there was a need to advocate with the MFA in a stronger manner, but
ERT to stay longer for stability and hand over to FastTrack staff
HR is very important to track staff mobilization and that could have been better. Proactive and/or structured approach is necessity to develop in HR.
Higher Advocacy by Executive Heads in countries with similar Government Mindsets, enhancing HC relations with higher engagement with Government entities/ joint missions, joint Situation (crisis)n response centers, i.e. an overall define and implementation Acceptance Strategy under ONE UN approach.
with more impact products showing the difference we can make it
Use of those on Special leave or looking at the database of those recently interviewed and had done well.
Redeployment of ERT, recruitment of TA position, IUNV, UNOPS
To have dedicated HR staff for L3 emergency. More transparency in selection process.
Anyone in the ERT roster, could be called at anytime.

Proper HR country structure (who does what, who is responsible for which area etc.), review of deployment of National staff on Fast Track - very slow and unresponsive process, proper and coherent coordination and communication by receiving office, humane onboarding process.
UNHCR should for sure used TAs and ERTs to immediately respond to the need on the ground during an L3 Emergency, but those deployments should now be matched with immediate recruitment process to ensure the 3 months those ERTs come by the time they leave the recruitment of staffs to fill those post has been completed. This was not the case in the Ethiopia L3 as the over reliance on this short-term staffing mechanisms is still ongoing despite almost 2 year since the start of the emergency. Also let explore the use of affiliate workforce more to fill some of these staffing gaps if we can't create regular positions as this will enable swift response to the POCs
There should have been a better synchronization and prioritization of position to be mobilized. Several deployed staff stayed in Addis for weeks with no access to the field.
Decentralization of recruitment process especially for temporary assignments and affiliate workforce.
I think UNHCR did the best possible during the emergency. The problem is the complexity of working with the local government. There was a lot of mistrust between the Government and humanitarian, and this anti-humanitarian sentiments were apparent. Maybe a UN stronger coordination, speaking in the same voice, having the same message would have reduced the lack of trust and protect the staff.
by using the ERT roster to assign the right persons in the right places
Regarding Tigray Region, the ERT modality can be replaced by the FS. In the middle term, it will have a more positive impact. The offices in Tigray are new, with many new staff who need a capacity building at a technical level. The FS option would be the best solution.
TAs, missions from other operations (Manager should be obliged to release staff to operations responding to emergencies).
Increase the capacity of the human resources to fast tract the process of recruitment and onboarding and to facilitate the issuance of Visa and residence ID.
The current approaches are adequate.
UNHCR should improve on filling of fast-track positions.
Recruitment processes must be fast enough in tune with emergency L3. The fast-track recruitments ended up being very slow. Some positions were never even filled within the period.
Consider applicants who are already in the operation, region who will take less time or don't need travel visas, or politically take shorter period to obtain work permits when filling such positions.
UNHCR did work out by brining onboard staff on various contract but given the complications with travel to Tigray took time for the staff to report. Recruitment of national could have been an option but regardless of the two FastTrack for national staff, the hiring unexpectedly took months forcing potential candidates to join other agencies. Even now the recruitment of some staff is still ongoing.
Through improvement of emergency roster.
The period limitations up to 3 months for the ERT is not realistic and practical given the locally charged circumstance and local authorities regulations so that the period must be increased up to maximum 5 months.

Survey Analysis –UNHCR Partners Ethiopia

Approach

This Annex summarizes the results of an Online Survey consulting a wide range of individuals from UNHCR partners, including in the Government, International and National NGOs and UN Agencies based in Addis, Tigray, Afar and Amhara.

The questionnaire mainly collected information relevant to the six Evaluation Question related to the criteria of Relevance, Coherence, Effectiveness, Efficiency and Fit-for-Purpose Connectedness/ Sustainability with the aim to confirm or inform the evaluation judgment criteria. It mainly contained common questions for all groups. Respondents were asked to rate performance based on four options (Strongly Agree, Agree, Disagree, Strongly Disagree) and a "No Opinion" and "Not relevant to my position" option when it applied. Moreover, Respondents were invited to elaborate short written answers to collect information on the staff opinion on the strengths and weaknesses of UNHCR Emergency response.

The survey has remained open for a month and a half between May and June 2022 and UNHCR CO relaunched the survey to sampled respondents three times.

Demographics

The total number of respondents to the Partner survey is of 48 over 157 people reached, so a response rate of 30%. Over this total, only 10% were female and 90% were male.

Which type of organisation best reflect whom you work for ?	
UN Agency	38%
International NGOs	33%
National NGOs	25%
Government	4%

All categories of respondents targeted are covered. A third of respondent work for UN Agencies, International and National NGOs. It is worth noting that the government is not well represented, with only 4% of respondents.

UN Agencies	% respondent
Other	39%
WFP	28%
IOM	22%
UNICEF	11%

The main UN Agencies who have participated in this survey are WFP, IOM, and UNICEF with respectively 39%, 22% and 11%. The respondents from the other UN Agencies did not specify the name of the organisation.

Areas of Work	% of respondent
Nutrition/Food security	25%
Protection/Child protection/GBV	15%
CCCM (Camp-coordination and camp-management)	8%
Shelter/NFI (non-food items)	8%
Education	8%
Health	6%
Cash and Voucher Assistance	2%
Durable solutions	2%
Information Management	2%
Supply/Procurement	2%
WASH/IPC	2%
Other	19%

Overall, the sectors represented by the respondents reflect well UNHCR's field of intervention.

The sector most well represented refer to: Nutrition/Food Security (25% of respondents), which include UN Agencies and few NGOs. Protection/Child Protection/GVB represent 15% of respondents, most of them representing International and National NGOs partnering with UNHCR.

Limitations

The survey almost only reflects males' opinion - only 10% of the respondent are female. The response rate is relatively low compared to what was initially expected but, overall, results are nonetheless representative.

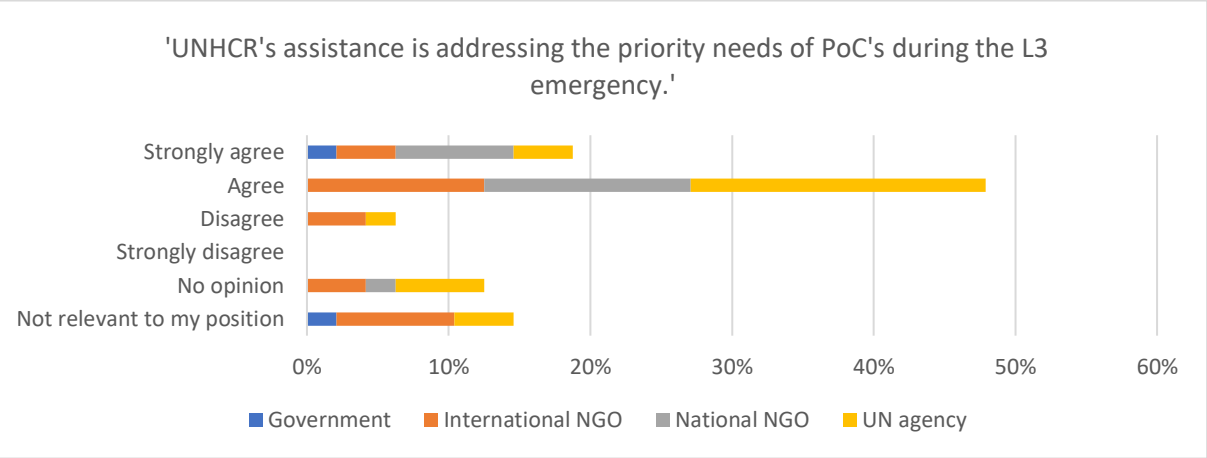
The survey was furthermore limited by the sample of partner participants we used. While the initial sample of respondents comprised 357 UNHCR partner staff and was fully representative of all deployed in the L3 Emergency response, the sample was subsequently reduced to 157 partner staff after the Country Office sent out the second reminder. It is important to note that the reduced sub-sample was justified by the challenges of internet access in Tigray. Additionally, only heads of agencies, program/project coordinators, and technical experts were prioritized in the revised mailing list.

We acknowledge that this limitation may have affected the representativeness of the sample and the generalizability of findings. Naturally, we have taken measures to ensure that our results are as robust and accurate as possible drawing heavily upon triangulation, among other.

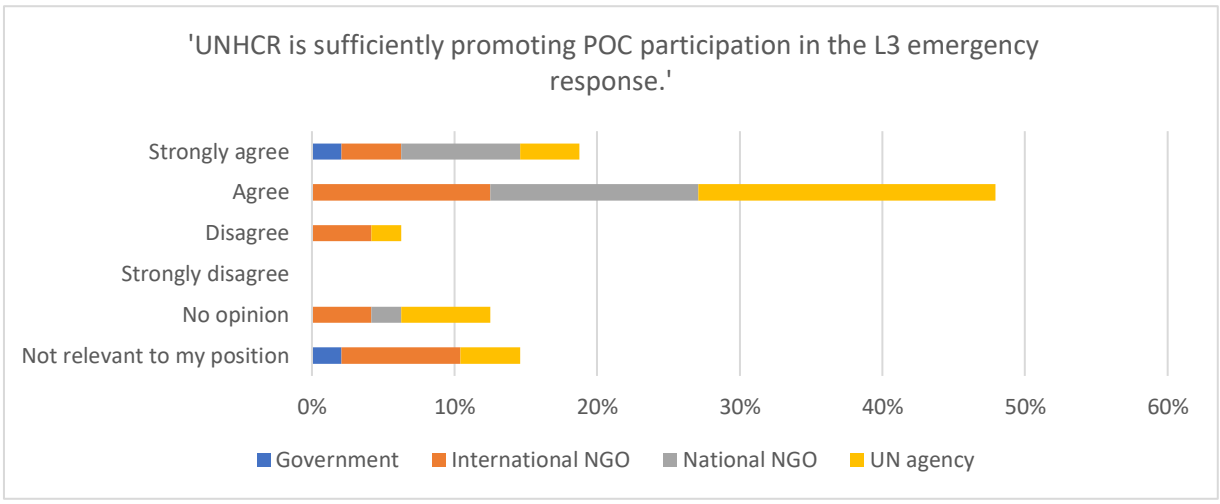
Qualitative Data

Relevance

To what extent do you agree or disagree with this statement: 'UNHCR's assistance is addressing the priority needs of PoC's during the L3 emergency.' (EQ.1.1)

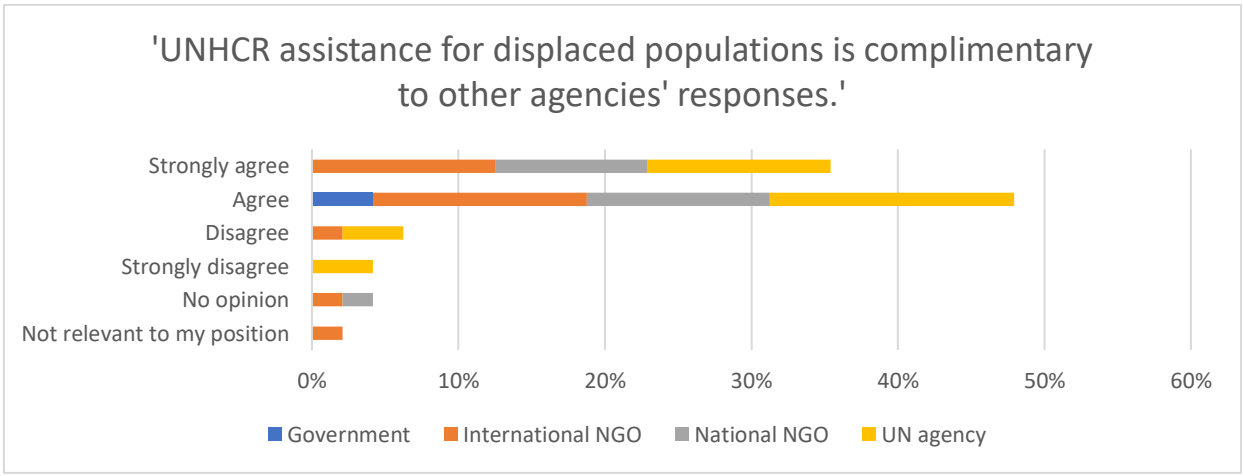


To what extent do you agree or disagree with this statement: 'UNHCR is sufficiently promoting POC participation in the L3 emergency response.' (EQ.2.2.)

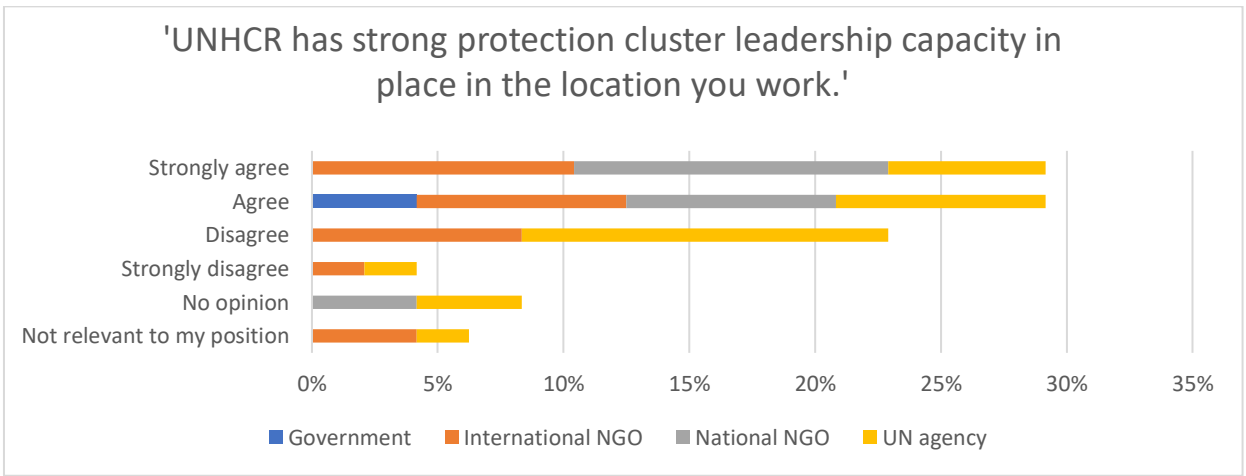


Coherence

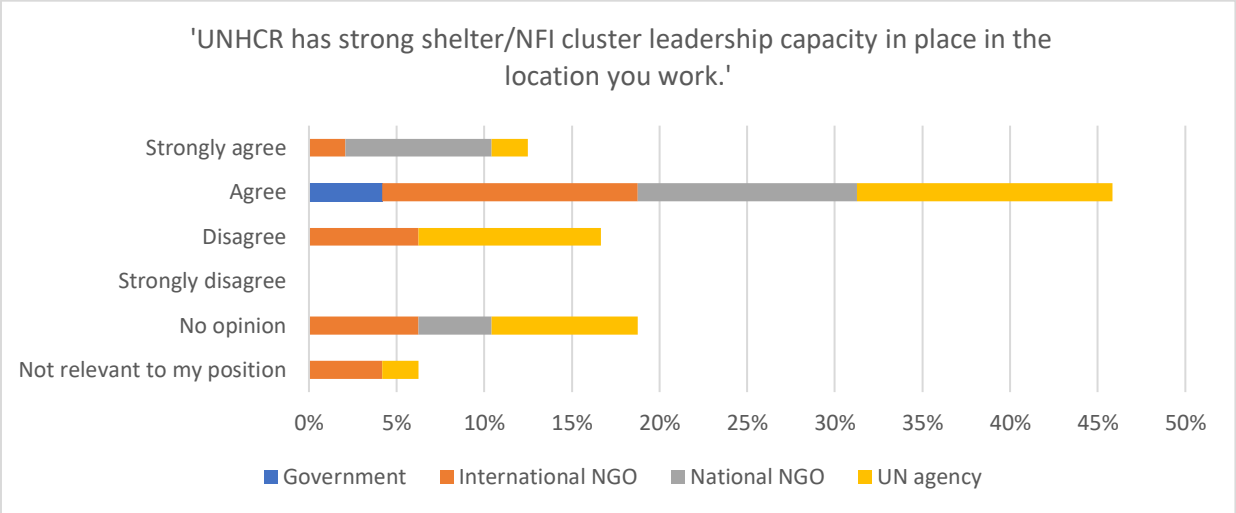
To what extent do you agree or disagree with this statement: 'UNHCR assistance for displaced populations is complimentary to other agencies' responses.' (EQ.4.2.)



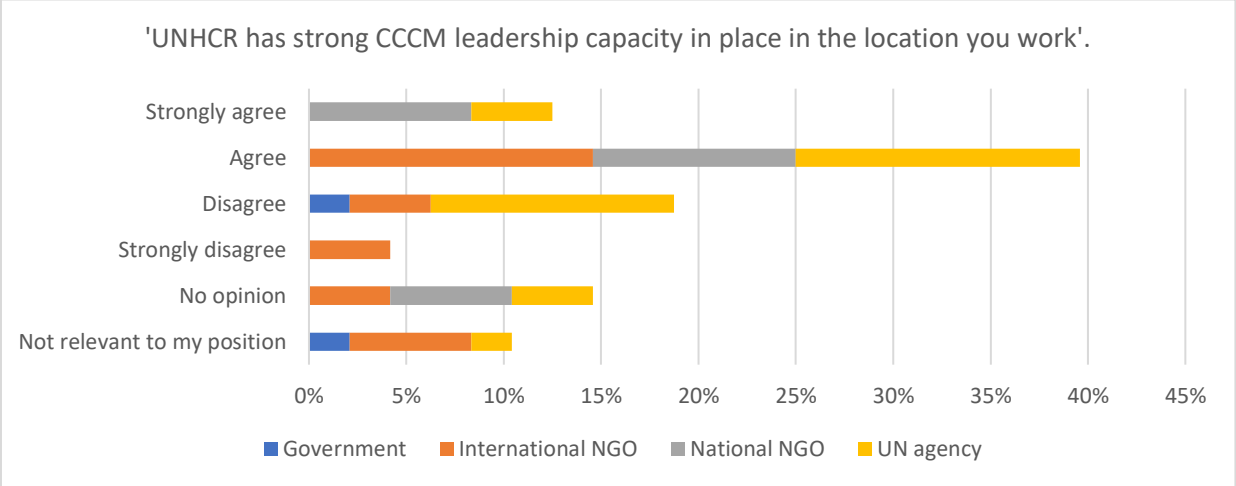
To what extent do you agree or disagree with this statement: 'UNHCR has strong protection cluster leadership capacity in place in the location you work.' (EQ.4.1.)



To what extent do you agree or disagree with this statement: 'UNHCR has strong shelter/NFI cluster leadership capacity in place in the location you work.' (EQ.4.2.)

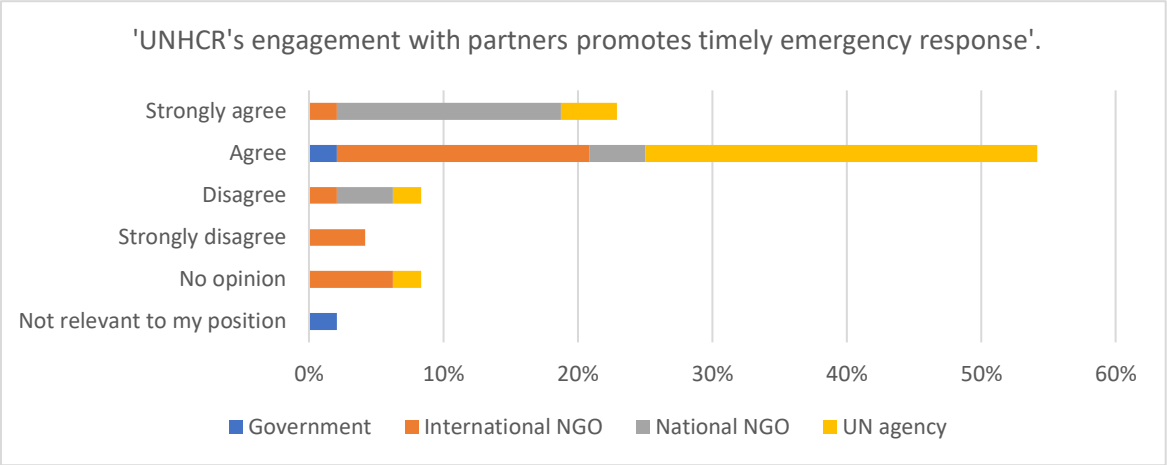


To what extent do you agree or disagree with this statement: 'UNHCR has strong CCCM leadership capacity in place in the location you work'. (EQ.4.2.)



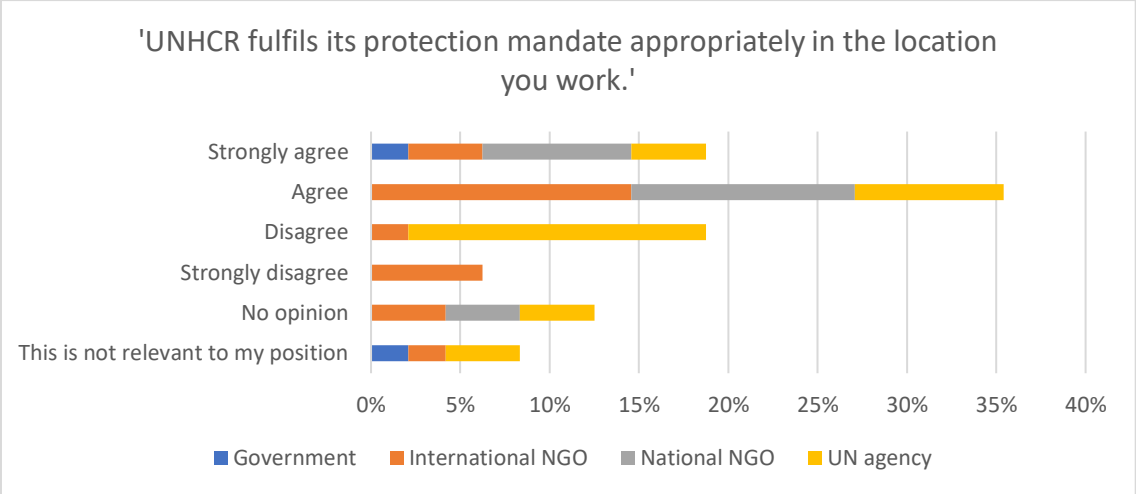
Efficiency / Fit-for-Purpose

To what extent do you agree or disagree with this statement: 'UNHCR's engagement with partners promotes timely emergency response'. (EQ.6.2.)

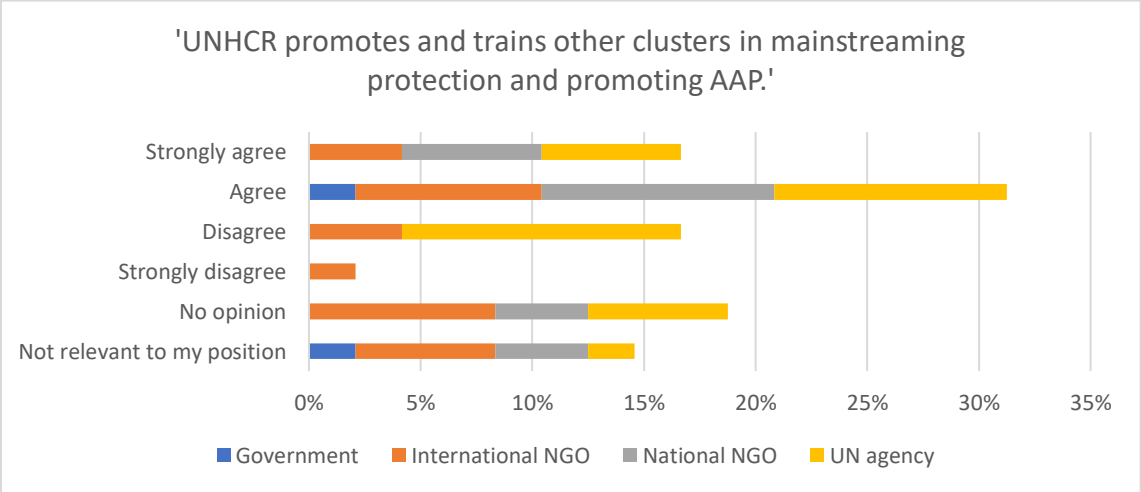


Effectiveness

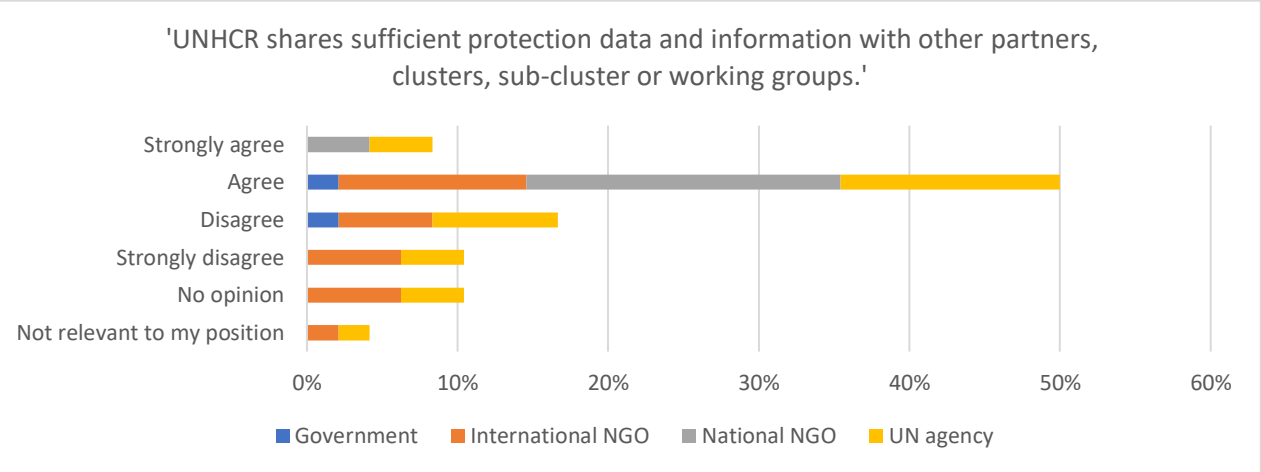
To what extent do you agree or disagree with this statement: 'UNHCR fulfils its protection mandate appropriately in the location your work.' (EQ.5.7.)



To what extent do you agree or disagree with this statement: 'UNHCR promotes and trains other clusters in mainstreaming protection and promoting AAP.' (EQ.5.7.)



To what extent do you agree or disagree with this statement: 'UNHCR shares sufficient protection data and information with other partners, clusters, sub-cluster or working groups.' (EQs.5.7.)



Qualitative data

How can UNHCR better meet the protection needs of affected populations? (EQ.1.1.)	Gov.	Inter. NGO	Nat. NGO	UN ag.	Tot.
Active field presence response in the field, reinforcing coordination.				1	1
Adopt better data collection systems. Hire the right personnel.				1	1
Agreement should be signed as quickly as possible.		1			1
By having more representation in grassroot levels.				1	1
By involving the POCs while programming stage.			1		1
by mobilizing as much resources as possible that fit with the dire needs on the ground.				1	1
By providing trainings and other capacity building activities to its partners and enhancing strong protection monitoring.				1	1
By working with community (up to the grass root) as it helps UNHCR to see the depth of the concern.		1			1
By working with the communities and partners closely as well upgrading the level of assistance.			1		1
Capacitating UNHCR implementing partners.			1		1
community participation, promoting existing NGO, conducting regular M&E.		1			1
Cooperation with partners and ensuring their IPs are capable and trained to execute the UNHCR mandate.				1	1
Despite of the sanction imposed and shortage of fuel to cover the missions on all entire AOR, UNHCR successfully monitoring the protection issues in most of the AOR, UNHCR regularly.				1	1
Engage vigorously, respond equally for all rights.				1	1
In strong coordination with other partners working in the area.		1			1
Increase budget, enhance the selection process of Local Partners, speeding the PPA signing procedure with the fast-changing context.			1		1
Involving beneficiaries and other partners.				1	1
Local capacity and use appropriate and timely response.		1			1
participate in transparency manner.		1			1
Share information widely.		1			1

Strengthen clusters mechanism and community participation			1		1
The Protection Cluster Partners must be better coordinated under one umbrella.				1	1
The UNHCR resource and the demand do not match. Therefore, UNHCR needs to increase its resource mobilization capacity to respond to the current number and scale of PoC in Ethiopia.		1			1
Through coordination work with government, partner, local community and IDPs.			1		1
Through in depth and multi-sectoral assessment of their needs and promotion of the same on the face of donors.		1			1
Through supporting local NGOs			1		1
Timely action on identified protection needs and risks.			1		1
Timely response and coordination with others.	1				1
UNHCR needs to give more attention and focus on IDPs issues				1	1
UNHCR should have to be very close to the affected population and put evidence-based measures for the challenges on the ground.			1		1
UNHCR should live up to its commitments. UNHCR should sideline from politics as the case shows not. For example: Refugee camps have been destroyed and Refugees have been kidnapped and forcibly taken to Eritrea. What does UNHCR did? nil. UNHCR management at Addis Ababa afraid to lose their comfort and chose to obey with perpetrators.				1	1
With collaboration government and stakeholders like water irrigation and energy bureau to facilitate wash response.	1				1
With strong coordination with protection cluster.		1			1

In your opinion, how can UNHCR better target priority needs for POCs? (EQ.1.1.)
I do agree that UNHCR tried to address the priority needs of PoC's during the L3 emergency but due to the high magnitude of the crisis it not able to cover all needs in the area. UNHCR can better address target priority need if it strongly works with local and community based NGOs with limited resources.
UNHCR supporting national NGOs in all regional state of Ethiopia. as we all know that national NGOs are the one who can deploy their staff to the place where IDPs, refugees and host communities /or the neediest people living place and capable of targeting directly for the needy in close cooperation with governmental counter parts.
By working closely with local community as well as other partners.
By having more presence in the beneficiary level.
Timely delivering of assistant.
Eritrean refugees' needs should be fairly and adequately addressed
Improve cooperation and coordination with clusters and other UN agencies
Personally, I believe UNHCR need to strengthen the community based approach so as to see the clients on ground rather than receiving reports from IPs for prioritizing protection concerns.
Keeping up with the joint assessment already practiced and keeping up with the efforts underway in realizing the localization strategy.
By developing clear criteria for targeting.
UNHCR should be work together with staffs of humanitarian assistance in the region to do good
By including local staffs who knows who the most vulnerable communities.
The response could have been more concrete and impactful if UNHCR could stay and deliver in the most critical times. However, UNHCR staff (internationally recruited including Head of office) were the first to leave the duty station and evacuated on Oct 21.

Based on the needs of vulnerable populations, children, women, aged people, people with disable; improve partnership ; coordination, information management for early warning nutrition system.
The needs is very high, the current priorities were limited to save life assistance due to sanction imposed by the government on the Tigray region where I am assigned recently.
Be impartial, don't work for face values.
By strongly working with partners and conducting strong Protection Monitoring.
Follow OCHA's guidance on coordination and stop fighting other UN agencies.
To start responding early into the emergency.
Mobilizing as much resources as possible both for IDPs, Refugees and host communities. Area-based approach is the best fit to address prioritized needs of IDPs, refugees and their host communities. Tigray is the best-fit for area-based and community-based approach
Countinous consultation with the crisis affected communities and other stakeholders. Strengthen the coordination with all actors particularly at deep field level.
By enhancing his leadership as protection CLA with more focus on IDPs issues, as they do for refugees.
INCONSULTAION WITH the Government of Tigray.
to support the needy community on food security and shelter.
By doing assessment in more affected areas.
based on community interest and not side to these who are sources of any cause.
The Protection Cluster Partners must be better coordinated to improve response in all sectors of the response to the PIN.
With strong partnership and high participation of target community in programming.

In your opinion what are the 'strengths' of the UNHCR L3 emergency response?	Gov.	Inter. NGO	Nat. NGO	UN ag.	Tot.
Ability to fund raise1.				1	1
Ability to raise funds.				1	1
Addressing the protection issue in such instant and massive way.			1		1
capacity, experience, availability of structure.		1			1
Cluster coordination.		1			1
coordinating the protection cluster, capacitating protection partners by preparing different workshops and the like.		1			1
Coordination mechanism.			1		1
Deployment of staff, including senior levels.				1	1
Emergency NFI stockpile.				1	1
Enable for immediate response, received technical supports as required, get management attention, shorten times spend to supply procurement.				1	1
Excellent coordination roles, presence in all zones, providing services to UN and INGOs in Shire during the dark time where there was no internet and communication in Tigray.				1	1
Facilitating and giving immediate response for human needs to save life.	1				1
Financial support.		1			1
Good relationship with local government.			1		1
Highlighting protection issues within the organization, UNHCR.				1	1
In provision of emergency ES/NFI response.			1		1
In supporting shelters.		1			1
It good but more improvement.	1				1

It tried its best to reach the arrival IDPs before any other humanitarian agency does despite the blockade to Tigray affects.				1	1
It works strongly in shelter response in our respective area.		1			1
L3 declaration was appropriate and timely though the implementation did not commence as fast as required.			1		1
Localization principle.			1		1
Maximized its efforts to IDP site where there was no presence of UNHCR. Covered wide range of locations, widened its intervention areas including Quick impact Project, Capacity Building of local Partners, meeting the plan of localization strategy than any other UN agencies.			1		1
Participation in various humanitarian forums.				1	1
Providing immediate response for the affected population.			1		1
quick response in terms of protection monitoring by physical presence.		1			1
resource mobilization capacity, human resources surge deployment.				1	1
Senior management support and Team on the ground.				1	1
The organization makes resources for the response available in a timely manner.				1	1
The strength I have seen include the robust mobilization of resources mainly of NFI and Cash.				1	1
Timely.			1		1

In your opinion, what are 'weaknesses' of the UNHCR L3 emergency response?	Gov.	Inter. NGO	Nat NGO	UN Ag.	Tot.
Access of support to the areas under the sanction, therefore, UNHCR is not fully functional in the ground				1	1
Advocate for all rights equally (e.g. getting food is equally human right with other rights). Advocate for all affected groups equally, respond diplomatically if you have special focus.				1	1
coordination with other agencies could be reinforced				1	1
delay in response			1		1
Everything is good			1		1
Have very weak staff that are not able to manage protection. Lack of Monitoring and evaluation of UNHCR actions. Unable to deliver in Emergency context.		1			1
It has affected the main priority UNHCR stands for which is the refugees.		1			1
It is weak in partnership and promotion of engagement in cluster level approach.		1			1
Lack of coordination and experience/skillful personnel to execute its mandate.				1	1
Lack of coordination, personnel hiring is a mess.				1	1
Lack of leadership and experiences on coordination and protection of IDPs.				1	1
Late commencement of response and inward looking without much stakeholder involvement.				1	1
Limited budget, delay in identifying IPs.			1		1
Long processes of bureaucracy in all operational areas which delays the implementation of the emergency response.			1		1
Low budget.		1			1
Most of the time UNHCR do not much participate in Amhara region when compared it with TIGRAY region.		1			1
No enough local staffs engagement			1		1
Not having regular meetings to see progress of the projects.			1		1

Not only UNHCR but all UN agencies failed on advocacy. They shy to say, 'a spade is a spade'.				1	1
Perhaps addressing all population of concern as required.			1		1
protection mainstreaming with other actors.			1		1
The frequent turnover of staff and the fielding in of inexperience staff.				1	1
the mission not clear to community & government.		1			1
The protection cluster needs to be strong in publishing advocacy notes and communicating with the Global Protection Cluster.				1	1
they deploy More of international staff and less local staff which should be the other way round.				1	1
Timely delivering of assistance and late PPA signing.			1		1
Timely planning and response in line with humanitarian principles.	1				1
UNHCR hasn't lived up to its mandates.				1	1
Week follow up and coordination and poor capacity building activities.		1			1
Working with community and making continuous follow-ups for the IPs on ground.		1			1

Annex 8 – Needs Assessment

List of needs assessment conducted over the evaluation period.

Sector of assessment	Description of assessment	Date
Protection	Survey to assess the level of individual documentation and safety of IDP sites across all IDP sites (Shire). Protection monitoring and protection monitoring outreach in Axum and Adwa, and Debaguna and Adi Daero. Visit and assessment of the community-based structures in 4 IDP centres in Mekelle (protection monitoring team and CCCM cluster coordinator). Assessment in 14 IDP sites in Shire by UNHCR and partners.	*May 2021*
	Rapid Assessments IDP sites in Tigray.	*July 2021*
	Key informant interviews conducted by UNHCR in three new woredas in Maichew, southern Tigray to understand the protection needs.	*Sept 2021*
	Vulnerability Screening in Dabat, Amhara. Rapid assessments in Amhara (Ebinat/Mekane/Mota).	*Nov 2021*
	Organization for Social service, Health and Development (OSSHD) (implementing partner) assessed the protection situation and the number of evicted schools and IDPs in Abi Adi, Axuù, and Adwa.	*Dec 2021*
Shelter and NFI	Relocation Task Force conducted technical assessments at Sabacare and the Orthodox Epiphany Festival site in Shire town, to inform recommendations for the construction of additional emergency shelters.	*May 2021*
	Rapid Assessments in IDP sites. Door-to-door vulnerability and NFI needs assessments (household level).	*Sept 2021*
	Rapid Assessments in IDP sites.	*Dec 2021*
CCCM	Weekly protection monitoring at IDP sites in Shire ESNFI and CCCM clusters undertook site assessments in three new sites in Shire. Assessments by International Rescue Committee (IRC) in four IDPs sites (for water supply). CCCM assessment in the two IDP sites in Mais Tsebri.	*September 2021*
Multi-sectoral	Assessment of IDP situation in Gondar town.	*July 2021*
	Rapid multi-sectoral assessments in the Amhara region with a UNHCR CCCM/Shelter and Protection visit to two IDP sites in Ebenat, located in southern Gondar.	*November 2021*
	Rapid assessment in three sites in Afar. Assessment at Mota IDP site.	*December 2021*
Returnees	An assessment mission was conducted in Dessie, one of the IDP areas of return. The objective of the mission was to evaluate the prospect of setting up a new UNHCR office, assess the need of returnees, and coordinate with NGOs operating in the area. Preliminary assessment on areas of return within the Amhara region.	*December 2021*
	CCCM cluster conducted an intention survey of IDPs living in IDP sites, collective centres and host communities (Shire and Mekelle).	*July 2021*

Annex 9 - Analysis of UNHCR Results

FOCUS Overview Ethiopia 2021

Objective	Outputs	Expenditure	YER
PPG: IDPs			
GOAL: Emergency Response (4127) for IDPs			
RIGHTS GROUP: Basic Needs and Essential Services			
Population has sufficient basic and domestic items	**% of households whose needs for basic and domestic items are met**	101%	18,82
	Cash grants or vouchers (multi-purpose) provided	No Data	No Data
	Core relief items provided	108%	48284
	Sanitary materials provided	24%	3410
Services for persons with specific needs strengthened	**% of persons of concern with disabilities who receive services for their specific needs**	88%	79,43
	Specific services for persons of concern with disabilities provided	88%	3935
Shelter and infrastructure established, improved and maintained	**# of persons of concern per shelter**	70%	9
	% of households living in adequate dwellings	No Data	1,5
	Emergency shelter provided	43%	450
	Sectoral cash grants or vouchers provided	870%	3850
	Shelter materials and maintenance tool kits provided	79%	250
RIGHTS GROUP Community Empowerment and Self Reliance			
Community mobilization strengthened and expanded	**% of active female participants in leadership/ management structures**	77%	50
	Community self-management supported	No Data	No Data
Peaceful co-existence with local communities promoted	**Extent local communities support continued presence of persons of concern**	No Data	50
	Community sensitization campaign implemented	No Data	No Data
RIGHTS GROUP: Durable Solutions			
Reintegration made more sustainable	**Extent national rights of returnees are re-established**	No Data	No Data
	Assessment and analysis undertaken	No Data	75
RIGHTS GROUP: Favourable Protection Environment			
Law and policy developed or strengthened	**Extent law and policy consistent with international standards relating to internal displacement**	No Data	No Data
	Capacity development supported	No Data	11
RIGHTS GROUP: Leadership, Coordination and Partnerships			

Objective	Outputs	Expenditure	YER
Camp management and coordination refined and improved	**Extent camp coordination mechanisms working effectively**	46%	50
	Roles and responsibilities for camp managers and service providers defined and agreed	No Data	No Data
	Site selection, site planning and site monitoring/implementation conducted against UNHCR and/or SPHERE standards	31%	50
Coordination and partnerships strengthened	**Extent cooperation among partners effective**	No Data	No Data
	Capacity development supported	No Data	281
RIGHTS GROUP: Logistics and Operations Support.			
Logistics and supply optimized to serve operational needs	**Extent logistics management mechanisms working effectively**	98%	60
	Warehousing provided, repaired and maintained	98%	3
Operations management, coordination and support strengthened and optimized	**Extent programme management mechanisms working effectively**	75%	50
	General project management services provided	75%	50
RIGHTS GROUP: Security from Violence and Exploitation			
Protection from effects of armed conflict strengthened	**% of persons of concern living in areas accessible to humanitarian workers**	50%	No Data
	Assessment and analysis undertaken	82%	No Data
	Situation of persons of concern monitored	37%	No Data
Protection of children strengthened	**Extent children of concern have non-discriminatory access to national child protection and social services**	62%	43
	Assessment and analysis undertaken	71%	51
	Community based child protection structures established and functioning	No Data	38
	Prevention and response services for children at risk	7%	100
Risk of SGBV is reduced and quality of response improved	**Extent community is active in SGBV prevention and survivor centered protection**	83%	40
	Capacity development supported	80%	18
	Participation of community in SGBV prevention and response enabled and sustained	81%	No Data
	Psychosocial counselling provided	84%	43

COMPASS UNHCR Response Dashboard 2021 - 2022

Achievements	2021	2022
IDPs received protection interventions	**852 669**	**1 660 338**
IDPs received CRIs	**372 936**	**34 7075**

IDPs received solar lamps	**22 470**	**43 929**
IDPs received Shelter kits	**85 000**	**34 373**
IDP and Children/youths provided with MHPSS at Child-Friendly Spaces	**17 000**	**92 38**
Women & girls received dignity kits	**14 613**	**29 978**
IDPs supported by protection desks	**4 290**	**3 921**
CRI stocks prepositioned for IDP response	**109 980**	
IDPs with host community reached by assessments		**834 562**
IDP voluntary returns supported with regional authorities and partners in Amhara and Tigray		**34 628**
IDPs relocated to selected IDP sites		**37 097**
IDPs & IDP returnees received Cash Based Intervention support		**33 031**
IDPs in 65 CCCM-managed sites Amhara & Tigray		**35 9000**
IDPs reached with awareness raising sessions on General Protection, GBV Prevention and Response		**5 8249**
Partners and local authorities benefitted from capacity building and training on Protection, CCCM, GBV Prevention and Advocacy		**2 688**

Achievements 2021	Afar	Amhara	Tigray	Total
IDPs received protection interventions	**79 259**	**157 000**	**616 410**	**852 669**
IDPs received CRIs	**63 936**	**82 000**	**227 000**	**372 936**
IDPs received solar lamps	**21 000**	**1 470**		**22 470**
IDPs received Shelter kits	**67 260**	**2 312**	**15 428**	**85 000**
IDP and Children/youths provided with MHPSS at Child-Friendly Spaces		**2 000**	**15 000**	**17 000**
Women & girls received dignity kits		**282**	**14 331**	**14 613**
IDPs supported by protection desks		**447**	**3 843**	**4 290**

Annex 10 - Number of beneficiaries assisted and activities undertaken per type of assistance

Green: *First Desk review draft*

Orange: *Internal updates additions*

Yellow: *Found in both*

	1	2	3	4
Date	**Core Relief Items**	**Emergency shelter and camps**	**Food distribution**	**Water distribution**
March 2021 Before L3	- 200 households (1,000 individuals) received CRIs (sleeping mats, kitchen sets, jerricans and soap)			
April 2021 Before L3	- IHS has screened a total of 6,780 families in two sites (Sheraro). They will target 1,000 families during the first-round distribution of CRIs to IDPs. - DRC distributed hygiene kits and kitchen sets for 499 IDP families residing at Axum University's Shire Campus	- NRC, funded by UNHCR, began site demarcation in one site on 16 April for 250 shelters.		
May 2021 L3	- 8,100 relocated refugees from Shire to Mai Tsberi - 80% of IDPs in Mekelle			
June-July 2021 L3	- more than 14,431 IDP households in Tigray (71,473 individuals)		- 23,946 persons in Mai Aini and Adi Harush (refugees)	
August - Sep 2021 L3	UNHCR has distributed CRIs to over 4,600 newly displaced IDPs in Debark	- 195 persons of concern were accommodated in interim emergency communal shelters in Dabat town (Refugees) - In Dabat 129 refugees and asylum-seekers have been accommodated at the temporary accommodation site		

Sep 2021` L3		- Over 8,400 IDPs were provided with emergency shelter assistance (UNHCR and DEC)	- 16,000 refugees out of 24,000 have collected partial food rations in Mai Aini and Adi Harush - 21,000 refugees in Berhale camp (three month food rations through cash assistance) - 1,568 beneficiaries of blanket and therapeutic feeding programmes	
Oct 2021 L3	- A limited number of CRI kits (sleeping mat, blanket, and soap) will also be distributed to 8,000 households. - CRIs were dispatched to Mai Aini and adi Harush for distribution (6,543 fleece blankets, 2,593 sleeping mats and 147,530 laundry soap)	- UNHCR will construct 500 duplex shelters through ANE, including 250 in Sheraro at Geza Ahsea site and 250 in Shire at a new site Mai Dimu. In Axum, IHS will construct 400 duplex shelters. - UNHCR's partners ANE planned the construction of 1,000 duplex - Samaritans Purse is also finalizing the construction of 32 duplex shelters in this site - In Barhale, out of the total planned 184 shelters, then units were finalized and another thrity are near completion.	- UNHCR and WFP started general food distribution in Adi Harush and Mai Aini refugee camps. Aims to distribute food to 25,000 individuals. - GOAL Ethiopia distributed nutritional food to refugees in barhale camp for 1,568 beneficiaries under blanket and therapeutic feeding programmes.	
Nov 2021 L3	- With the current CRIs in store, immediate response plan targets up to 2,500 households out of an estimated 4,500 households as per the records of the Afar Regional Disaster Prevention and Food Security Programme Coordination Office (DPFSPCO).	- UNHCR has the objective to develop a comprehensive Phase 1 coverage of NFIs and emergency shelter to reach over 50,000 IDP household in the Amhara region	- 24, 818 refugees in Aysaita camp received two months food distribution through cash assistance. - IHS undertook food distribution (17 kg of wheat) to IDP households in the High School site with the support of local authorities and the host community	
Dec 2021 L3	- 8,000 refugees in Mai Aini and Adi Harush - 18,000 IDPs in Gondar, Debre Birhan and Bahir Dar in Amhara - 5,000 households IDPs in Dessie and Kombolcha (collaboration with ERCS) - On 29 November, six trucks carrying CRI kits arrived in Shire from Mekelle	- Alemwach site: Four of the Eight hangars requiring minor work completed. Almost 90 percent of the planned thirteen latrine and shower blocks are completed (remaining one expected to be completed within a week) - Erection of 200 UNHCR tents in collaboration with IHS. Therefore 588	- 24, 843 refugees in Mai Aini and Adi Harush - UNHCR and WFP teams reached 21,140 refugees in both camps, representing some 85 percent of the total refugee population in the two camps. - UNHCR and WFP completed general food distribution to Eritrean refugees in	

	and items were offloaded at UNHCR warehouse. - UNHCR distributed core relief items to 33,958 IDPs in the Amhara region; 2,808 IDPs (728 households) in Dabat town; 27,900 IDPs (7,635 households) in Debre Birhan; and 3,250 IDPs (1,399 households) in Bahir Dar - CRIs were distributed to 3,500 IDPs in two IDP sites in Debre Birhan out of six sites and the 7,960 IDPs targeted. - Ongoing distribution of CRI through the Ethiopian Red Cross Society, targeting 3,170 households. - UNHCR and ERCS delivered CRIs to 5,740 newly displaced households in Hitsats, Dedebit, Mai Hanse, Adi Mehemeday. - UNHCR distributed 93 pieces of plastic sheets for 59 highly vulnerable households in Dehab Tesfay and Adi Wenfito IDP sites to help in rehabilitation their shelters. - CRIs for 5,000 households have been dispatched to Mekelle and Shire - In Adigrat, UNHCR partner IHS distributed CRIs to 1,030 IDP households arriving from Zala Anbessa. - ANE completed the distribution of CRI kits to 3,000 most vulnerable households residing with host communities in three kebeles in Ataye town.	IDPs hosted in school in Debark were relocated to Kulichmeda and school were entirely vacated - OSSHD (CCCM partner) and IRC conducted a cleaning campaign in Shire High School with the participation of 82 IDPs. Same in the Five Angels IDP site through the coordination of OSSHD, Samaritan's Purse with the participation of 400 IDPs. Another in Tsehaye IDP site, 667 (469 women) participated in the campaign - ANE will construct 500 emergency shelter in Shire and Sheraro towns, and IHS will construct 400 emergency shelters in Axum town. - UNHCR supply is following up on the delivery of 5,000 tents for shelter assistance in Mai Dimu site. - 1,860 households (11, 160 indiv) and 1,850 households (11,100 indiv) received shelter kits from DEC and OSD. - UNHCR and partners plan to reach 7,860 households (47,160 indiv) with shelter kits - UNHCR's CCCM partner Action for the Needy in Ethiopia (ANE) coordinated the distribution of shelter kits and cash (1,600 ETB) to 100 beneficiaries in Adi Kentibay IDP site in Shire	Mai Aini and Adi Harush. A total of 25,005 indiv collected their one-month food ration in the two campus. 12,035 in Adi Harush and 12,970 in Mai Aini - UNHCR and WFP commenced general food distribution in Aysaita refugee camp. The food distribution exercise continues to take place with 964 households (8,852 individuals) collecting food rations and cash - assistance to date.	
January 2022 L3	- Protection and CCCM clusters completed identification and selection of 6,662 new IDPs (1,224	- By 02 January, eight community hangars with the capacity to host 800 refugees were set up on the site	- On 10 January UNHCR CCCM, and the local authorities coordinated the provision of urgent food assistance to	

	households) in Sheraro for targeted distribution of CRIs and food - UNHCR delivered 200 pieces of CRIs (blankets, mosquito nets, sleeping mats and collapsible jerricans to Shire's Sehul hospital in support of wounded IDPs from Dedebit who are currently being treated at the hospital. - UNHCR and AAH-I in Bahir Dar concluded the distribution of CRIs to 9,412 returnees (2,470 HH) and conflict affected populations in Sekota (8,041 indiv/2,000 HH) and Sehala (1,371 indiv/ 470 HH) in Wag Himra. - IDP (Hitsats): UNHCR and the Ethiopian Red Cross Society distributed CRIs to the 3,000 IDP households relocated. - IDP (Amhara): UNHCR and ANE distributed CRIs kits to 3,000 most vulnerable households residing with host communities. - IDP (Selekleka): UNHCR through the ERCS completed the distribution of 1,000 full CRI kits reaching an estimated 5,000 individuals.	- ANE with the IDP community conducted cleaning activities in IDP sites in Mekelle. Over 250 volunteers (135 women). Similar in Abi Adi sites with 130 volunteers (80 females) - In Alemwach: sixteen communal hangars with a capacity to accommodate 1,600 refugees were completed on site. An additional 22 are under construction to host some 4,000 persons.	30 households who are in critical need of food in six IDPs sites in Shire. - IDP (Selekleka): WFP and UNHCR conducted blanket distribution of food to 6,949 individuals residing in School facilities. - IDP (Shire): WFP distributed food to 81,500 individuals (50% of the IDP planned for assistance in Shire)	
February	- Refugees: The UNHCR Global Distribution Tool system has now been integrated in Alemwach refugee camp for the identification of refugees upon arrival and for CRI distribution - IDP (Semera): 2,500 individuals received CRIs(be careful – ref 28 feb 22) - IDP (Shire): UNHCR distributed CRI to 900 vulnerable households - IDP (Amhara) UNHCR completed distribution ofCRIs to 562 individuals	-	- Refugees (Mai Aini & Adi Harush) : 15 WFP trucks carrying 290MT of food were sent and UNHCR and WFP completed a general food distribution for 22,533 eritrean refugees with the support from BoLSA and RCC. - IDP (Semera): 3,000 individuals received food (be careful – ref 28 feb 22) - IDPs (Afdera and Guya): some of the IDPs have received 15 kg of wheat each (however most IDP have not received	

	(231 households) in the Chinese Factory IDP site.		any food rations. + no details on how they were chosen)	
March	- Refugees (Serdo): UNHCR has been distributing CRIs to all refugees in Serdo - IDP: ANE distributed CRI to 1,766 IDPs in Semera IDP site, in addition to basic medical equipment for maternity care - IDPs: UNHCR and AAHI (following a field mission) undertook a four-day distribution of CRI to 5,000 newly displaced Tigrayan households in Kobo	- Refugees (Serdo): 692 tents out of the planned 1,300 have been pitched on site to accommodate refugees - Refugees (Alemwach): The construction of 37 out of 40 planned communal shleters has been completed. An additional 500 individuals family tents have also been received at the site which will allow refugees to be moved out of the communal shelters.	- IDPs(Kulichmeda): CCCM partners received a total of 250 quintals of wheat flour and 300 cooking pots from Ethiopians in the diaspora. They were distributed in the site. - Refugees (Serdo): Partner GOAL will continue to provide 2 hot meals per day until the RRS starts general food and cash distribution.	
April	- Refugees (Tigray): UNHCR completed the distribution of 2,000 core relief items kits to refugees in Mai Aini and Adi Harush - Refugees (Afar): UNHCR has been distributin CRIs to all refugees in Serdo temporary site and two grinding mills through EECMY. - IDP (Debre Birhan) a second CRI distribution took place reaching 2,382 individuals in collective IDP sites - IDP (Jara): AAHI provided CRIs to 3,000 newly relocated IDP households in Jara. A second CRIs distribution was conducted in Jara supporting 956 households.	- Refugees (Alemwach): ANE completed the installation of an additional 500 family tents which combined with the other existing helters can accommodate approximately 9,000 individuals. Demarcation of plots for the construction of permanent shelters for 2,000 households (10,000 people) is completed and the first phase of construction has begun (327 shelters completed) - IDP (Afar): UNHCR erected 110 tents in Guyah IDP site and 200 tents in Agatina IDP site, Semera. - IDP: Through cluster response, emergency shelter and NFI were provided to some 7,300 households in Guyah, Afdera and Ada'ar IDP sites in Afar. Overall more than 12,000 households were reached.	- Refugees (Mai Aini & Adi Harush) : UNHCR and WFP completed a general food distribution in the two camps, providing a two-month ration. - Refugees (Alemwach): WFP delivered a two-month ration at Alemwach settlement.	
May	- UNHCR and DEC began to provide CRI to newly arrived IDPs and returnees in north and south Wollo. A total of 7,040 IDPs (1,408 households) have benefitted.	- IDP (Mekelle): UNHCR, through DEC, provide NFIs to 1,535 individuals (526 households) in Hawelti ID site.	- IDP (Agatina): After a relocation, the protection cluster distributed energy biscuits to all the IDPs living in the site.	

	- Refugee (Tigray): 206 refugee households were verified and received blankets, sleeping mats and jerry cans. - IDP (Adigrat): UNHCR partners distributed 80 traditional injera stoves, 20 fire extinguishers, five notice boards, footballs, SSM tool kits and CRIs.	- Refugees (Alemwach): 40 fully completed transitional hangars (4,000 individuals), and 500 family tents (5,000 individuals) + ongoing construction of 500 emergency shelters and 314 durable shelters. - IDP (Amhara): DEC has completed the construction of 12 units of communal shelters. A total of 40 shelters were completed by all partners with the capacity to accommodate 1,200 individuals.	- Refugees (Alemwach): A total of 5,942 individuals have received dried food.	
June	-	-	-	

	6	7	8	9
Date	**Vulnerable people protection**	**Documentation and registration**	**Financial assistance**	**Education**
March 2021 Before L3		- As of 19 March 314 refugees mainly from Hitsats and Shimelba camps have been verified in Mekelle - As of 18 March, 46 Eritreans claiming to be new arrivals		
April 2021 Before L3	- IHS is setting up child friendly spaces. (IDP Sheraro) - UNHCR Protection monitoring desks are now fully operational at six IDP sites in Shire - NRC in Shire: organize alternative care arrangements for unaccompanied and		- So far, a total of 900 families have received cash support (target 3,000 at three IDP sites) – NRC in Shire	

	separated children at IDP centers - IHS and UNHCR opened two protection desks at Ethio-China and Mai Woini IDP sites			
May 2021 L3				
June-July 2021 L3	- More than 9,000 vulnerable and unaccompanied and separated children were identified, referred or assisted in Shire's AoR. (IDPs)			
August – Sep 2021 L3	- Identification, registration, and referral of 20 UASC and 89 persons with specific needs (Tigray)	- 6,155 individuals received a new refugee ID document, and 1,250 individuals received a new proof of registration (self-relocated refugees to Addis Ababa) - 7,630 households representing 12,351 individuals have been registered for residence in Addis. - Eritrean refugees who had self-relocated to Addis Ababa from the former Shimelba and Hitsats camps a total of 4,785 individuals (3,755 HHs) had received new identification cards and 678 individuals (472HHs) received new proof of registration - 3,108 asylum-seekers were identified in the Tigray region	- With the Commercial Bank of Ethiopia (CBE), UNHCR has assisted 5,048 individuals to open bank accounts. (refugees in Addis Ababa) - 8,488 recently registered refugees who self-relocated to Addis Ababa received a one-off cash assistance	

Oct 2021 L3	- IHS provided awareness-raising session on available services and service mapping, security, child discipline and care, reaching 366 children (191 girls) and 550 adults - IHS (in Endabaguna) conducted awareness-raising sessions for 36 children (10 girls) on how to stay safe and away from explosive devices/remnants of war, obtain an education during the mergency, avoid negative peer pressure and on the importance of engaging in sport activities both at home and in Child-Friendly spaces.	- UNHCR verified some 2,000 registered refugees in out-of-camp locations in the Tigray who reside among the host communities mainly in Mekelle, Shire, Sheraro and Adigrat. - As of 1 October, a total of 8,136 Eritrean refugee households (10,100 individuals) have been registered for residence in Addis Ababa.		- 100 students were distributed exercise books and pencils by IHS (Sheraro)
Nov 2021 L3	- 1,440 children from both host and IDPs participated in outdoor and outdoor activities provided by IHS - A total of 3,656 (1,710 female) children received Mental Health and Psychosocial Support services by participating in supportive child friendly spaces and receiving basic non-specialized individual support by community workers at Mekelle, Meichew, Adigrat, Adwa, Axum, Abi adi, Adidaero, Endabaguna, Shire and Sheraro. (by UNHCR and partners)	- 33,333 vulnerable individuals from 18 IDP sites in Shire town have been identified and registered.		

	- RADO, AAH and IHS reached a total of 1,295 (685 female) community members with hild protection communication messages and received training to identify, prevent and respond to child protection cases at Shire, Axumn Adwa, Adidaero and Sheraro.			
Dec 2021 L3	- 3,656 children (1,719 girls) received mental health and psycho-social services (throughout Tigray) - 1,295 (685 women) community members were reached with Child Protection communication messages + training. (Shire, Axum, Adwa, Adidaero, Sheraro) - 600 unaccompanied children were identified and hosted in El Shadai IDP site - 13 children with specific needs were referred to service providers (Axum) - 5 separated children suffering from acute malnutrition were referred to Save the Children (Axum) - Protection cluster members provide awareness-raising sessions on care arrangement and risk factors to care givers reaching out to 881 beneficiaries including care givers (Axum)	- 14,266 Eritrean refugee households of 17,172 individuals have been registered for residence in Addis Ababa. (allowed to reside in Addis Ababa for 3 years)	- 14,314 individuals have been provided with cash assistance to date. (Addis Ababa)	- UNHCR, through IHS, conducted awareness-raising sessions on personal and environmental hygiene and sanitation, reaching 730 IDPs. - UNHCR partner IRC has registered 1,737 students,(836 female), in Mai Aini and Adi Harush camps for the resumption of its Early Childhood Care and Development (ECCD) programme in both camps. - primary education programmes are ongoing in Mai Aini and Adi Harush camps, where a total of 4,039 students, of whom 1,772 are female, are enrolled and attending classes in both camps.

	- IHS conducted 35 sessions of child friendly activities and reached (727 male) children from host and IDP community. - 889 vulnerable households (3,445 IDPs) were identified.			
January 2022 L3	- As of 2 January, the eight established Protection Desks In Debre Birhan have received a total of 378 queries. - As of 10 January, through nine Protection Desks, UNHCR and partners received 447 queries in Debre Birhan.		-	- Refugees (Mai Aini and Adi Harush) : IRC registered 1,737 students (836 female / 901 male) for the resumption of Eraly Childhood Care and Development programme. - Refugees (Mai Aini and Adi Harush): 4,039 students (1,772 female / 2,267 male) are enrolled in primary education programmes
February	- IDP (Semera): 5 individuals with special needs were referres for assistance (be careful – ref 28 feb 22)	- Refugees: The UNHCR Global Distribution Tool system has now been integrated in Alemwach refugee camp for the identification of refugees upon arrival and for CRI distribution - Refugees: UNHCR and RRS verified 4,583 refugees who arrived in Agda Hotel, Semera from Barahle and other areas - Refugees: UNHCR traced and registered over 1,500 Eritrean refugees and asylum-seekers in Sheraro	-	
March	- Refugees (El Shadai): UNHCR conducted a focus group discussion with Eritrean refugees hosted at El SHadai temporary site un Mkelle. Two	- Refugees (Afar): 2,155 refugees from Afdera/Semera had been verified by the deployed UNHCR registration team and are being supported by UNHCR and partners.	- IDP (Mekelle): 4,444 individuals (844 households) living in elementary schools in Mekelle received cash assistance to facilitate relocation to Sabacare 4. -	

	groups were constituted with women/girls and men/youths.			
April	- UNICEF has secured emergency supplies, including Early Child Development and recreational kits to cover the needs of IDP children in 15 collective sites. - IDP (SHeraro): IRC facilitated kinship and foster care arrangements for 36 separated children and one unaccompanied child.	- Refugees (Afar): As of April 1st, 2,324 (1,321 female) refugees displaced from Barhale and relocated from Afdera/Semera were verified by the deployed UNHCR registration team in Serdo.	-	
May	- IDP: UNHCR and CCCM partners OSSHD and ANE assisted 450 vulnerable IDPs including pregnant, lactating, and elderly women with warm clothes and laundry soap in Abi Adi and Shire IDP sites. - IDP: UNHCR's partner IHS with the support of IDP leaders and UNHCR's CCCMpartner ANEdistributed NFIs in the BGI IDP site in Shire reaching375 vulnerable female headed households, based on the previously conducted vulnerability assessment. -	- Refugees (Alemwach): Over 4,400 individuals were registeres in one month - Refugee (Tigray): Verified 206 refugee households (447 individuals) who were former residents of refugee camps.	- IDP (Tigray): UNHCR CCCM and Protection teams and partners HIS, IDP leaders and local authorities finalized the distribution of emergency life-saving one-off cash grants to 2,000 vulnerable IDP households in Hitsats.	
June	-	-	-	

	10	11	12	13

Date	Relocation	NFI	WASH (CRI)	Gender based assistance
March 2021 Before L3	- More than 7,200 refugees from Hitsats and Shimelba had arrived at Adi Harush and Mai Aini camps either on their own or through ARRA's organized transport from Shire - 360 households (665 individuals) self-relocated to Addis Ababa were processed on the first day (joint ARRA and UNHCR)	- IHS (with UNHCR support) distributed NFI (kitchen sets, blankets, mosquito nets, soap, matts and buckets) to 500 households		-
April 2021 Before L3	- More than 8,000 refugees from Hitsats and Shimelba had arrived at Adi Harush and Mai Aini camps either on their own or through ARRA's organized transport from Shire - In Mai Tsebri camps, UNHCR has been moving refugees from the communal sites to emergency shelters in order to resume classes - Relocation taskforce (UNHCR, ARRA and key partners) have identified a new site close to Debark in the Amhara region to accommodate nearly 20,000 newly relocating Eritrean refugees.	- IHS in collaboration with UNHCR distributed 500 NFI kits in two collective centres of Mekelle.		- UNHCR and IRC (co-chairing the PSEA Network in Shire). Will schedule a ToT.

August 2021 L3	- 21 Eritrean refugees (13 households) of Kunama ethnicity from Shire to Mai Tsebri camps.	-		- 49 women and girls were identified and reported as GBV survivors in Maichew.
Sep 2021 L3	- 2,727 individuals (722 households) from school to IPD site in Mekelle	- 354 households were given solar lights (Tigray) - 416 households were given plastic sheets used for floor covering. (Tigray) - 415 households were reach for information sharing and door-to-door vulnerability and NFI needs assessments. (Tigray)		- Nearly 2,700 women and adolescent females in Abi Adi, Adigrat and Maichew were also assisted with female hygiene kits
October 2021 L3	- UNHCR, through the facilitation of Bureau of Labour and Social Affairs assisted the relocation of 29 asylum-seekers through public transportation to Adi Harush camp. - 244 Eritrean refugees, 1 eritrean asylum-seeker and 1 Ugandan refugee have been relocated to Dabat.	- UNHCR and ANE plan to distribute some 300 NFI kits for an estimated 1,500 vulnerable displaced persons in Debark, while planning similar distributions to vulnerable IDPs in Dessie-Kombolcha areas as well as Dabat.		- IHS conducted awareness-raising sessions for 607 IDPs (including 344 female) on SGBV, environmental and personal hygiene, as well as identification of most vulnerable people for protection assistance. - To date (21 oct), 9,760 individuals (3,843 Female) have been reached with awareness-raising sessions on GBV Prevention and Response services in Shire AoR. - 769 female (507 children) GBV survivors have received psychosocial support. - UNHCR conducted a PSEA training for 19 security guards and drivers.
Nov 2021 L3	- 5 Eritrean asylum-seeker were relocated to the Mai Tsebri camps	- 935 households (1,515 individuals) received UNHCR standard NFI packages. (Debark) - UNHCR, through IHS, facilitated the distribution of NFI kits for 200	- DRC resumed water trucking in Sheraro AoR with 9 out of 14 IDP sites receiving this service. - DRC distributed NFIs consisting of 8 items, including bucket, water purification (aqua tabs), soap,	- In coordination with UNHCR, CCCM, Imagine1Day and IHS distributed dignity kits for 1,000 women at Tsehaye IDP site - UNHCR/UNFPA held 19 sessions of community dialogue on GBV

		vulnerable individuals in Tsehaye IDP site in Shire - UNHCR continues to distribute NFIs for the entire population of IDPs (997 households) hosted in the three schools of Debark town	plates, jerry cans and cups for 296 households in 3 IDP sites.	prevention and mitigation in West Armachio, Dabat, Debark and West Gondar zones covering a total of 379 participants of whom 146 are female - A training for case workers and community leaders on prevention of sexual exploitation and abuse was provided to 112 participants.
Dec 2021 L3	- 52 out of 62 Eritrean refugees from Aysaita were relocated to Debat - 2,489 households were relocated in the secondary schools in Aksum - The Relocation Taskforce relocated 33 households (104 individuals) to Sebacare 4 in Mekelle - 720 IDPs were voluntarily relocated from Mekane Selam to Weldiya (406) and Dessie (314) in 26 buses with UNHCR's support. - Protection and CCCM teams supported the relocation of 1,950 IDPs from Abaselama IDP site to Sebacare 4 IDP site.	- 2,333 new IDP families living in overcrowded facilities in remote locations were distributed 4,579 NFI kits (in Shire) - UNHCR distributed solar lamps for a total of 100 households in Kulichmeda IDP site in Debark - Three trucks carrying 40 MT of NFIs were offloaded at UNHCR warehouse at Debre Birhan. (10,000 sleeping mats, 8,960 blankets, 5,000 laundry soaps, 2,000 solar lamps and mosquito nets and 1,320 rubber buckets for upcoming distribution) - UNHCR dispatched NFIs (blankets, semi-collapsible jerrycans, kitchens sets, laundry soaps, mosquito nets, plastic tarpaulin, sleeping mats, solar lamps, and buckets) to support 1,644 vulnerable IDPs in Mekane Selam site - UNHCR and partner AAHI distributed NFIs to 1,300 IDPs households (3?250 indiv) in Mekane Selam and Lagamara School	- 1,288 households in Mai Aini and Adi Harush	- 6,352 girls and women were distributed sanitary napkins (Mai Aini and Adi Harush) - 1,000 IDP women received dignity kits (Shire) - IMC provided an awareness-raising session on risk mitigation and prevention of GBV reaching out to 1,637 beneficiaries in Axum - 30 participants from BoLSA, zonal authorities, UNHCR's partners and humanitarian actors have been trained on Protection, CP and GBV in eùergencies in Adigrat during a two-day workshop. - 1,247 dignity kits have been distributed for beneficiaries in Adigrat, Wukro, Mekelle, Abi Adi and Kola Tambien woredas. Out of the total 169 of them are girls, 0-17, and 1,078 are women between 18-60.

		- UNHCR and its partner EECMY distributed NFIs to 1,250 displaced households who have gradually returned to their homes in Gulina. - 1,065 households received NFIs in Axum, including women headed householdsn pregnant women , older persons, UASCn pSN, people with chronic illness, children with disabilities, orphans. - 1,850 households (11,100 indiv) received NFI kits from EECMY. - UNHCR and partners plan to reach 9,156 households (54,936 indiv) with NFI kits and cover the needs of new arrivals of IDPs be end of December 2021		
January 2022 L3	- Refugees (Alemwach): 670 verified refugees are all hosted temporarily at the emergency collective centers in Dabat town. - 5,000 IDPs from Dedebit were relocated to the new site of Selekleka (after 7Jan airstrike). - Refugee (Alemwach): 16 communal hangars with a capacity to accommodate 1,600 refugees were completed.	- IHS distributed shoes, t-shirts and sleeping mats to 100 unaccompanied and separated children in Sheraro. - UNHCR's partner IRC distributed 500 NFIs to new IDP women and girls (blankets, sleeping mats, as well as laundry and body soap) - Prepositioning of 3,000 NFI kits was completed in Debre Birhan for distribution to IDPs in Effrata. - UNHCR distributed packed water and NFIs (40 pieces of bedsheets, 14 dozen of two-liter packed water and 50 kg of dates) to the wounded IDPs from Dedebit in Sehul hospital.		

		- ANE distributed NFI kits to the IDPs from Abala hosted in Semera (1,000 households) - IDP (Adi Kentibay): ANE coordinated the distribution of shelter kits and cash (1,600 birr) to 100 beneficiaries - IDP (Afar): UNHCR dispatched NFIs to two sites in Semera hosting 1,000 IDP households from Abala.		
February	- Refugees (Tigray): UNHCR started conducting intention survey and protection counselling to ensure that refugees and asylum-seekers are informed, and that relocation is voluntary. - Refugees (Alemwach): UNHCR supported the relocation of 1,200 refugees by RRS from Dabat to Alemwach - IDP (Shire): UNHCR has constructed 52 duplex shelters for some 520 vulnerable IDPs who could not afford rent and moved to the overcrowded sites in Shire.	-	- IDP (Shire): UNHCR and IOM, with WASH partners, facilitated the weekly cleaning campaign and mass sterilization of clothes, blankets with boiling water to prevent scabies. A total of 5,522 IDPs participated in the campaign.	
March	- Refugees (Serdo): More than 400 refugees living in Afdera have been relocated to the Serdo site. - IDP: UNHCR has completed the installation	-	- Refugees (Serdo): Water supply points and latrines were installed. - IDP (Shire): CCCM partners treated 1,829 scabies cases and soap bars were distributed to 380	

	of all 19 planned shelters in the Woynshet paper factory IDP site allowing the relocation of 6,103 individuals. - IDP (Mkelle): 4,444 individuals (844 households) living in elementary schools in Mekelle were relocated to Sabacare 4 IDP site. They received cash assistance to facilitate relocation. - IDP: As of march 31, a total of 14,879 individuals (3,373 households) from 15 collective centers in Mekelle have been relocated to Sabacare 4.		scabies affected individuals in Shire. - IDP (Shire): CCCM cluster with health partners conducted a mass awareness raising activity on scabies symptoms and prevention. 1,106 IDPs participated. An additional 450 IDPs received the awareness sessions in Mekelle.	
April	- IDPs: CCCM cluster with support of BoLSA relocated 212 IDP households from Adwa correction center to Adwa Industrial Zone. - IDP (Amhara): UNHCR and partners relocated over 3,000 IDPs from an overcrowded warehouse in Sekota to Weleh IDP site. - IDP (Afar): So far, 17,500 IDPs have been relocated to Jara IDP site.	- IDP: Through cluster response, emergency shelter and NFI were provided to some 7,300 households in Guyah, Afdera and Ada'ar IDP sites in Afar. Overall more than 12,000 households were reached. - IDPs (Shire & Mekelle) 10 IDP sites have been supported with backyard gardening tool kits	- IDP: 3,394 individuals (1,740) female in Shire and Mekelle have benefited from carious CCCM activities such as awareness raising campaigns on COVID-19 protocols, as well as topics related to environment, sanitation, and hygiene.	- IDP (Sheraro): IRC begun managing gender-based violence cases sith 58 cases recorded and referred to services, including cases from the host community. - IDP(Amhara): A post-distribution assessment was conducted in 38 gender-based violence survivor households in Kulichmeda and Debark, who received cash assistance. - 350 IDPs (250 female) participated in a GBV sensitization session in Kulichmeda.
May	- IDPs: UNHCR relocated all the 665 IPDs living in the Semera Industrial Park to	- UNHCR assited 5,893 IDPs in Debre Berhan during the second week of May with relief items	- Refugees (Alemwach): Sanitary kits composed of sanitary pads, soaps and underwear were	- IDP (SHeraro): IRC and IMC reached 882 IDPs from 17 IDP sites with awareness-raising sessions on

	the Agatina IDP site. UNHCR provided transportation to IDPs, transported their belongings, and facilitated the relocation process. - A total of 16,350 IDPs have been relocated to Sabacare 4 since Sep 2021. - Relocation in Afar of 665 Tigrayan IDPs living in Semera to Agatina IDP site. - 1,769 IDPs (308 households) were relocated from two collective centers to the new planned Ex-UNIME site in Adigrat	(Warm clothes to 3,885 individuals in Woynshet paper factory and Kebele 03 IDP sites; 1984 women dignity kits in China Camp and Woynshet sites; 24 IDPs solar lamps in paper factory.) - IDP (Mekelle): UNHCR through DEC provide NFIs to 526 households (1,535 individuals) in Hawelti IDP site. - 120 IDP householdsin the production of vegetables with training and consultations in Hibret IDP site in Shire	distributed for women of reproductive age (12-49 years) by RRS, HIS. - IDPs (Abi Adi and Shire): OSSHD and ANE facilitated cleaning and awareness-raising campaigns for hygiene promotion and COVID-19 protocols in other sites in Shire and Mekelle, targeting some 2,000 IDPs. - IDP: UNHCR distributed 7,500 pieces of laundry soap to 1,250 IDP households in Sheraro and Tahtay Adyabo woredas. -	GBV root causesn consequences, and benefits of early reporting. - Refugees (Alemwach): 26 case of sexual abuse have been reported and twenty-five ases have so far been assited with psychosocial support, medical screening, and referrals. - IDP (Amhara): UNHCR provided transportation and counselling services through DIDAC to 16 gender-based violence survivors. + 51 persons (5 woredas leaders, 2 camp leaders, 40 women and girls, and 3 incentive workers) in Jara IDP site participated in a capacity-building exercise on strengthening gender-based violence prevention and enhancing youth awareness of gender-based violence concepts and referral pathways. - IDP: In the Turkish site in Haik UNHCR distributes dignity kits to 67 women (out of the 500 targeted).
June	- Refugees (Alemwach): The first convoy of 55 refugees out of the 127 living in the Haik Turkish site in Dessie city arrived in Alemwach.	-		

	14	15	16	17
Date	**Host community assistance**	**Special needs**	**General Protection**	**Return support**

April 2021 Before L3	- FGD with IDP and host community representatives (stressed the need for UNHCR and other agencies to extend their support to the host community	- UNHCR's partner RaDO conducted an assessment for 828 persons with specific needs who are hosted at four IDP sites in Shire (target 3,500)		
Oct 2021 L3			- A joint OCHA/UNHCR Coordination workshop took place in Abi Adi with 35 participants from 5 woredas on humanitarian principles and architecture.	
Dec 2021 L3			- IHS visited 123 IDPs (75 female). UNHCR is following up with protection and shelter clusters for possible support to the vulnerable families - IHS visited 89 households and reached 2,020 people in Shire and assessed critical protection concerns like basic services. - UNHCR conducted a training for 12 partner staff in Bahir Dar, Amhara region to enhance their capacity on IDP foundational principles, vulnerability and undertaking a rapid protection assessment using Kobo	- In collaboration with BoLSA, the working group on IDP returns along with humanitarian agencies and NGO partners faciviltated the return of 374 IDPs from Mekelle to Samre. - Between 13-15 Dec, UNHCR together with local authorities and partners facilities the return of a total of 1,147 IDPs, of whom 376 were female, from Debre Birhan to Dessie/Hayt - in buses provided by DRM and UNHCR. - 23 social workers from partners IHS and EECMY have been trained on registration of returning IDPs using the Kobo toobox
Jan 2022 L3			- UNHCR provided protection counselling to six refugees and asylum-seekers residing in Ashimblina, Madabe, Sheraro, Geza Meqer, Mai Qalab and Sheraro town	- 720 IDPs returned with UNHCR support, bringing the total number of voluntary IDP returns facilitated by UNHCR to 2,538 individuals. - UNHCR CCCM and Protection teams with ANE supported the voluntary return of 608 IDPs (356 households)

			- IDP (Afar/Tigray): 2,254 IDP households have been enrolled in a joint enrollment exercise to facilitate the planning and provision of assistance.	to eight woredas in different locations in the Central Zone. - UNHCR through its Protection Desks in Mekelle IDP sites provided counselling to 15,161 individuals (1,809 households) who opted to register for return to areas of origin in the Central Zone. - IDP (voluntary return): HIS distributed CRIs to 1,030 IDP households arriving from Zala Anbessa to Adigrat. - IDP (Mekelle): last convoy of voluntary return with 5,442 individuals (943 households). => Since 8 of dec. 9,604 individuals (5,442 households) have return to Tigray with UNHCR support. - IDP (Shire): local authorities continues to organize voluntary return of IDPs (10,065 individuals / 1,810 households) have returned from five IDP sites in Shire.
Feb 2022			- Refugees (Afar): UNHCR's protection team established a protection desk in Afdera to start referrals. - 100 refugees and asylul-seekers in El Shadai temporary site in Tigray received protection counselling through UNHCR protection team.	- IDP (Shire): UNHCR through ERCS distributed CRIs to 500 returnee IDP households in Adi Hageray town in Maekelay Adyabo woreda. - IDPs: UNHCR provided transportation to facilitat the return of 58 individuals (38 households) from the Central Zone to Mai Qnetal in the north-western zone of Tigray. - UNHCR Protection team monitored the return of 104 IDPhouseholds in the Central Zone to their places of origin in theNorth-western

				zone,specifically to Asgede and Tsimbla woredas. - Refugees: UNHCR supported the relocation of 1,200 refugees carried out by RRS to Alemwach.
March 2022			-	- IDP (Mekelle): UNHCR facilitated 10 small return movements of IDPs from Mekelle to their various places of origin. A total of 111 returning individuals were assisted with NFIs. Each household was provided with cash to cover their transportation expenses.
April 2022	- Refugees (Afar/Serdo): UNHCR held discussion with local authorities on means to strengthen access to health services as well as primary and secondary education, through securing additional resources and establishing new structures.		-	- IDPs: UNHCR and partners facilitated the return of 303 individuals from Abi Adi to their various areas of origin within Tigray.
May 2022			- Refugees (Tigray): Since the reception centre inception in Mekelle in March 2022, over 120 refugees and asylum-seekers have accessed these counselling services. - 139 IDPs benefited from community outreach sessions held at both IDP sites (China camp and Woyneshet paper factory).	- IDP (Tigray): UNHCR facilitated the return of 447 households (693 individuals) from Abi Adi IDP sites to their areas of origin. Returnees were provided with CRIs.

			- IDP(Amhara): UNHCR established 2 protection desks in Haik and Kutabaro through EECMY	
June 2022			-	-

*On 30 March, UNHCR provided lifesaving medicine to the St Mary Hospital in Axum. The medicine is valued at 1.67 million ETB (approximately USD 33,000). Most of the replenished medications had been out of the hospital's stock for four months.

Annex 11 - Key displacement figures (internal update)

Date	Eritrean refugees confirmed hosted in Tigray, at the outset of the crisis	Estimated Internally Displaced Persons in Northern Ethiopia	Eritrean refugee households that have been registered for residence in Addis
August 2021	60,000	2.1 million	4,785 individuals (received new registration cards and 678 received new proof of registration in Addis)
October 2021	60,000	2.1 million	9,898 (16,080 individuals) 8,136 (10,100 indiv) (1 – 7 October 2021)
November 2021	60,000	2.56 million	12,299 (15,003 individuals) 11, 209 (13,771 indiv) (30 oct – 5 nov)
December 2021	60,000	4 million (01 Dec 2021) 3 million (08 Dec 2021)	14,266 (17,172 individuals)
January 2022	60,000	3 million	14,266 (17,172 individuals) (02 jan) 14,266 (22,345 individuals) (13 jan)
Feb 2022	60,000	3 million	14,266 (22,345 individuals) (10 feb)
March 2022	60,000	3 million	14,266 (22,345 individuals) (15 mar)
April 2022	60,000	3 million	14,266 (22,345 individuals) (21 apr)
May 2022	60,000	3 million	14,266 (22,345 individuals) (13 may)

- UNHCR Partner ANE compiles data through the Community-based Feedback Mechanism (CFM data) in collaboration with the CFM committee and IDP representatives in Shire AoR.
- UNHCR carried out a three-day Protection Cluster workshop that took place from 10-12November in Shire. The objective of the workshop was to enhance overall coordination amongst partners and strengthen the overall IDP protection response in Shire AoR. The workshop focused on specific cross-cutting issues such as core contents of specific protection sectors; identification of vulnerable persons in each area; promoting community-based protection; review and updating of referral pathways; updating service mapping for all partners and locations in Shire AoR; and guidance for protection mainstreaming of the specific area in other clusters. A total of 35 participants representing 20 partners took part in the workshop.
- On 2 December, the 16 Days of Activism against Gender-Based Violence was commemorated by the refugees in Mensfawi site in Dabat, North Gondar through songs, drama, and poems. Awareness messages on gender-based violence were given by the Head of the Woreda Women Affairs in Dabat who stressed the importance of policies to strengthen prevention and response to gender-based violence in Dabat for both community members and refugees. The program was organized by the refugees with support from UNHCR and partners. A notable impact was the involvement of the youth (boys and girls) in the program, who participated in all activities particularly the drama, which outlined GBV occurrences among the youth and how to reach out for assistance.
- On 16 October, UNHCR, through the facilitation of Bureau of Labour and Social Affairs assisted the relocation of 29 asylum-seekers through public transportation to Adi Harush camp. They were provided with pass permits from the Zonal Administrator's Office in Shire and the cost of transportation was covered.
- Following three days of intensive preparations, engagement with local authorities, designing of tools and visibility materials as well as training of 18 protection enumerators including IHS, Government and UNHCR staff (15 dec 2021)
- In the new Alemwach site, progress in construction work has been heavily impacted by many factors including the volatile security context, frequent religious holidays, the rainy season and recurrent movement of protest initiated by incentive workers in disagreement with the roster of authorized manpower established by district authorities and partners in the area. Combined, these reasons have contributed to a significant delay in implementation of planned activities.
- In Dabat, two vacant public facilities renovated by UNHCR to host refugees relocated from Adi Harush and Mai Aini are occupied by armed forces.
- Between 14 - 20 December, the number of individuals living in IDP centres in Debre Birhan continue to decrease from 12,788 to 4,787 persons. UNHCR continues to further strengthen its protection activities to ensure voluntariness of the return process and to advocate for the need for some sites to remain open for those unwilling to return.
- In Mekelle, CCCM partner Action for the Needy in Ethiopia (ANE) has installed suggestion boxes aim in six IDP sites in Mekelle. They have also distributed stationery materials in these sites to support IDP leaders in delivering their coordination and leadership tasks in their respective sites. ANE has also established a referral mechanism in collaboration and coordination with other partners to facilitate rapid feedback to the IDP community.
- Local authorities closed Chacha IDP site, bringing the total number of IDP sites closed in Debre Birhan to eight out of 12 IDP sites in total. (30 Dec 2021)

Annex 12 - Logistics NFI

Delivery rate of CRIs to North Ethiopia (Tigray Response). Source: UNHCR North Ethiopia Emergency Situation Report (Tigray Response), Supply Management Service, received on 10 August 2022.

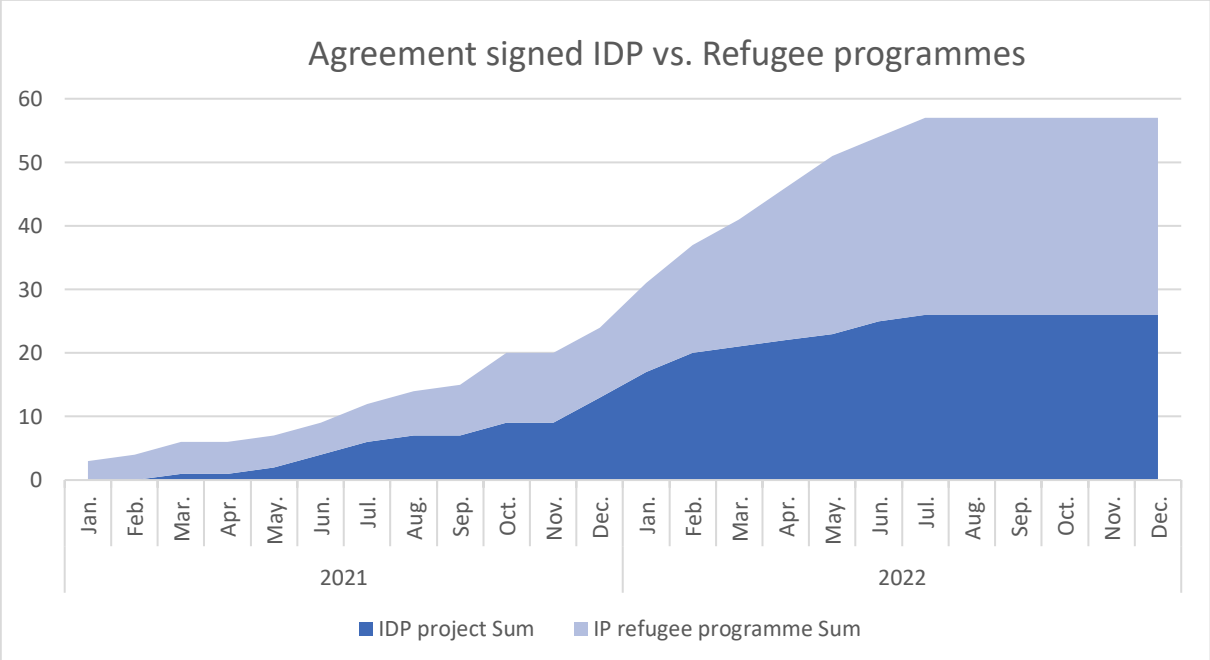
Core relief items	Allocated	Delivered	% Delivered
Tent	5,000	5,000	100%
Fire Retardant tent	3,000	-	0%
Plastic Sheet (4x5 M)	377,980	354,380	94%
Plastic Rolls (4x50 M)	2,838	2,838	100%
Kitchen Set - Type B & C	275,660	185,660	67%
Medium Thermal Blanket	862,282	645,688	75%
Jerry Can Semi Collap. - 10 L	220,855	200,355	91%
Mosquito Nets - LLIN	390,497	380,497	97%
Sleeping Mats	658,800	643,800	98%
Bucket w/Lid - 14/15 L	260,420	255,420	98%
Prefabricated Warehouse	17	12	71%
Solar Lanterns	202,080	109,080	54%
Streetlight, Solar	799	-	0%

Annex 13 - Analysis of PPAs

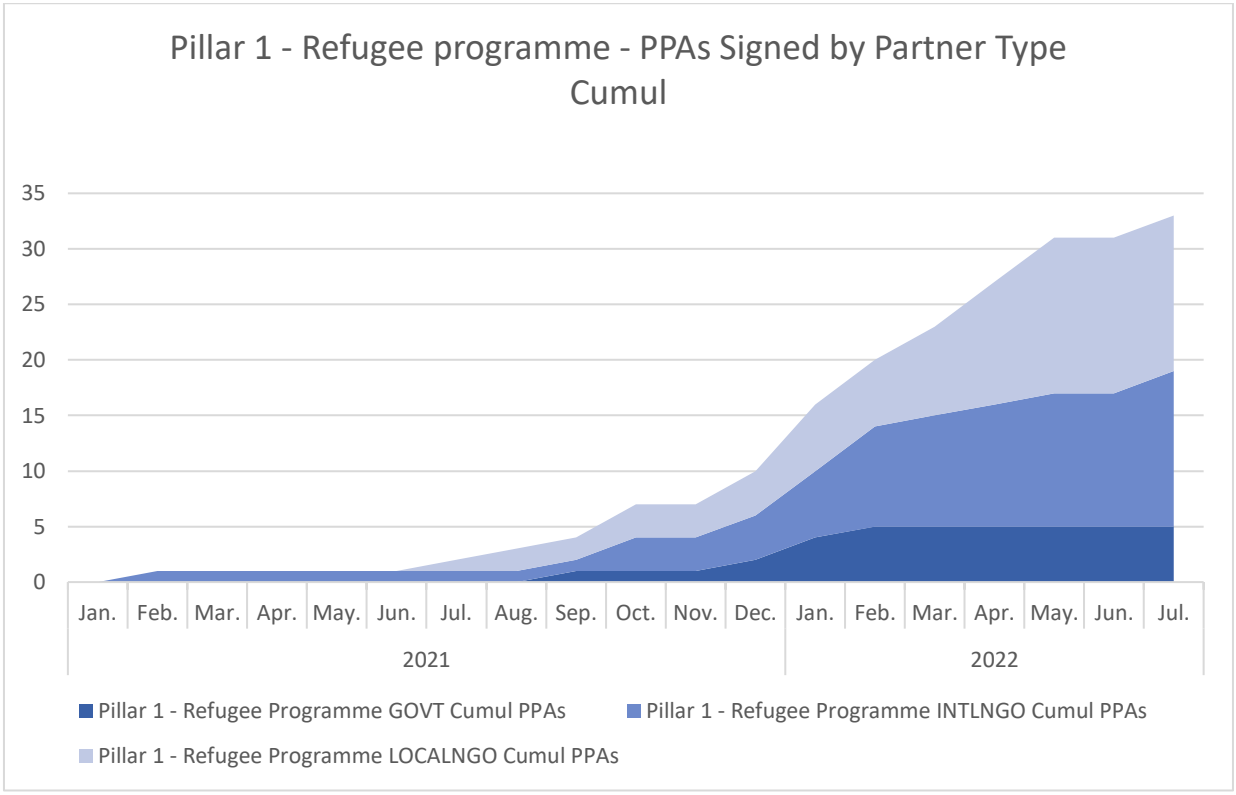
Sources: IP reports 2021 & 2022

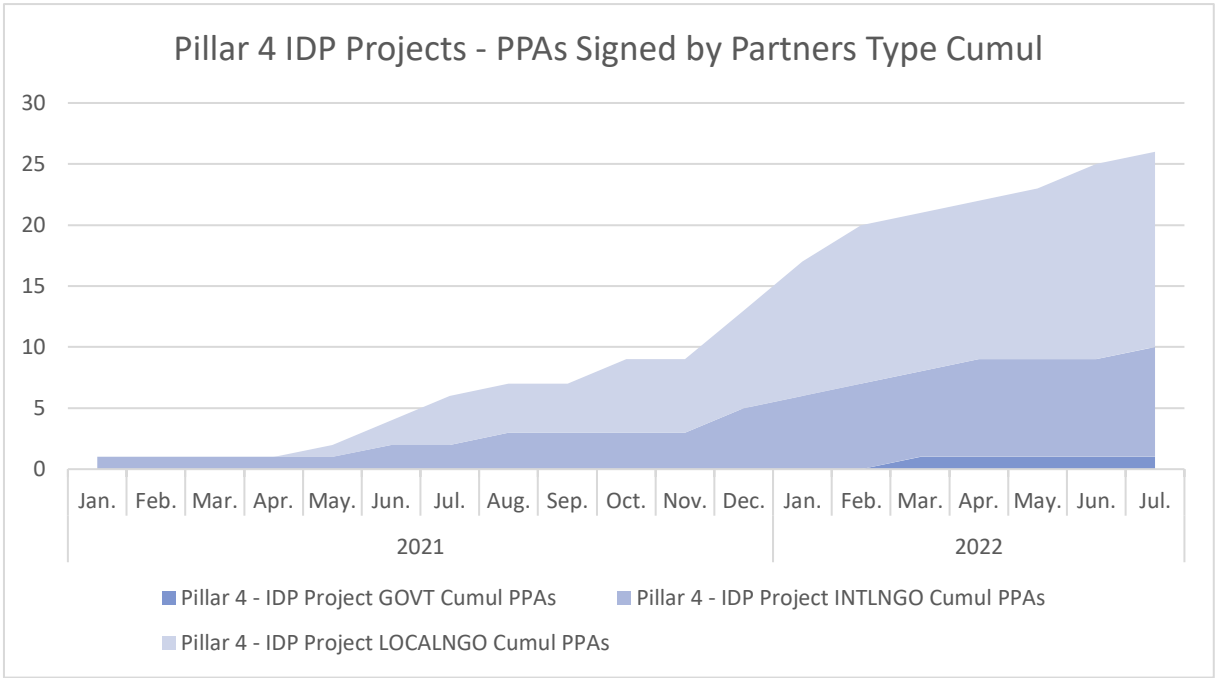
Number of PPAs signed

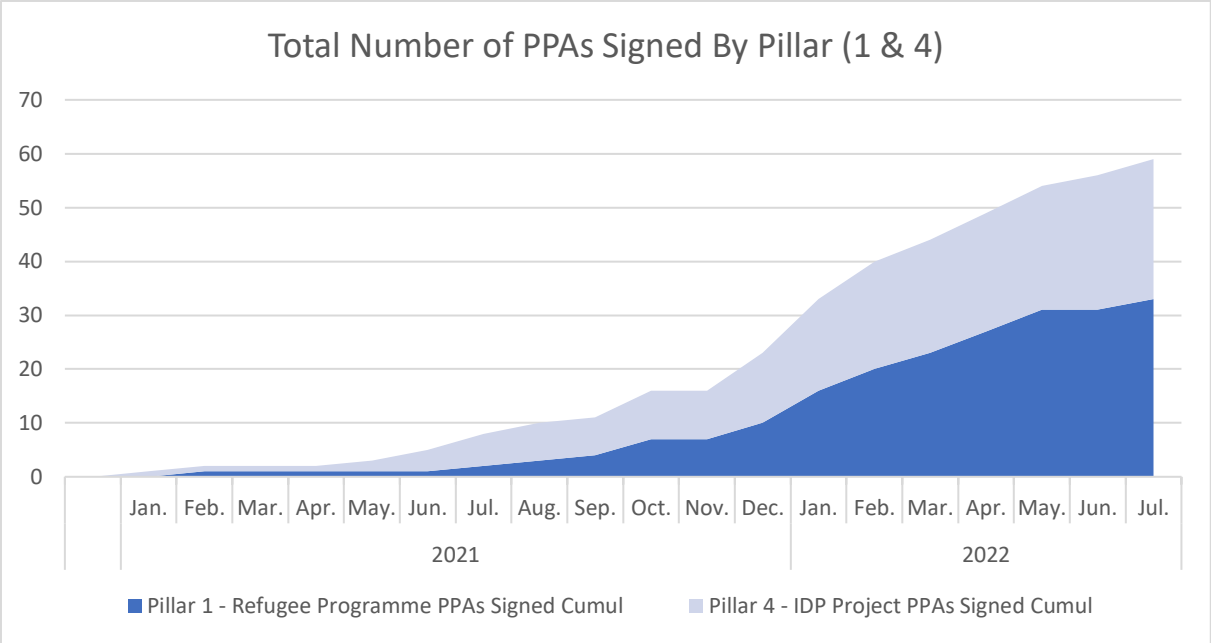
Year	Month	IDP project		IP refugee programme	
		Number	Sum	Number	Sum
2021	Jan.	0	0	3	3
	Feb.	0	0	1	4
	Mar.	1	1	1	5
	Apr.	0	1	0	5
	May.	1	2	0	5
	Jun.	2	4	0	5
	Jul.	2	6	1	6
	Aug.	1	7	1	7
	Sep.	0	7	1	8
	Oct.	2	9	3	11
	Nov.	0	9	0	11
	Dec.	4	13	0	11
2022	Jan.	4	17	3	14
	Feb.	3	20	3	17
	Mar.	1	21	3	20
	Apr.	1	22	4	24
	May.	1	23	4	28
	Jun.	2	25	1	29
	Jul.	1	26	2	31
	Aug.	0	26	0	31
	Sep.	0	26	0	31
	Oct.	0	26	0	31
	Nov.	0	26	0	31
	Dec.	0	26	0	31



Year	Month	Pillar 1 - Refugee Programme							Pillar 4 - IDP Project						
		GOVT		INTLNGO		LOCALNGO		PPAs Signed Cumul	GOVT		INTLNGO		LOCALNGO		PPAs Signed Cumul
		Num. PPA	Cumul PPAs	Num. PPA	Cumul PPAs	Num. PPA	Cumul PPAs		Num. PPA	Cumul PPAs	Num. PPA	Cumul PPAs	Num. PPA	Cumul PPAs	
2021	Jan.		0		0		0	0		0	1	1		0	1
	Feb.		0	1	1		0	1		0		1		0	1
	Mar.	0	0	0	1	0	0	1	0	0	0	1	0	0	1
	Apr.		0		1		0	1		0		1		0	1
	May.		0		1		0	1		0		1	1	1	2
	Jun.		0		1		0	1		0	1	2	1	2	4
	Jul.		0		1	1	1	2		0		2	2	4	6
	Aug.		0		1	1	2	3		0	1	3		4	7
	Sep.	1	1		1		2	4		0		3		4	7
	Oct.		1	2	3	1	3	7		0		3	2	6	9
	Nov.	0	1	0	3	0	3	7	0	0	0	3	0	6	9
	Dec.	1	2	1	4	1	4	10		0	2	5	2	8	13
2022	Jan.	2	4	2	6	2	6	16		0	1	6	3	11	17
	Feb.	1	5	3	9		6	20		0	1	7	2	13	20
	Mar.		5	1	10	2	8	23	1	1		7		13	21
	Apr.		5	1	11	3	11	27		1	1	8		13	22
	May.		5	1	12	3	14	31		1		8	1	14	23
	Jun.		5		12		14	31		1		8	2	16	25
	Jul.		5	2	14		14	33		1	1	9		16	26


Pillar 1 - Refugee programme - PPAs Signed by Partner Type Cumul
35
30
25
20
15
10
5
0
Jan. Feb. Mar. Apr. May. Jun. Jul. Aug. Sep. Oct. Nov. Dec. Jan. Feb. Mar. Apr. May. Jun. Jul.
2021
2022
Pillar 1 - Refugee Programme GOVT Cumul PPAs
Pillar 1 - Refugee Programme INTLNGO Cumul PPAs
Pillar 1 - Refugee Programme LOCALNGO Cumul PPAs

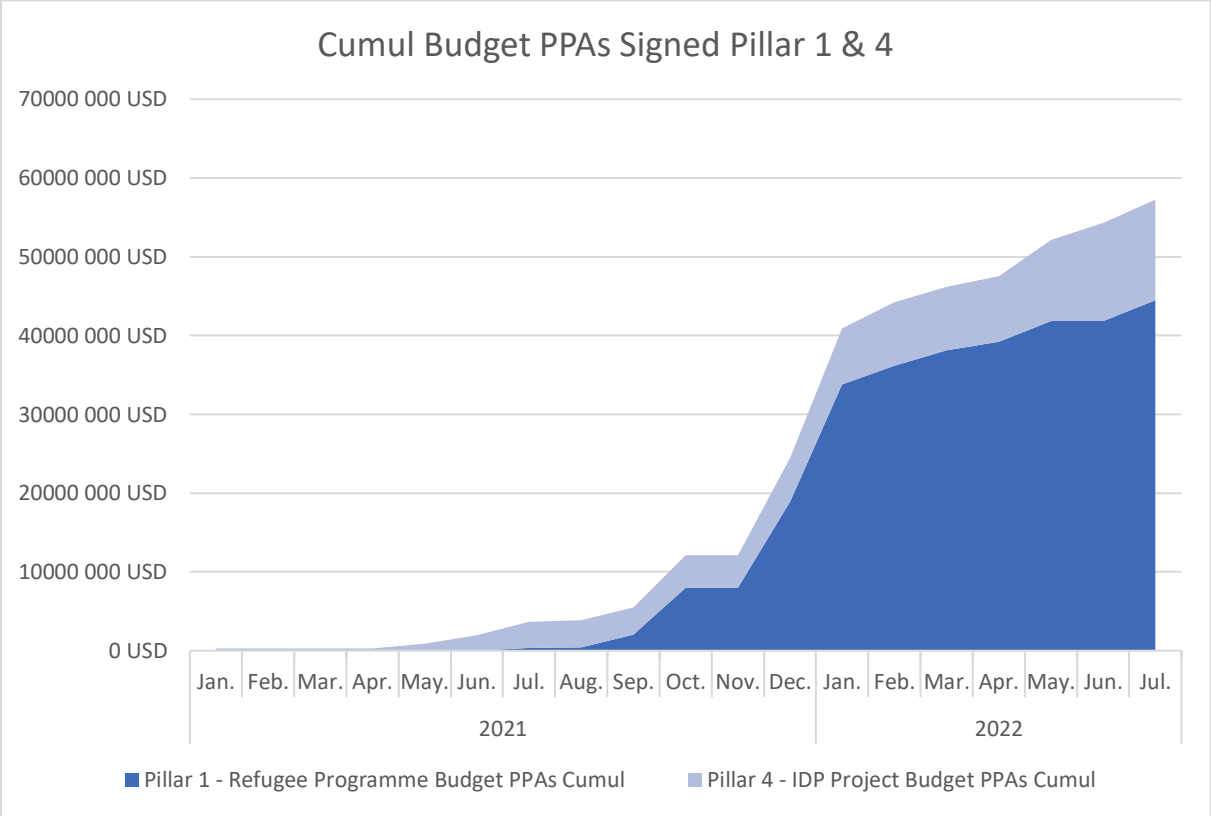

Pillar 4 IDP Projects - PPAs Signed by Partners Type Cumul
30
25
20
15
10
5
0
Jan. Feb. Mar. Apr. May. Jun. Jul. Aug. Sep. Oct. Nov. Dec. Jan. Feb. Mar. Apr. May. Jun. Jul.
2021
2022
Pillar 4 - IDP Project GOVT Cumul PPAs
Pillar 4 - IDP Project INTLNGO Cumul PPAs
Pillar 4 - IDP Project LOCALNGO Cumul PPAs



Budget PPAs (2021-2022)

Year	Month	Pillar 1 - Refugee Programme		Pillar 4 - IDP Project	
		Budget PPAs	Budget PPAs Cumulative	Budget PPAs	Budget PPAs Cumul
2021	Jan.		0 USD	260 341 USD	260 341 USD
	Feb.		0 USD		260 341 USD
	Mar.	19 201 USD	19 201 USD		260 341 USD
	Apr.	0 USD	19 201 USD	0 USD	260 341 USD
	May.		19 201 USD	639 933 USD	900 275 USD
	Jun.		19 201 USD	1 052 324 USD	1 952 598 USD
	Jul.	340 220 USD	359 421 USD	1 361 842 USD	3 314 441 USD
	Aug.	88 204 USD	447 624 USD	122 337 USD	3 436 778 USD
	Sep.	1 585 075 USD	2 032 699 USD		3 436 778 USD
	Oct.	5 949 917 USD	7 982 616 USD	704 885 USD	4 141 663 USD
	Nov.	0 USD	7 982 616 USD	0 USD	4 141 663 USD
	Dec.	10 964 403 USD	18 947 019 USD	1 467 097 USD	5 608 760 USD
2022	Jan.	14 861 265 USD	33 808 284 USD	1 477 902 USD	7 086 662 USD
	Feb.	2 392 636 USD	36 200 920 USD	929 569 USD	8 016 232 USD
	Mar.	1 922 380 USD	38 123 300 USD	51 882 USD	8 068 114 USD
	Apr.	1 068 395 USD	39 191 695 USD	294 607 USD	8 362 721 USD
	May.	2 658 530 USD	41 850 225 USD	1 908 470 USD	10 271 191 USD

	Jun.		41 850 225 USD	2 204 027 USD	12 475 218 USD
	Jul.	2 644 277 USD	44 494 502 USD	298 857 USD	12 774 075 USD



Pillar	Year	Partner	Partner Type	Agree. Date	Budget Agreement
Pillar 1 - Refugee Programme	2021	Refugees and Returnees Service	GOVT	31/12/2021	3 070 406 USD
Pillar 1 - Refugee Programme	2021	Refugees and Returnees Service	GOVT	24/09/2021	1 670 650 USD
Pillar 1 - Refugee Programme	2021	TSELEMET WEREDA AGRICULTURE AND RURAL DEVELOPMENT OFFICE	GOVT	02/12/2020	22 725 USD
Pillar 1 - Refugee Programme	2021	International Rescue Committee, Inc.	INTLNGO	20/10/2021	4 608 868 USD
Pillar 1 - Refugee Programme	2021	INTERNATIONAL MEDICAL CORPS, UK	INTLNGO	26/01/2022	3 441 953 USD
Pillar 1 - Refugee Programme	2021	INNOVATIVE HUMANITARIAN SOLUTIONS	INTLNGO	17/12/2021	1 534 563 USD
Pillar 1 - Refugee Programme	2021	NORWEGIAN REFUGEE COUNCIL	INTLNGO	21/02/2022	715 765 USD

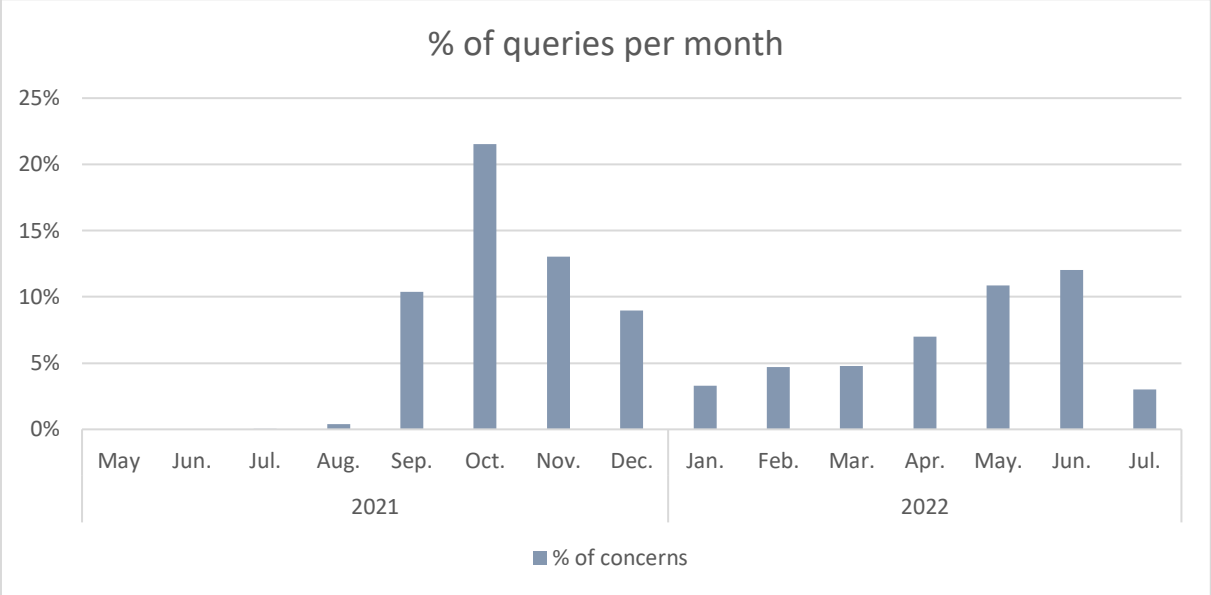
Pillar 1 - Refugee Programme	2021	AFRICA HUMANITARIAN ACTION, ETHIOPIA	INTLNGO	03/01/2022	628 127 USD
Pillar 1 - Refugee Programme	2021	JESUIT REFUGEE SERVICE	INTLNGO	15/10/2021	408 046 USD
Pillar 1 - Refugee Programme	2021	Edukans Foundation	INTLNGO	17/03/2021	17 734 USD
Pillar 1 - Refugee Programme	2021	ACTION FOR THE NEEDY IN ETHIOPIA	LOCALNGO	17/12/2021	7 257 558 USD
Pillar 1 - Refugee Programme	2021	Ethiopian Orthodox Church, Development and Inter Church Aid Commission	LOCALNGO	26/01/2022	4 651 640 USD
Pillar 1 - Refugee Programme	2021	REHABILIATION & DEVELOPMENT ORGANIZATION, ETHIOPIA	LOCALNGO	18/10/2021	1 551 856 USD
Pillar 1 - Refugee Programme	2021	Development Expertise Center	LOCALNGO	12/07/2021	343 175 USD
Pillar 1 - Refugee Programme	2021	ETHIOPIAN EVANGELICAL CHURCH MEKANE YESUS DEVELOPMENT AND SOCIAL SERVICE COMMISS	LOCALNGO	01/12/2020	113 082 USD
Pillar 1 - Refugee Programme	2021	AFRICAN HUMANITARIAN AID AND DEVELOPMENT AGENCY	LOCALNGO	11/08/2021	85 581 USD
Pillar 1 - Refugee Programme	2022	Refugees and Returnees Service	GOVT	29/01/2022	4 347 814 USD
Pillar 1 - Refugee Programme	2022	Refugees and Returnees Service	GOVT	26/01/2022	2 623 909 USD
Pillar 1 - Refugee Programme	2022	Refugees and Returnees Service	GOVT	08/02/2022	1 449 497 USD
Pillar 1 - Refugee Programme	2022	AFRICA HUMANITARIAN ACTION, ETHIOPIA	INTLNGO	11/07/2022	1 607 577 USD
Pillar 1 - Refugee Programme	2022	INNOVATIVE HUMANITARIAN SOLUTIONS	INTLNGO	25/05/2022	1 601 674 USD
Pillar 1 - Refugee Programme	2022	INTERNATIONAL MEDICAL CORPS, UK	INTLNGO	05/07/2022	1 036 700 USD
Pillar 1 - Refugee Programme	2022	INNOVATIVE HUMANITARIAN SOLUTIONS	INTLNGO	27/04/2022	314 473 USD
Pillar 1 - Refugee Programme	2022	JESUIT REFUGEE SERVICE	INTLNGO	08/02/2022	256 264 USD
Pillar 1 - Refugee Programme	2022	GOAL, IRELAND	INTLNGO	07/03/2022	90 650 USD

Pillar 1 - Refugee Programme	2022	INTERNATIONAL MEDICAL CORPS, UK	INTLNGO	08/02/2022	21 377 USD
Pillar 1 - Refugee Programme	2022	ACTION FOR THE NEEDY IN ETHIOPIA	LOCALNGO	22/03/2022	1 568 494 USD
Pillar 1 - Refugee Programme	2022	Ethiopian Orthodox Church, Development and Inter Church Aid Commission	LOCALNGO	13/05/2022	800 870 USD
Pillar 1 - Refugee Programme	2022	ACTION FOR THE NEEDY IN ETHIOPIA	LOCALNGO	26/04/2022	370 542 USD
Pillar 1 - Refugee Programme	2022	Ethiopian Orthodox Church, Development and Inter Church Aid Commission	LOCALNGO	27/04/2022	368 278 USD
Pillar 1 - Refugee Programme	2022	Ethiopian Orthodox Church, Development and Inter Church Aid Commission	LOCALNGO	29/03/2022	263 236 USD
Pillar 1 - Refugee Programme	2022	AFRICAN HUMANITARIAN AID AND DEVELOPMENT AGENCY	LOCALNGO	31/01/2022	194 413 USD
Pillar 1 - Refugee Programme	2022	ETHIOPIAN EVANGELICAL CHURCH MEKANE YESUS DEVELOPMENT AND SOCIAL SERVICE COMMISS	LOCALNGO	31/05/2022	182 029 USD
Pillar 1 - Refugee Programme	2022	Development Expertise Center	LOCALNGO	30/05/2022	73 957 USD
Pillar 1 - Refugee Programme	2022	ETHIOPIAN EVANGELICAL CHURCH MEKANE YESUS DEVELOPMENT AND SOCIAL SERVICE COMMISS	LOCALNGO	27/04/2022	15 103 USD

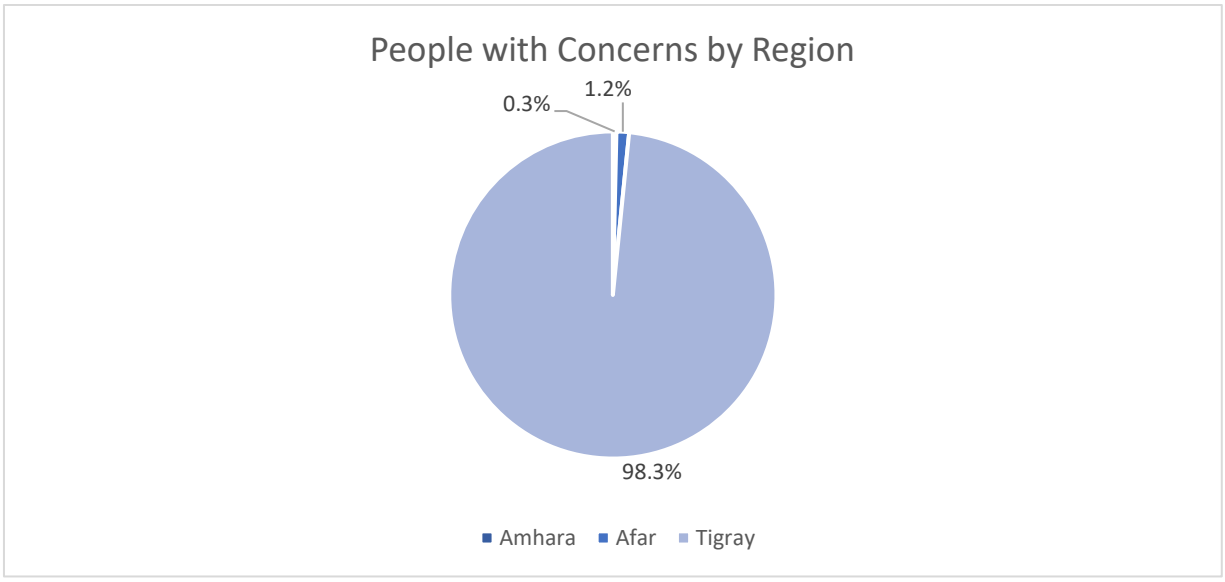
Pillar	Year	Partner	Partner Type	Agree. Date	Budget Agreement
Pillar 4 - IDP Project	2021	NORWEGIAN REFUGEE COUNCIL	INTLNGO	24/06/2021	944 159 USD
Pillar 4 - IDP Project	2021	INNOVATIVE HUMANITARIAN SOLUTIONS	INTLNGO	15/12/2021	680 251 USD
Pillar 4 - IDP Project	2021	International Rescue Committee, Inc.	INTLNGO	15/03/2021	260 341 USD
Pillar 4 - IDP Project	2021	PLAN INTERNATIONAL, UNITED KINGDOM	INTLNGO	28/08/2021	122 337 USD
Pillar 4 - IDP Project	2021	ACTION AFRICA HELP INTERNATIONAL	INTLNGO	21/12/2021	49 963 USD
Pillar 4 - IDP Project	2021	ACTION FOR THE NEEDY IN ETHIOPIA	LOCALNGO	15/07/2021	976 534 USD
Pillar 4 - IDP Project	2021	REHABILIATION & DEVELOPMENT ORGANIZATION, ETHIOPIA	LOCALNGO	27/05/2021	639 933 USD
Pillar 4 - IDP Project	2021	ETHIOPIAN EVANGELICAL CHURCH MEKANE YESUS DEVELOPMENT AND SOCIAL SERVICE COMMISS	LOCALNGO	03/12/2021	582 558 USD

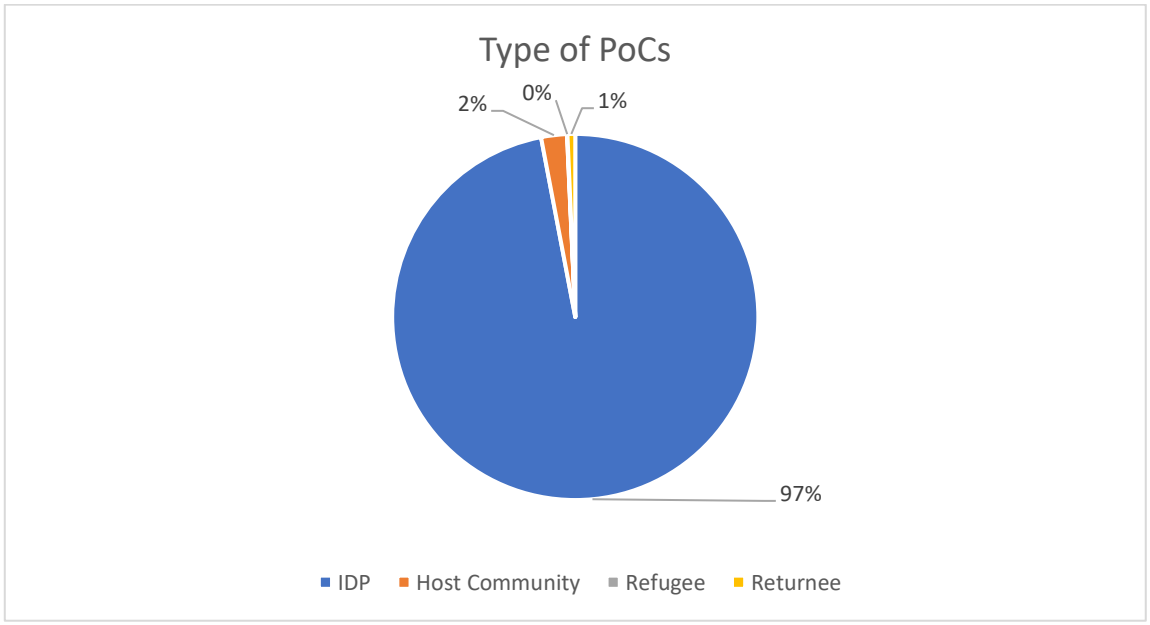
Pillar 4 - IDP Project	2021	Development Expertise Center	LOCALNGO	27/10/2021	545 536 USD
Pillar 4 - IDP Project	2021	ACTION FOR THE NEEDY IN ETHIOPIA	LOCALNGO	27/07/2021	385 308 USD
Pillar 4 - IDP Project	2021	ORGANIZATION FOR SUSTAINABLE DEVELOPMENT	LOCALNGO	27/10/2021	159 349 USD
Pillar 4 - IDP Project	2021	Organization for Social Service Health and Development	LOCALNGO	06/12/2021	154 325 USD
Pillar 4 - IDP Project	2021	AFRICAN HUMANITARIAN AID AND DEVELOPMENT AGENCY	LOCALNGO	09/06/2021	108 164 USD
Pillar 4 - IDP Project	2022	Wollo University	GOVT	17/03/2022	51 882,3 USD
Pillar 4 - IDP Project	2022	WORLD VISION INTERNATIONAL	INTLNGO	01/02/2022	376 128,7 USD
Pillar 4 - IDP Project	2022	INNOVATIVE HUMANITARIAN SOLUTIONS	INTLNGO	21/07/2022	298 857,2 USD
Pillar 4 - IDP Project	2022	WORLD VISION INTERNATIONAL	INTLNGO	01/04/2022	294 606,9 USD
Pillar 4 - IDP Project	2022	ACTION AFRICA HELP INTERNATIONAL	INTLNGO	25/01/2022	96 167,5 USD
Pillar 4 - IDP Project	2022	Development Expertise Center	LOCALNGO	26/06/2022	2 089 736,2 USD
Pillar 4 - IDP Project	2022	ACTION FOR THE NEEDY IN ETHIOPIA	LOCALNGO	12/05/2022	1 908 470,5 USD
Pillar 4 - IDP Project	2022	Ethiopian Orthodox Church, Development and Inter Church Aid Commission	LOCALNGO	31/01/2022	603 833,4 USD
Pillar 4 - IDP Project	2022	ETHIOPIAN EVANGELICAL CHURCH MEKANE YESUS DEVELOPMENT AND SOCIAL SERVICE COMMISS	LOCALNGO	31/01/2022	403 793,7 USD
Pillar 4 - IDP Project	2022	AFRICAN HUMANITARIAN AID AND DEVELOPMENT AGENCY	LOCALNGO	31/01/2022	374 107,9 USD
Pillar 4 - IDP Project	2022	ACTION FOR THE NEEDY IN ETHIOPIA	LOCALNGO	03/02/2022	326 214,9 USD
Pillar 4 - IDP Project	2022	REHABILIATION & DEVELOPMENT ORGANIZATION, ETHIOPIA	LOCALNGO	01/02/2022	227 225,6 USD
Pillar 4 - IDP Project	2022	Organization for Social Service Health and Development	LOCALNGO	30/06/2022	114 290,7 USD

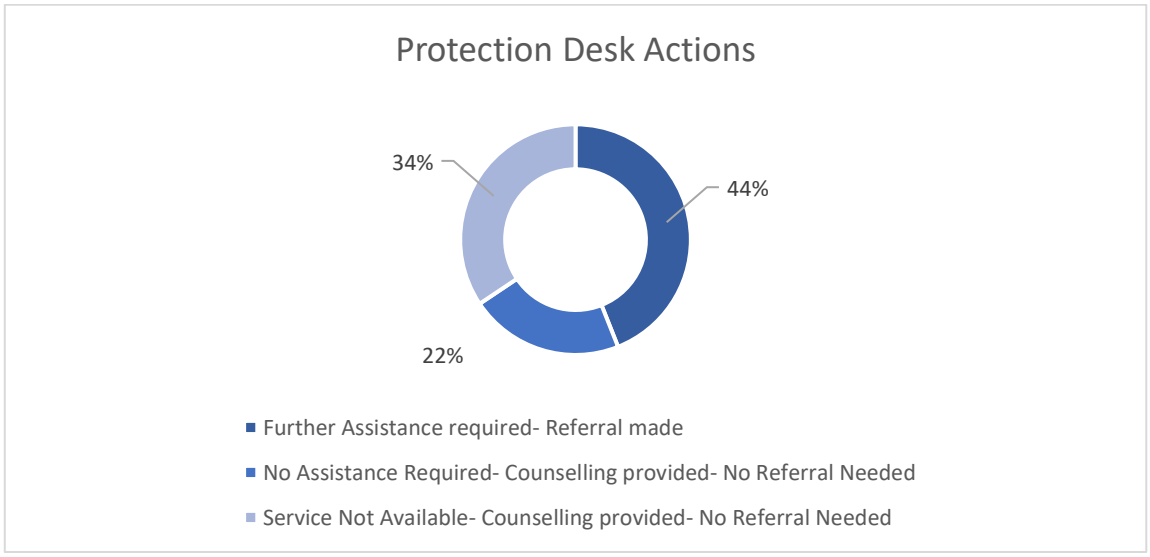
Annex 14 - Analysis of PSN Results

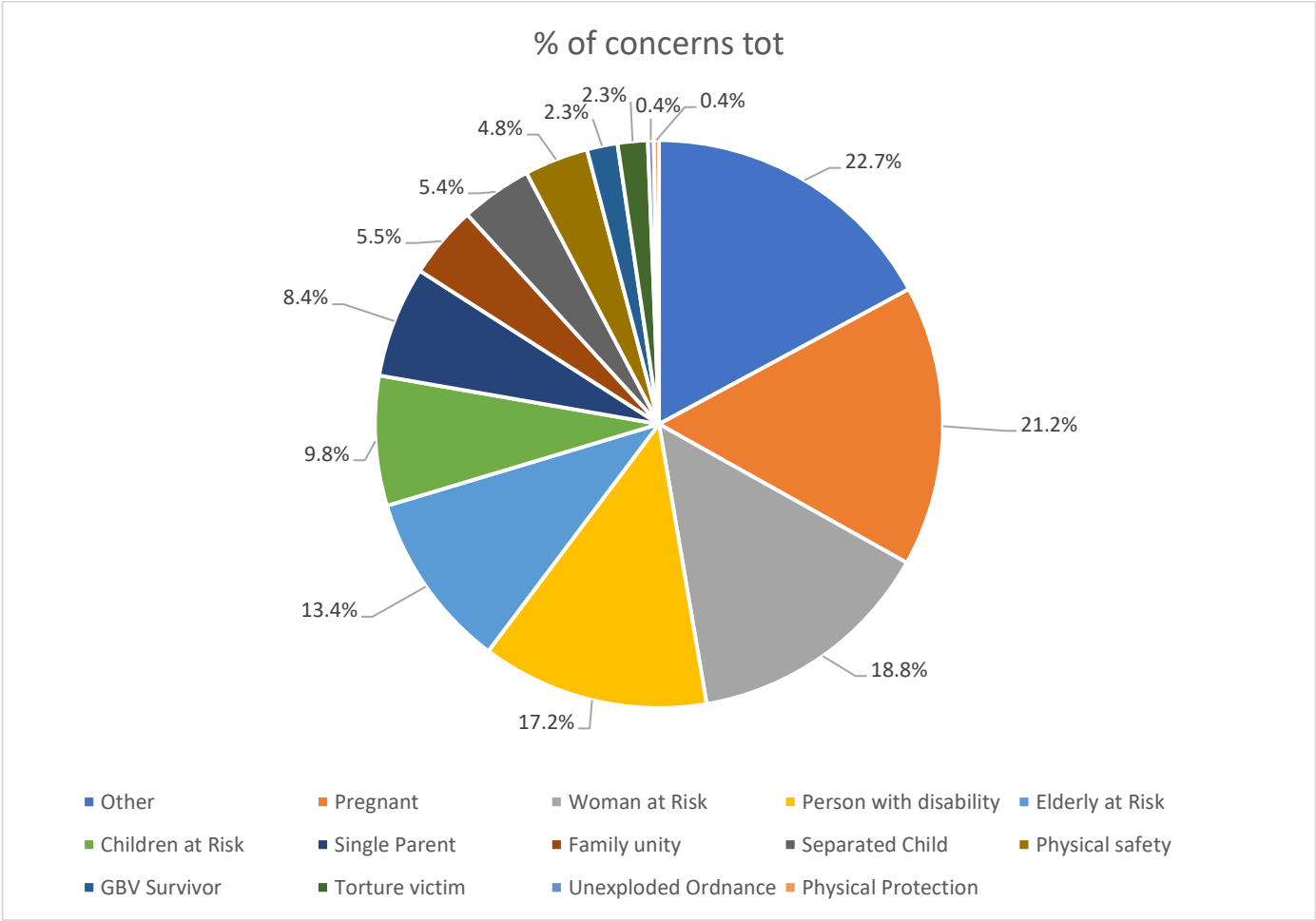


Year	Month	# Concerns	% of concerns
2021	May	0	0%
	Jun.	0	0%
	Jul.	2	0%
	Aug.	29	0%
	Sep.	774	10%
	Oct.	1609	22%
	Nov.	975	13%
	Dec.	669	9%
2022	Jan.	245	3%
	Feb.	352	5%
	Mar.	358	5%
	Apr.	522	7%
	May.	811	11%
	Jun.	900	12%
	Jul.	226	3%

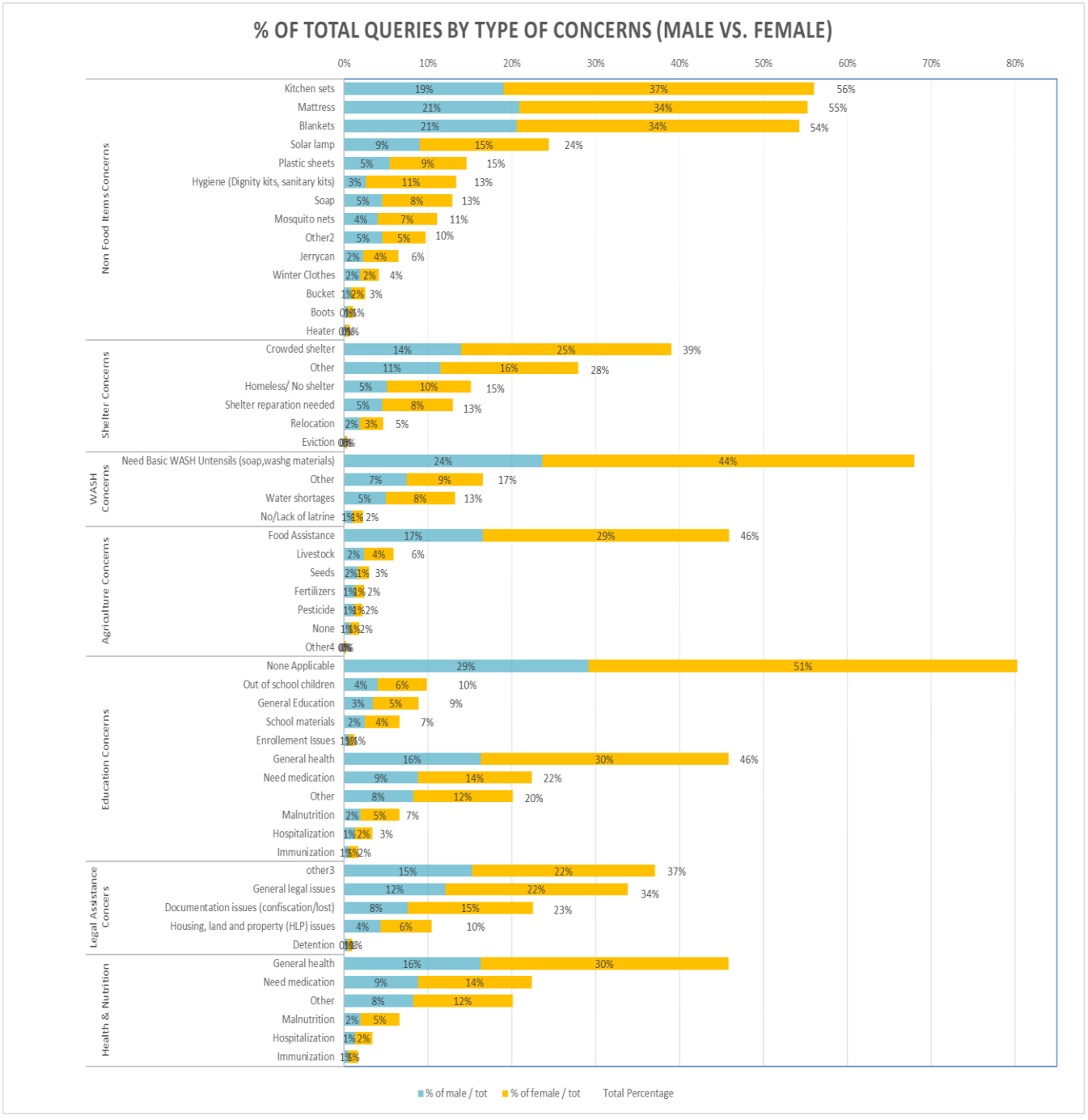

People with Concerns by Region
0.3%
1.2%
98.3%
Amhara
Afar
Tigray


Type of PoCs
2%
0%
1%
97%
IDP
Host Community
Refugee
Returnee


Protection Desk Actions
34%
44%
22%
Further Assistance required- Referral made
No Assistance Required- Counselling provided- No Referral Needed
Service Not Available- Counselling provided- No Referral Needed

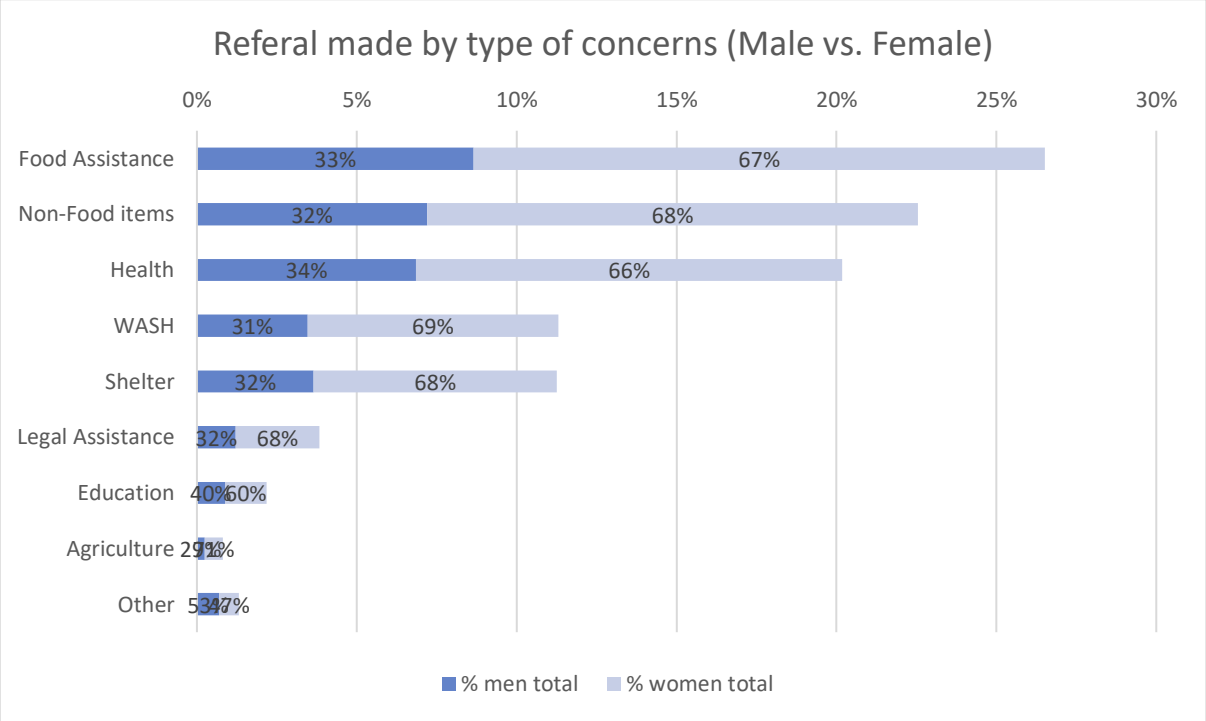

% of concerns tot
22.7%
21.2%
18.8%
17.2%
13.4%
9.8%
8.4%
5.5%
5.4%
4.8%
2.3%
2.3%
0.4%
0.4%
Other
Pregnant
Woman at Risk
Person with disability
Elderly at Risk
Children at Risk
Single Parent
Family unity
Separated Child
Physical safety
GBV Survivor
Torture victim
Unexploded Ordnance
Physical Protection

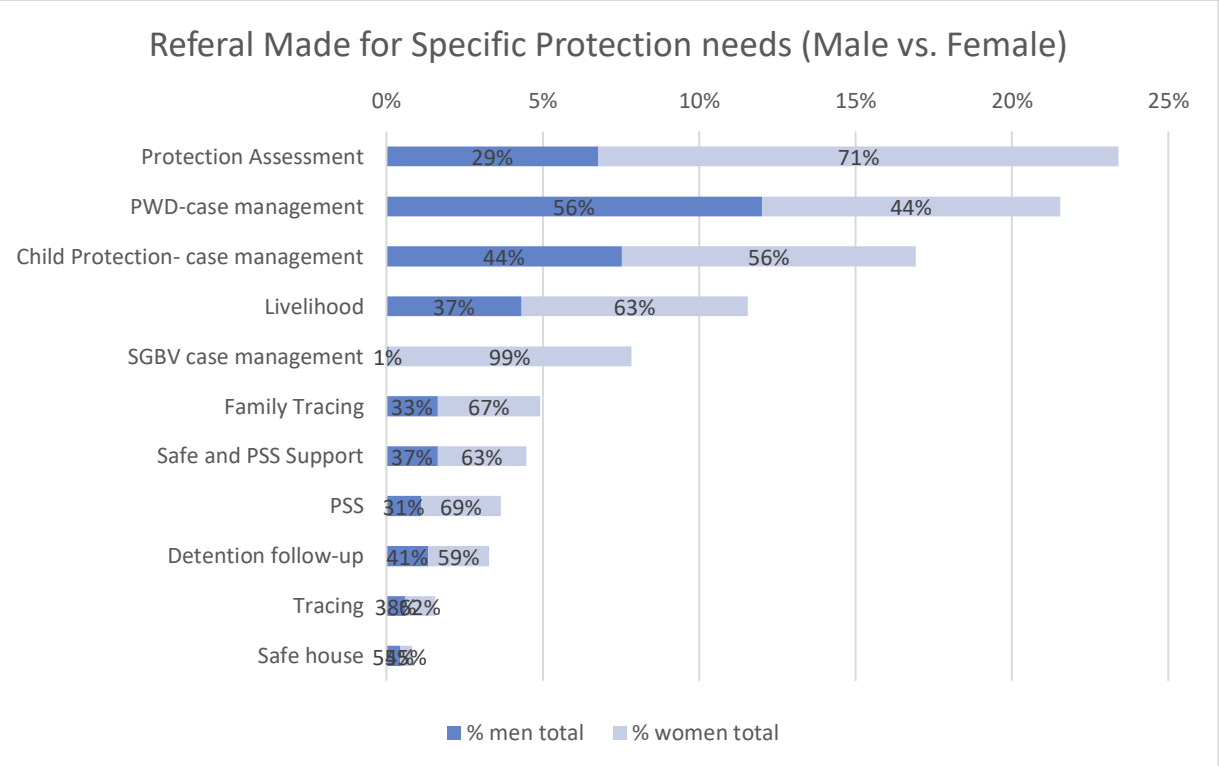
Concerns Type	Concers items	# of concerns tot	% of concerns tot	# of concerns male	% of concerns male	% of male / tot	# of concerns female	% of concerns female	% of female / tot	Total Percentage
General Concerns	Other	1698	22,7%	799	47%	11%	899	53%	12%	23%
	Pregnant	1588	21,2%	57	4%	1%	1531	96%	20%	21%
	Woman at Risk	1408	18,8%	38	3%	1%	1370	97%	18%	19%
	Person with disability	1284	17,2%	740	58%	10%	544	42%	7%	17%
	Elderly at Risk	1002	13,4%	554	55%	7%	448	45%	6%	13%
	Children at Risk	733	9,8%	325	44%	4%	408	56%	5%	10%
	Single Parent	628	8,4%	179	29%	2%	449	71%	6%	8%
	Family unity	410	5,5%	134	33%	2%	276	67%	4%	5%
	Separated Child	404	5,4%	216	53%	3%	188	47%	3%	5%
	Physical safety	361	4,8%	164	45%	2%	197	55%	3%	5%
	GBV Survivor	173	2,3%	10	6%	0%	163	94%	2%	2%
	Torture victim	170	2,3%	75	44%	1%	95	56%	1%	2%
	Unexploded Ordnance	33	0,4%	16	48%	0%	17	52%	0%	0%
	Physical Protection	29	0,4%	0	0%	0%	29	100%	0%	0%


% OF TOTAL QUERIES BY TYPE OF CONCERNS (MALE VS. FEMALE)
0%
10%
20%
30%
40%
50%
60%
70%
80%
Non Food Items Concerns
Kitchen sets 19% 37% 56%
Mattress 21% 34% 55%
Blankets 21% 34% 54%
Solar lamp 9% 15% 24%
Plastic sheets 5% 9% 15%
Hygiene (Dignity kits, sanitary kits) 3% 11% 13%
Soap 5% 8% 13%
Mosquito nets 4% 7% 11%
Other2 5% 5% 10%
Jerrycan 2% 4% 6%
Winter Clothes 2% 2% 4%
Bucket 1% 2% 3%
Boots 0% 1% 1%
Heater 0% 1% 1%
Shelter Concerns
Crowded shelter 14% 25% 39%
Other 11% 16% 28%
Homeless/ No shelter 5% 10% 15%
Shelter reparation needed 5% 8% 13%
Relocation 2% 3% 5%
Eviction 0% 0% 0%
WASH Concerns
Need Basic WASH Untensils (soap,washg materials) 24% 44%
Other 7% 9% 17%
Water shortages 5% 8% 13%
No/Lack of latrine 1% 1% 2%
Agriculture Concerns
Food Assistance 17% 29% 46%
Livestock 2% 4% 6%
Seeds 2% 1% 3%
Fertilizers 1% 1% 2%
Pesticide 1% 1% 2%
None 1% 1% 2%
Other4 0% 0% 0%
Education Concerns
None Applicable 29% 51%
Out of school children 4% 6% 10%
General Education 3% 5% 9%
School materials 2% 4% 7%
Enrollement Issues 1% 1% 1%
General health 16% 30% 46%
Need medication 9% 14% 22%
Other 8% 12% 20%
Malnutrition 2% 5% 7%
Hospitalization 1% 2% 3%
Immunization 1% 1% 2%
Legal Assistance Concers
other3 15% 22% 37%
General legal issues 12% 22% 34%
Documentation issues (confiscation/lost) 8% 15% 23%
Housing, land and property (HLP) issues 4% 6% 10%
Detention 0% 1% 1%
Health & Nutrition
General health 16% 30%
Need medication 9% 14%
Other 8% 12%
Malnutrition 2% 5%
Hospitalization 1% 2%
Immunization 1% 1%
% of male / tot
% of female / tot
Total Percentage

Concerns Type	Concers items	# of concerns tot	% of concerns tot	# of concerns male	% of concerns male	% of male / tot	# of concerns female	% of concerns female	% of female / tot	Total Percentage
Non Food Items Concerns	Kitchen sets	4187	56%	1422	34%	19%	2765	66%	37%	56%
	Mattress	4130	55%	1561	38%	21%	2569	62%	34%	55%
	Blankets	4055	54%	1538	38%	21%	2517	62%	34%	54%
	Solar lamp	1822	24%	675	37%	9%	1147	63%	15%	24%
	Plastic sheets	1089	15%	407	37%	5%	682	63%	9%	15%
	Hygiene (Dignity kits, sanitary kits)	997	13%	194	19%	3%	803	81%	11%	13%
	Soap	967	13%	337	35%	5%	630	65%	8%	13%
	Mosquito nets	828	11%	301	36%	4%	527	64%	7%	11%
	Other2	727	10%	341	47%	5%	386	53%	5%	10%
	Jerrycan	482	6%	167	35%	2%	315	65%	4%	6%
	Winter Clothes	311	4%	145	47%	2%	166	53%	2%	4%
	Bucket	190	3%	55	29%	1%	135	71%	2%	3%
	Boots	83	1%	35	42%	0%	48	58%	1%	1%
	Heater	50	1%	17	34%	0%	33	66%	0%	1%
Shelter Concerns	Crowded shelter	2916	39%	1041	36%	14%	1875	64%	25%	39%
	Other	2088	28%	857	41%	11%	1231	59%	16%	28%
	Homeless/ No shelter	1129	15%	384	34%	5%	745	66%	10%	15%
	Shelter reparation needed	968	13%	338	35%	5%	630	65%	8%	13%
	Relocation	346	5%	140	40%	2%	206	60%	3%	5%
	Eviction	28	0%	8	29%	0%	20	71%	0%	0%
WASH Concerns	Need Basic WASH Utensils (soap,wash materials)	5081	68%	1768	35%	24%	3313	65%	44%	68%
	Other	1238	17%	559	45%	7%	679	55%	9%	17%
	Water shortages	989	13%	371	38%	5%	618	62%	8%	13%
	No/Lack of latrine	167	2%	70	42%	1%	97	58%	1%	2%
Agriculture Concerns	Food Assistance	3433	46%	1236	36%	17%	2197	64%	29%	46%
	Livestock	441	6%	177	40%	2%	264	60%	4%	6%
	Seeds	222	3%	121	55%	2%	101	45%	1%	3%

	Fertilizers	177	2%	97	55%	1%	80	45%	1%	2%
	Pesticide	165	2%	92	56%	1%	73	44%	1%	2%
	None	133	2%	48	36%	1%	85	64%	1%	2%
	Other4	18	0%	6	33%	0%	12	67%	0%	0%
Education Concerns	**None Applicable**	6001	80%	2179	36%	29%	3822	64%	51%	80%
	Out of school children	735	10%	299	41%	4%	436	59%	6%	10%
	General Education	665	9%	254	38%	3%	411	62%	5%	9%
	School materials	495	7%	181	37%	2%	314	63%	4%	7%
	Enrolment Issues	91	1%	43	47%	1%	48	53%	1%	1%
	General health	3427	46%	1215	35%	16%	2212	65%	30%	46%
	Need medication	1672	22%	661	40%	9%	1011	60%	14%	22%
	Other	1506	20%	613	41%	8%	893	59%	12%	20%
	Malnutrition	494	7%	143	29%	2%	351	71%	5%	7%
	Hospitalization	252	3%	96	38%	1%	156	62%	2%	3%
	Immunization	124	2%	40	32%	1%	84	68%	1%	2%
Legal Assistance Concers	**other3**	2773	37%	1140	41%	15%	1633	59%	22%	37%
	General legal issues	2526	34%	904	36%	12%	1622	64%	22%	34%
	Documentation issues (confiscation/lost)	1685	23%	569	34%	8%	1116	66%	15%	23%
	Housing, land and property (HLP) issues	782	10%	326	42%	4%	456	58%	6%	10%
	Detention	71	1%	32	45%	0%	39	55%	1%	1%
Health & Nutrition	**General health**	3427	46%	1215	35%	16%	2212	65%	30%	46%
	Need medication	1672	22%	661	40%	9%	1011	60%	14%	22%
	Other	1506	20%	613	41%	8%	893	59%	12%	20%
	Malnutrition	494	7%	143	29%	2%	351	71%	5%	7%
	Hospitalization	252	3%	96	38%	1%	156	62%	2%	3%
	Immunization	124	2%	40	32%	1%	84	68%	1%	2%


Referal made by type of concerns (Male vs. Female)
0%
5%
10%
15%
20%
25%
30%
Food Assistance
33%
67%
Non-Food items
32%
68%
Health
34%
66%
WASH
31%
69%
Shelter
32%
68%
Legal Assistance
32%
68%
Education
40%
60%
Agriculture
Other
% men total
% women total


Referal Made for Specific Protection needs (Male vs. Female)
0%
5%
10%
15%
20%
25%
Protection Assessment
29%
71%
PWD-case management
56%
44%
Child Protection- case management
44%
56%
Livelihood
37%
63%
SGBV case management
1%
99%
Family Tracing
33%
67%
Safe and PSS Support
37%
63%
PSS
31%
69%
Detention follow-up
41%
59%
Tracing
Safe house
% men total
% women total

Annex 15 - ACLED Incidents affecting civilian population and attacks on civilian infrastructure in Tigray region

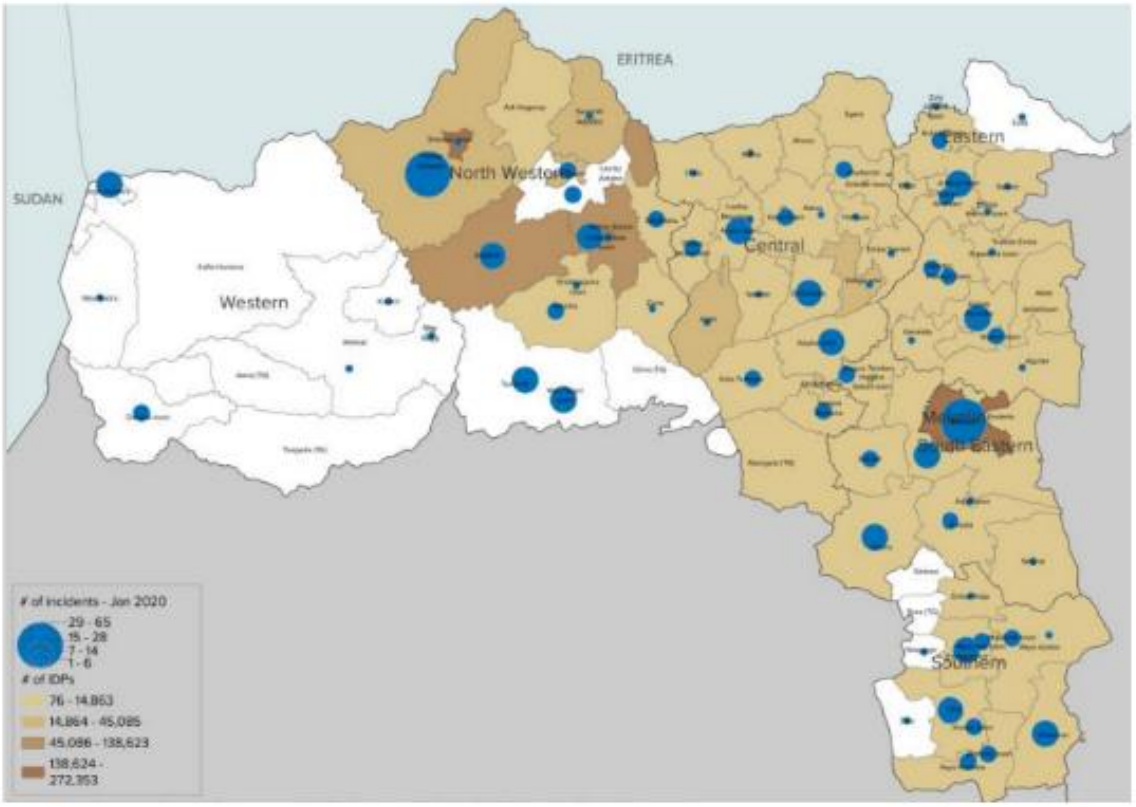


Figure 1: Incidents affecting civilian population and attacks on civilian infrastructure in Tigray region: Source: ACCLED (2022)

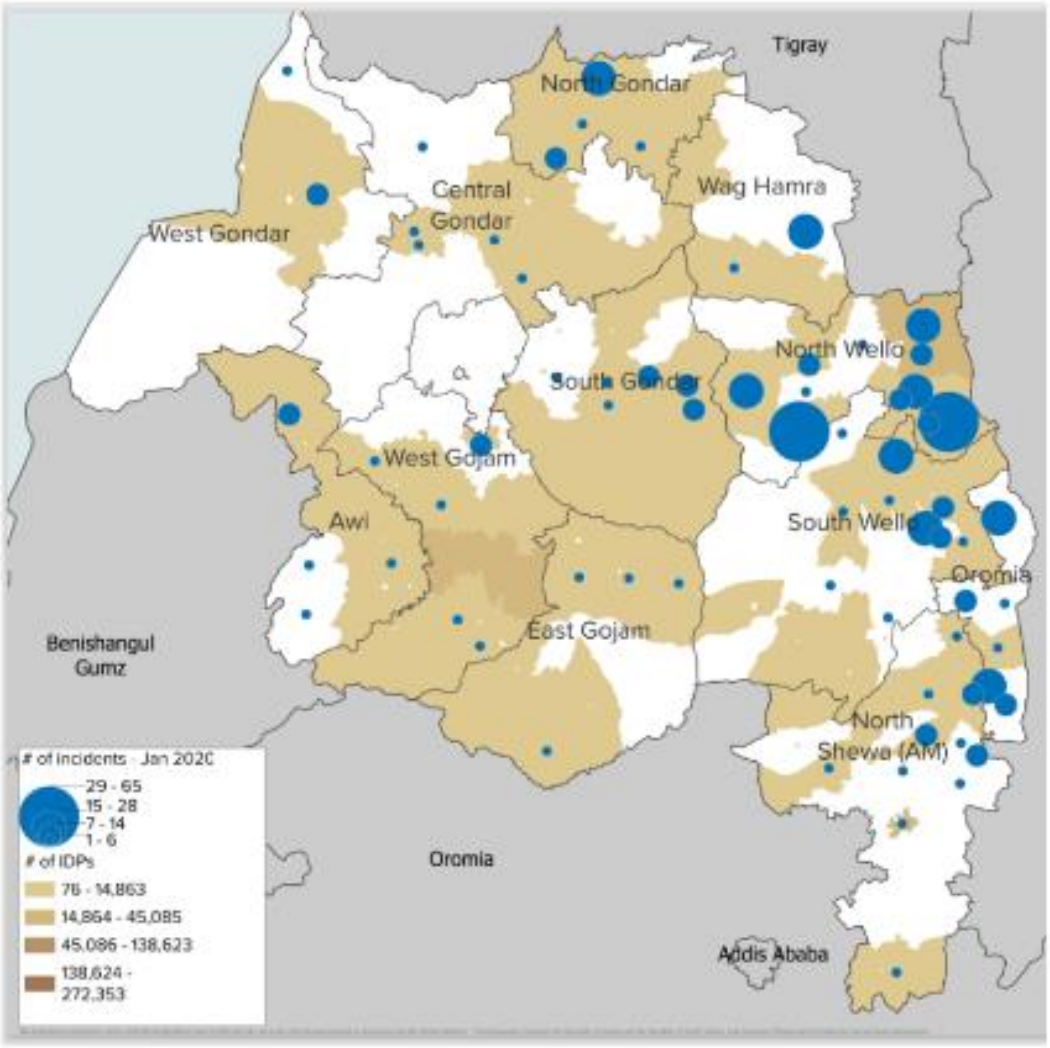


Figure 2: Incidents affecting civilian population and attacks on civilian infrastructure in Amhara region: Source: ACCLED (2022)

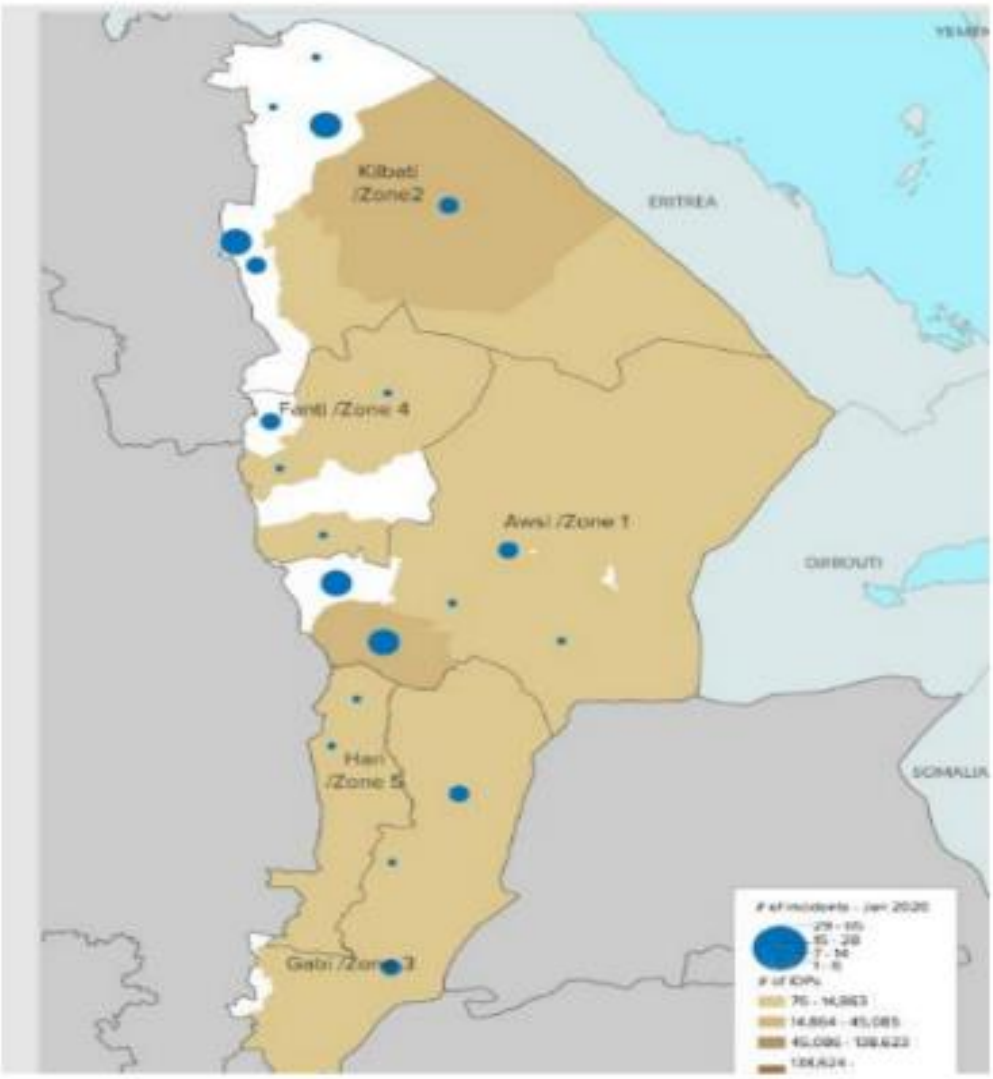
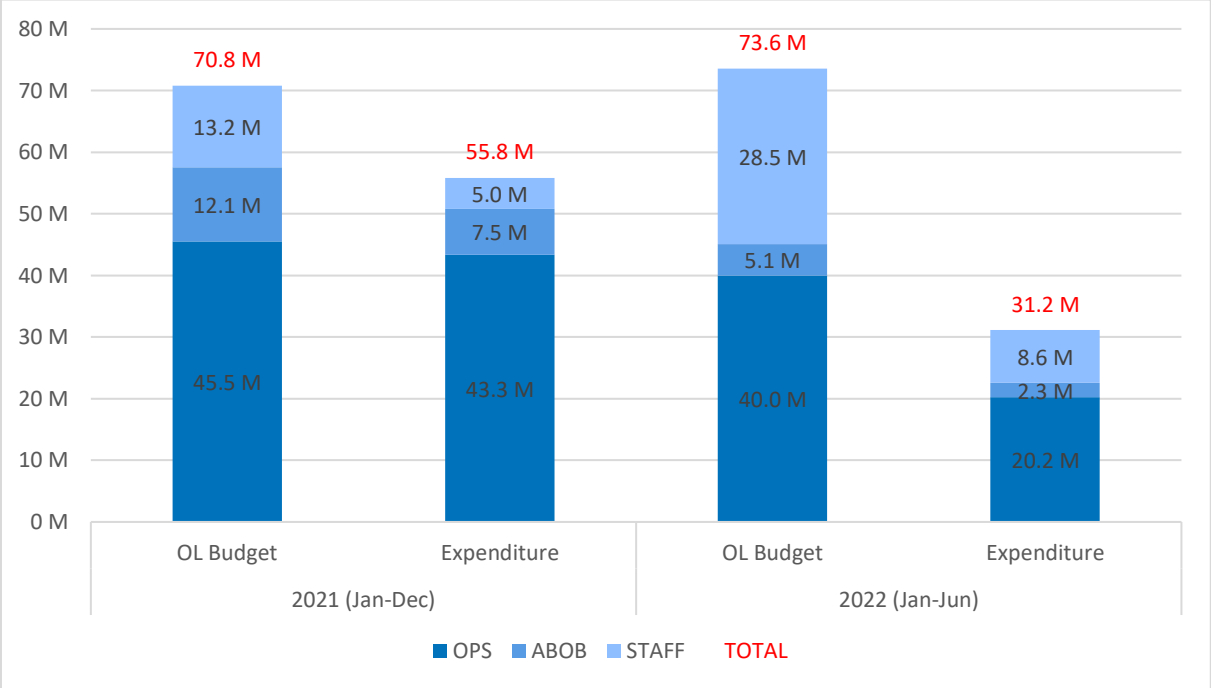
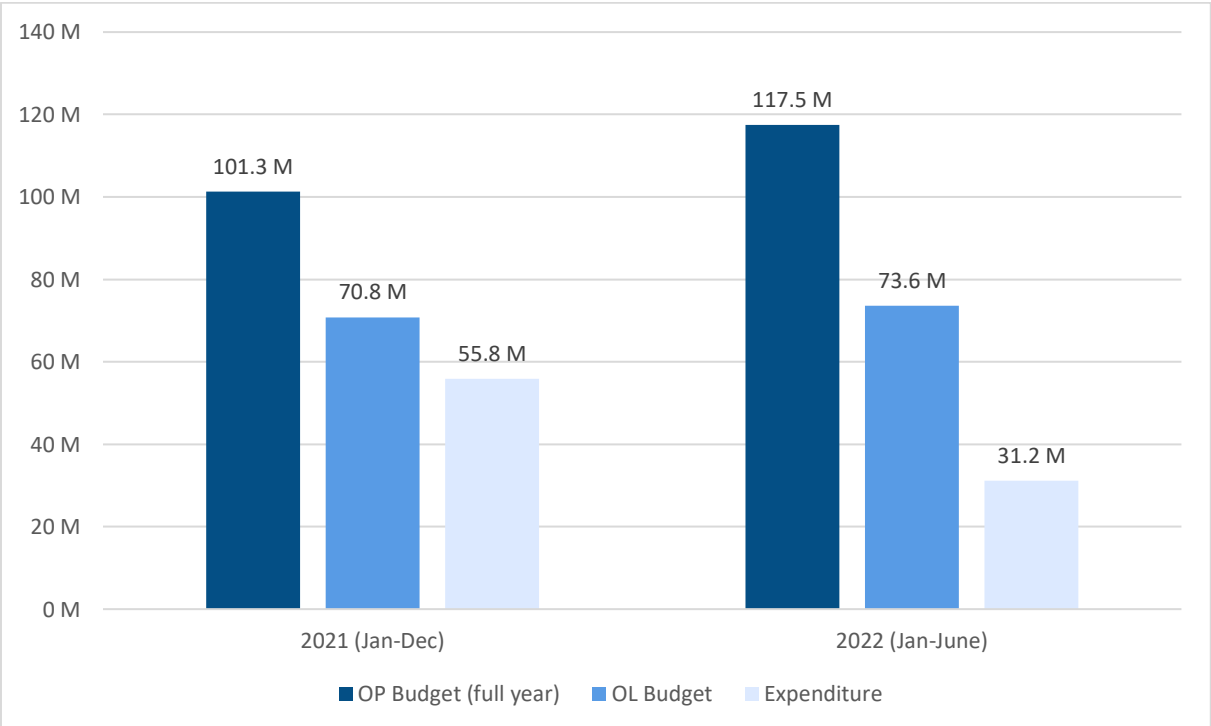


Figure3: Incidents affecting civilian population and attacks on civilian Infrastructure in Afar region: Source: ACCLED (2022)

Annex 16 - Analysis of budget OL vs. OP

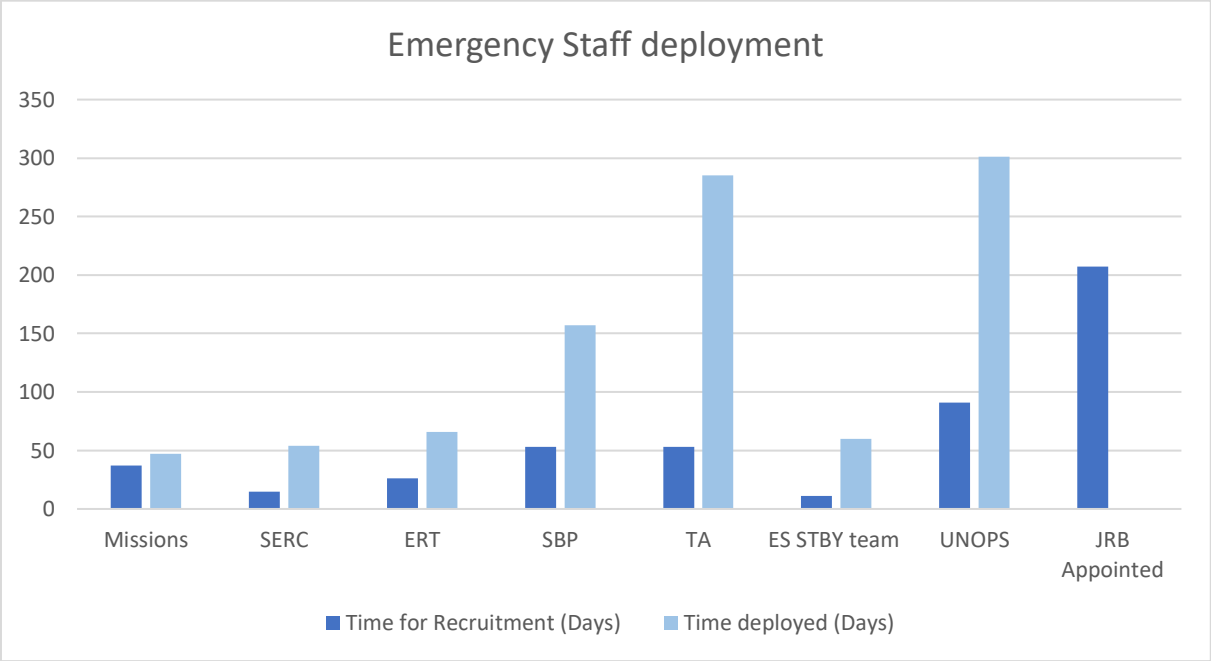


Period	Type	OPS (USD)	ABOB (USD)	STAFF (USD)	TOTAL (USD)
2021 (Jan-Dec)	OL Budget	45.493.536	12.089.945	13.205.513	70.788.994
	Expenditure	43.321.407	7.481.035	5.038.780	55.841.222
2022 (Jan-Jun)	OL Budget	39.998.641	5.050.562	28.512.644	73.561.847
	Expenditure	20.234.035	2.328.127	8.596.658	31.158.820

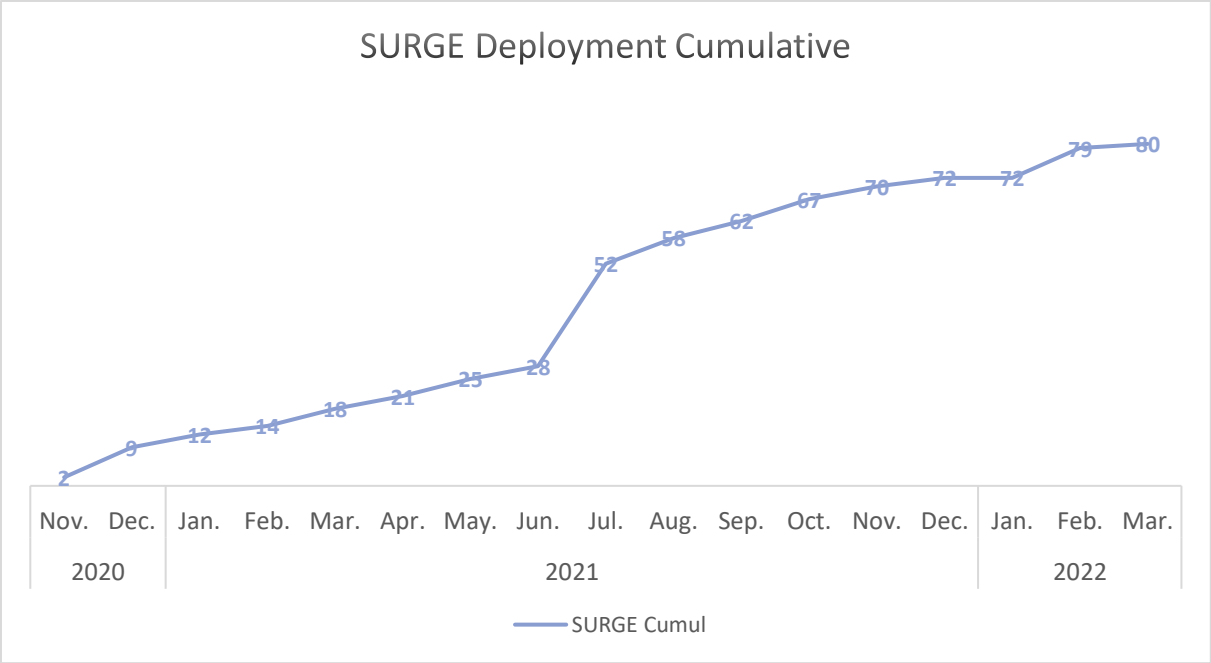


Period	OP Budget (USD)	OL Budget (USD)	Expenditure (USD)
2021 (Jan-Dec)	101.264.350	70.788.994	55.841.222
2022 (Jan-June)	117.458.095	73.561.847	31.158.820

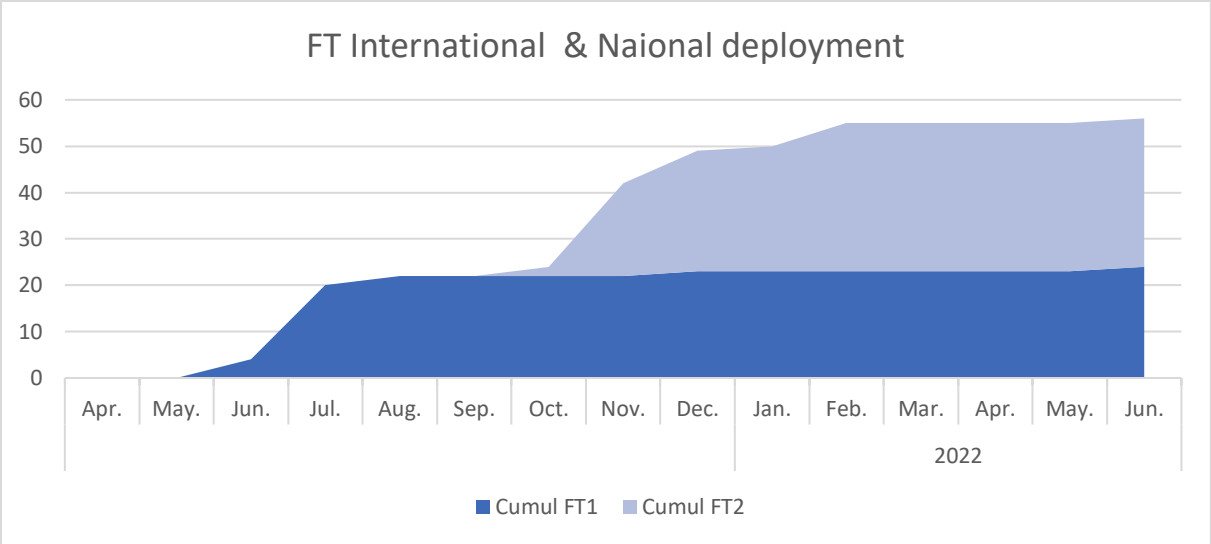
Annex 17 - Analysis HR data

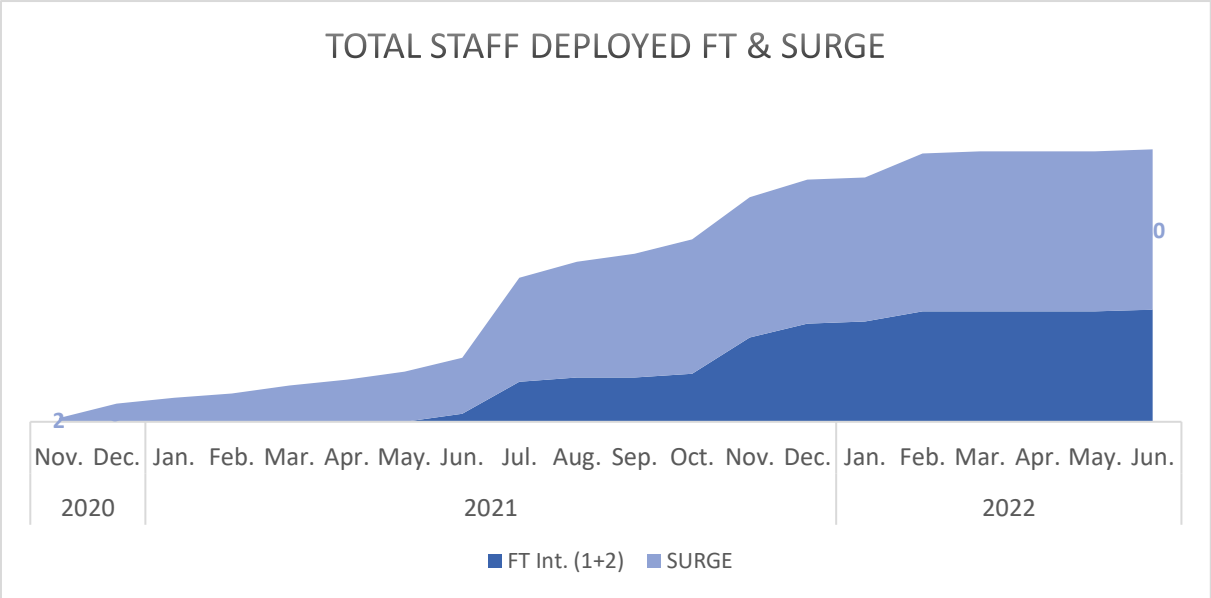


	Time for Recruitment (Days)	Time deployed (Days)
Missions	37	47
SERC	15	54
ERT	26	66
SBP	53	157
TA	53	285
ES STBY team	11	60
UNOPS	91	301
JRB Appointed	207	



Year	Month	SURGE	SURGE Cumul
2020	Nov.	2	2
	Dec.	7	9
2021	Jan.	3	12
	Feb.	2	14
	Mar.	4	18
	Apr.	3	21
	May.	4	25
	Jun.	3	28
	Jul.	24	52
	Aug.	6	58
	Sep.	4	62
	Oct.	5	67
	Nov.	3	70
	Dec.	2	72
2022	Jan.	0	72
	Feb.	7	79
	Mar.	1	80





Year	Month	FT Int. (1+2)	SURGE	Total staff deployed
2020	**Nov.**	0	2	2
	Dec.	0	9	9
2021	**Jan.**	0	12	12
	Feb.	0	14	14
	Mar.	0	18	18
	Apr.	0	21	21
	May.	0	25	25
	Jun.	4	28	32
	Jul.	20	52	72
	Aug.	22	58	80
	Sep.	22	62	84
	Oct.	24	67	91

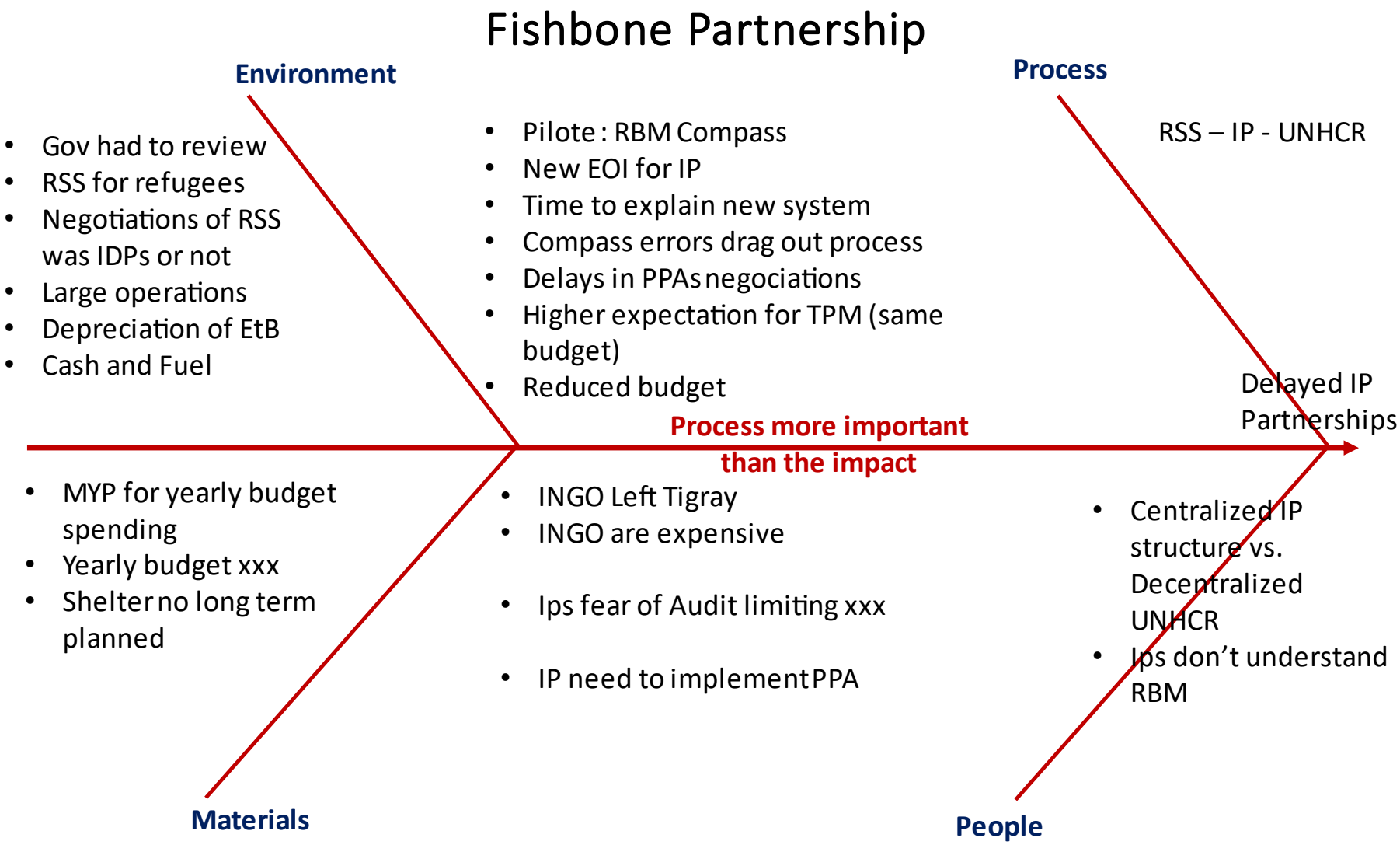
	Nov.	42	70	112
	Dec.	49	72	121
2022	**Jan.**	50	72	122
	Feb.	55	79	134
	Mar.	55	80	135
	Apr.	55	80	135
	May.	55	80	135
	Jun.	56	80	136

Annex 18 - RTR Recommendations checklist

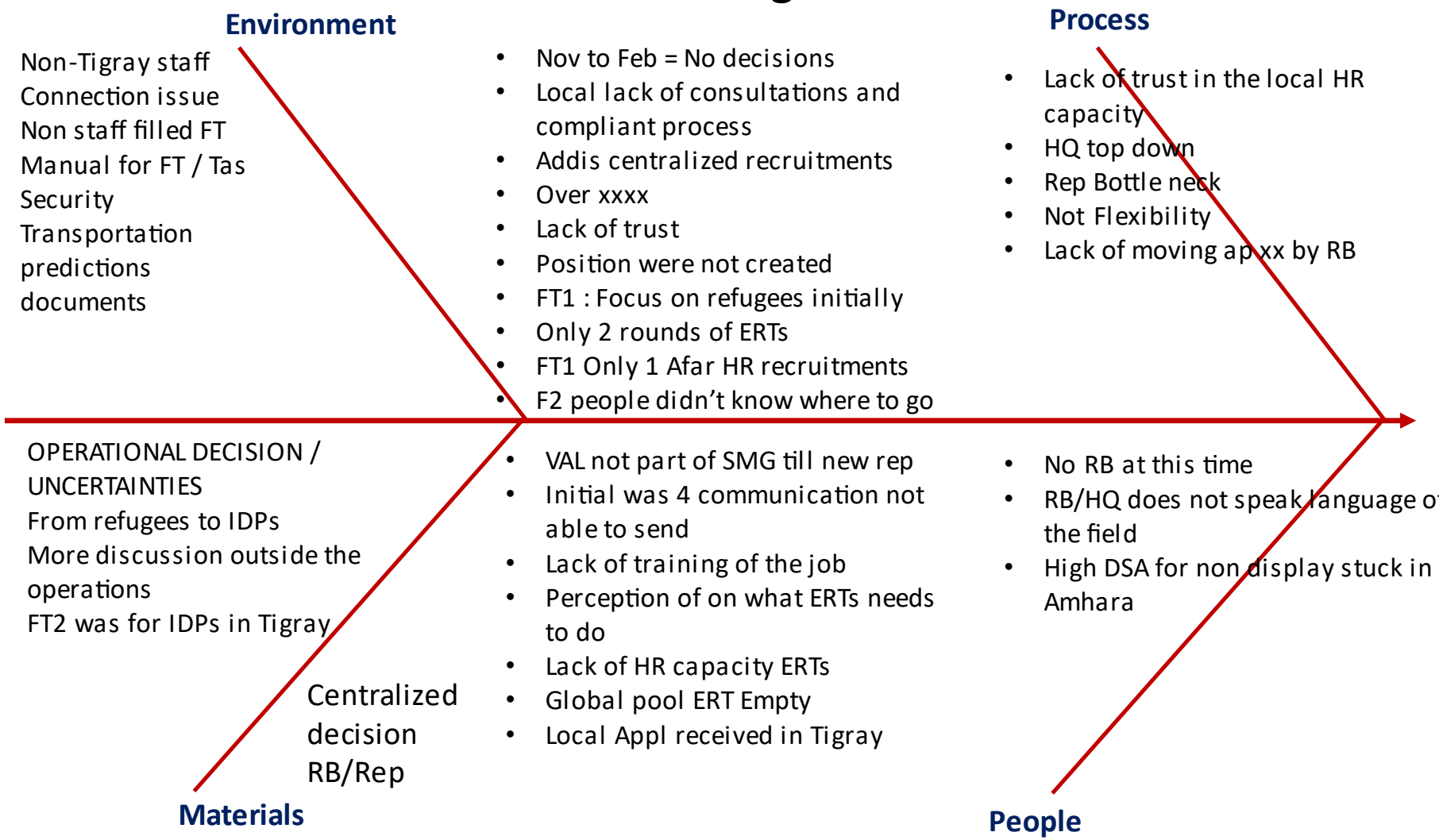
Date	Recommendation	Action (Achieved / Partially achieved / Not achieved)
Dec '20	**Joint Senior Level Mission by DIP, DESS and the Head of the Protection Service in the Regional Bureau**	
	Develop operational strategy	Achieved
	Pursue an area-based approach	Not achieved
	Enhance UNHCR's IDP coordination and leadership	Achieved
	Enhance the Ethiopia Protection Strategy for refugees and IDPs	Achieved
Jan '21	HC's mission at the end of January 2021	
	Re-structure operation to strengthen field presence	Ongoing
	Call for scale-up of IDP and protection response	Achieved
Mar '21	Regional Bureau mission composed of Operations, HR and Protection	
	Assisted the development of the Fast Track	Achieved
	Drafting of the IDP strategy	Achieved
Apr '21	DIP mission	
	Expansion of protection help-desks at IDP sites	Achieved
	Enrolment of IDPs	Partially achieved
	"Cash for shelter" activities	Achieved in Addis / partially achieved in regions
	Structural staffing review	Achieved (with delay)
Jun '21	The Real-Time Review (RTR) is implemented	
	Articulate and implement an operational strategy for IDPs and refugees	Achieved
	Finalize a protection strategy for IDPs and refugees including out-of-camp response	Achieved
	Take a "field first" approach, with delegated authorities and accountabilities	Not achieved
	Empower and equip the Principal Emergency Coordinator as budget holder, deploy programme, project control, supply staff and admin. staff to Sub-Office Mekelle.	Uncertain
	Confirm the Sub-Office Mekelle to lead the overall response for Northern Ethiopia	Achieved
	Facilitate transparent and open, supportive communication between Addis and field locations	Partially achieved
	Deploy additional protection and technical field staff	Partially achieved
	Urge that Addis colleagues prioritize field support to facilitate and enable the operation in Northern Ethiopia including programme, supply, HR, admin. and other functions	Partially Achieved
	Conduct an immediate review of additional staffing requirements for cluster coordination, cluster support, operational response and support functions	Achieved (with delay)
	Ensure synergies with the ongoing Bureau/country operation staff review	Achieved
	Step up duty of care and security for staff in Tigray, deploying additional security, staff welfare and administration	Partially achieved
	Urgently deploy an Emergency Response Team (ERT) to support HR and admin. for the emergency	Uncertain
	Align the number of vehicles, availability of fuel, office, accommodation, and connectivity with the number of staff	Uncertain
	Update Business Continuity Plans and programme criticality strategy to enhance transparency and accountability between senior management and staff around roles and responsibilities	Not achieved
	Staffing review to create the necessary positions to lead the Protection, Shelter and CCCM clusters as per the IASC guidelines and obligations	Achieved (with delay)
	As a Protection Cluster lead, UNHCR should continue to coordinate protection responses including by the sub-clusters on child protection and GBV	Partially achieved
	External relations documents reflecting clear objectives and targets must be developed to support fundraising efforts and highlight gaps and consequences of underfunding	Partially achieved (no targets)
	Consider preparedness options, including for possible protection and shelter needs in situations of return (including forced return)	Returns ongoing (no evidence on preparedness)
	With support from the Bureau and DESS, finalize contingency plans and regularly update and share with staff.	Achieved

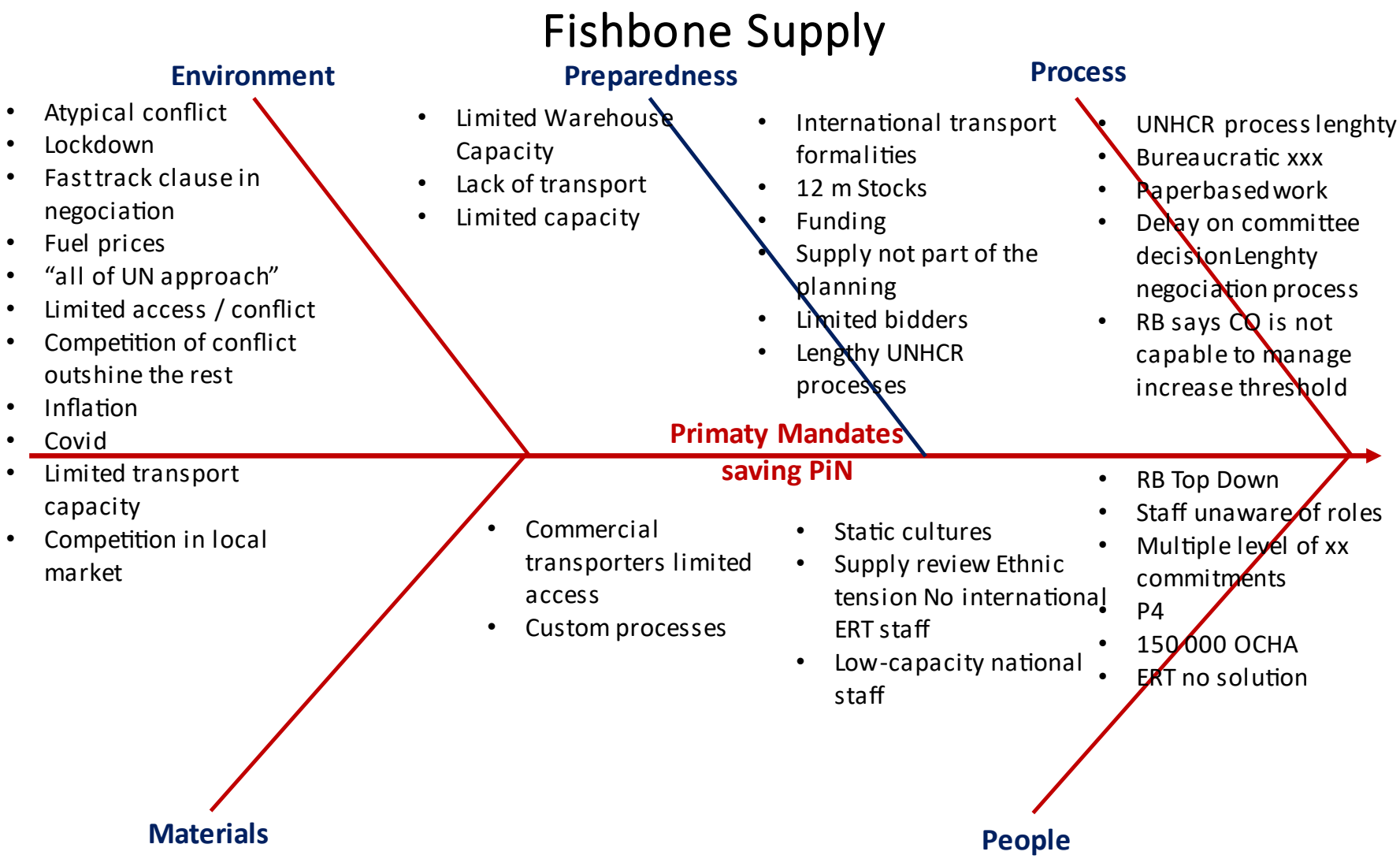
Annex 19 - Country Workshop Root Cause Analysis (Fishbone Diagram)

Fishbone Diagram – Partnership



Fishbone Diagram HR

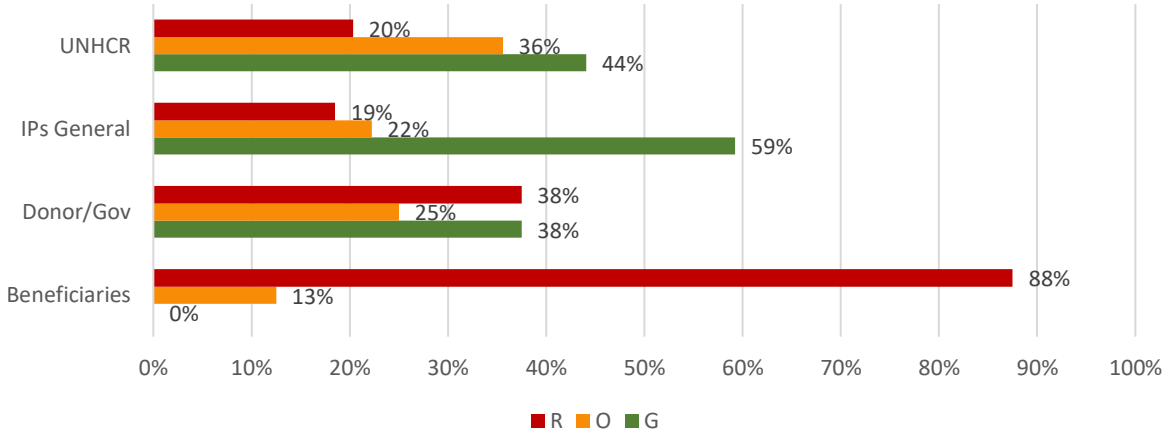



Fishbone Supply
Environment
Atypical conflict
Lockdown
Fasttrack clause in negociation
Fuel prices
“all of UN approach”
Limited access / conflict
Competition of conflict outshine the rest
Inflation
Covid
Limited transport capacity
Competition in local market
Preparedness
Limited Warehouse Capacity
Lack of transport
Limited capacity
Process
International transport formalities
12 m Stocks
Funding
Supply not part of the planning
Limited bidders
Lengthy UNHCR processes
UNHCR process lenghty
Bureaucratic xxx
Paperbased work
Delay on committee decisionLenghty negociation process
RB says CO is not capable to manage increase threshold
Primaty Mandates saving PiN
Materials
Commercial transporters limited access
Custom processes
People
Static cultures
Supply review Ethnic tension No international ERT staff
Low-capacity national staff
RB Top Down
Staff unaware of roles
Multiple level of xx commitments
P4
150 000 OCHA
ERT no solution

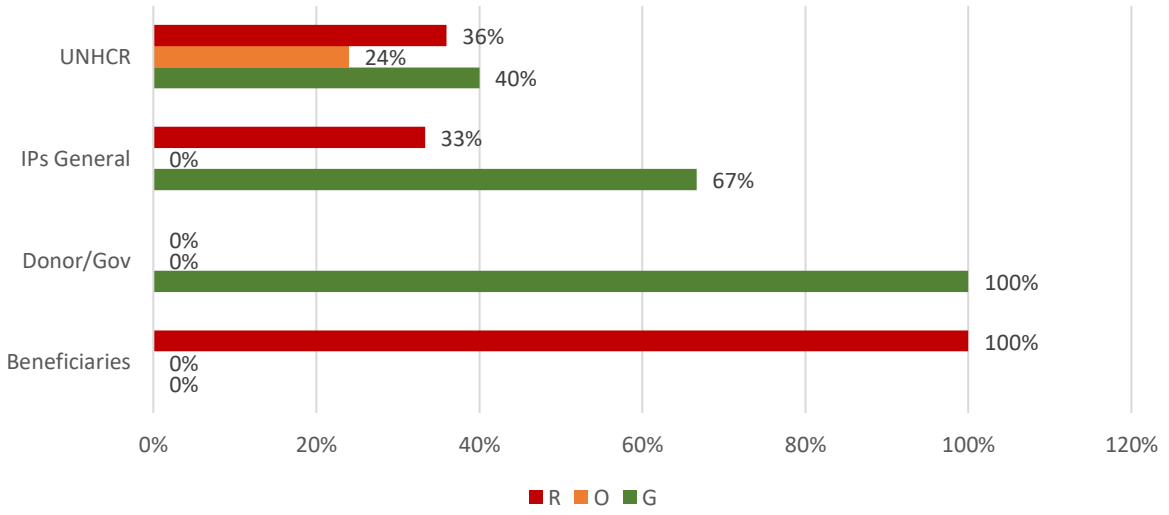
Annex 20 - Qualitative analysis –Dedoose Excerpts RAG from the evidence matrix

EQ 1 To what extent was the UNHCR's L3 aligned to the needs of POCs, women and girls?

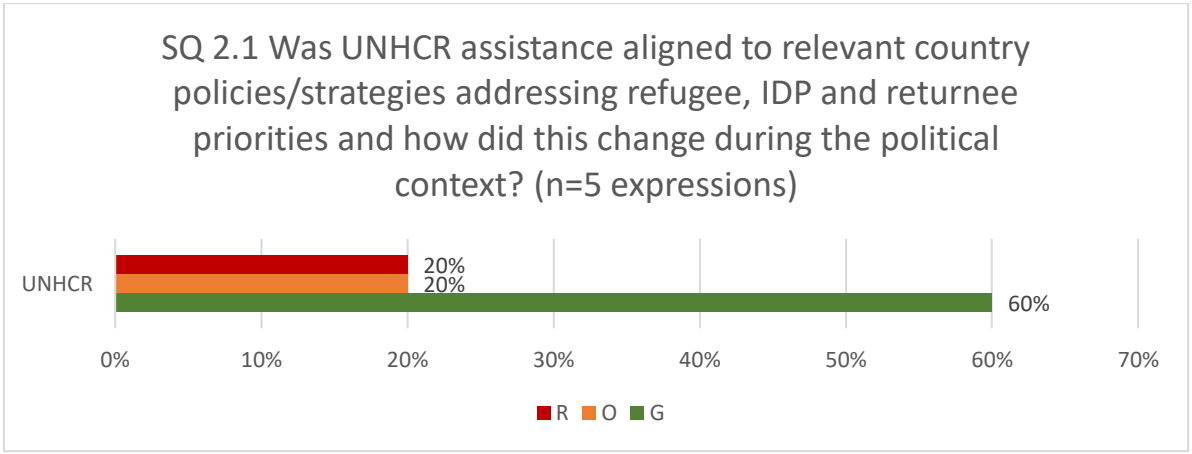
SQ 1.1 To what extent did baseline and ongoing needs analysis, protection monitoring, Post distribution monitoring and community engagement (AAP) inform the L3 to target the priority/critical needs of the affected populations? (n=110 expressions)

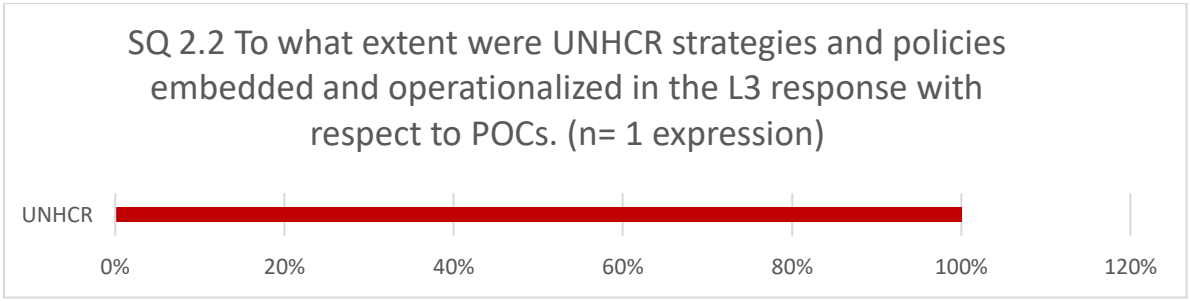


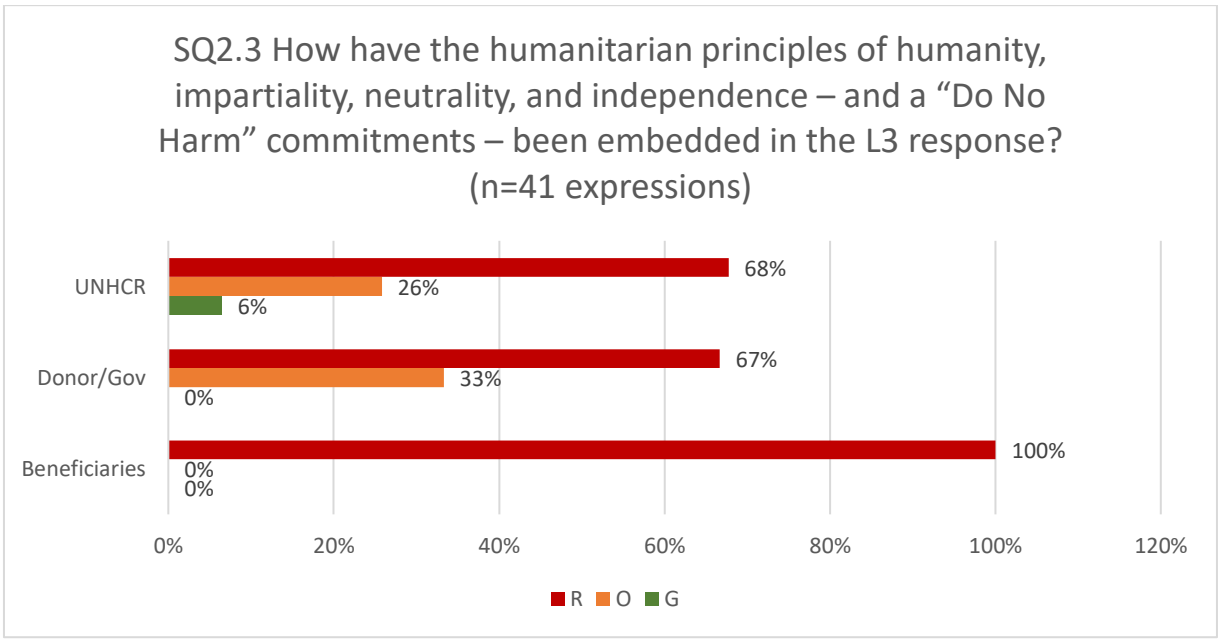
SQ 1.2 To what extent and how did the UNHCR L3 programming strategically adapt its portfolio to changing events including the context (n=33 expressions)



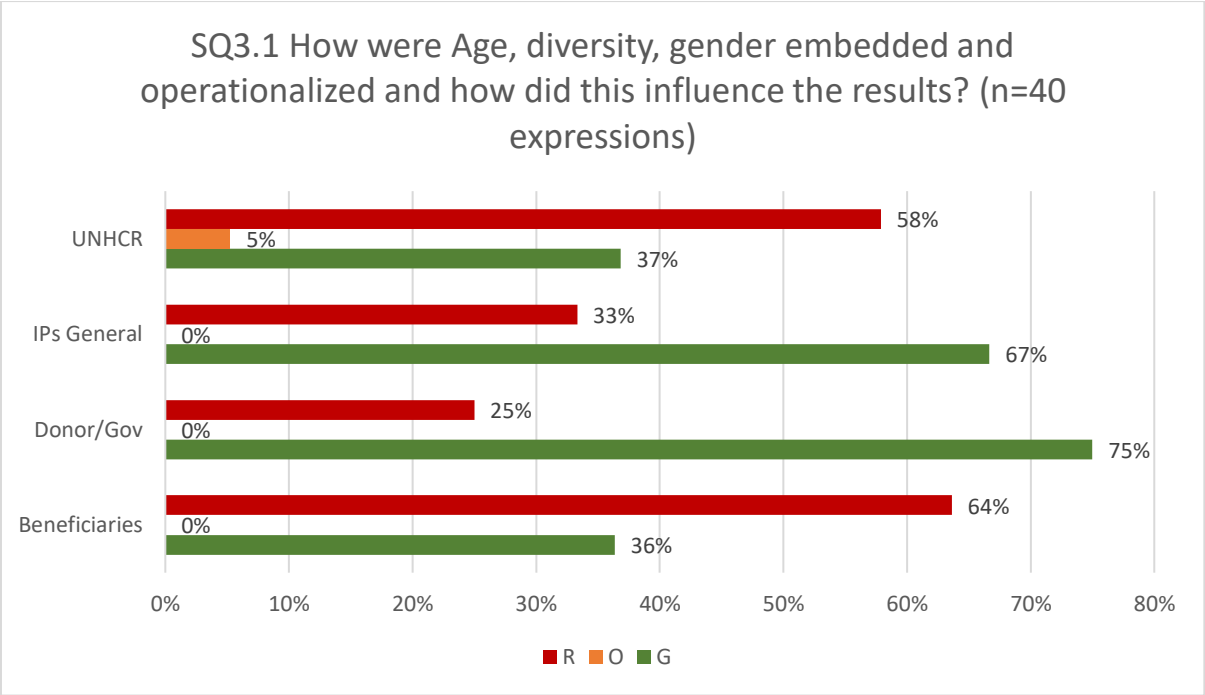
EQ2 To what extent was the L3 emergency response aligned to relevant global, UNHCR and country policies, strategies, and priorities?





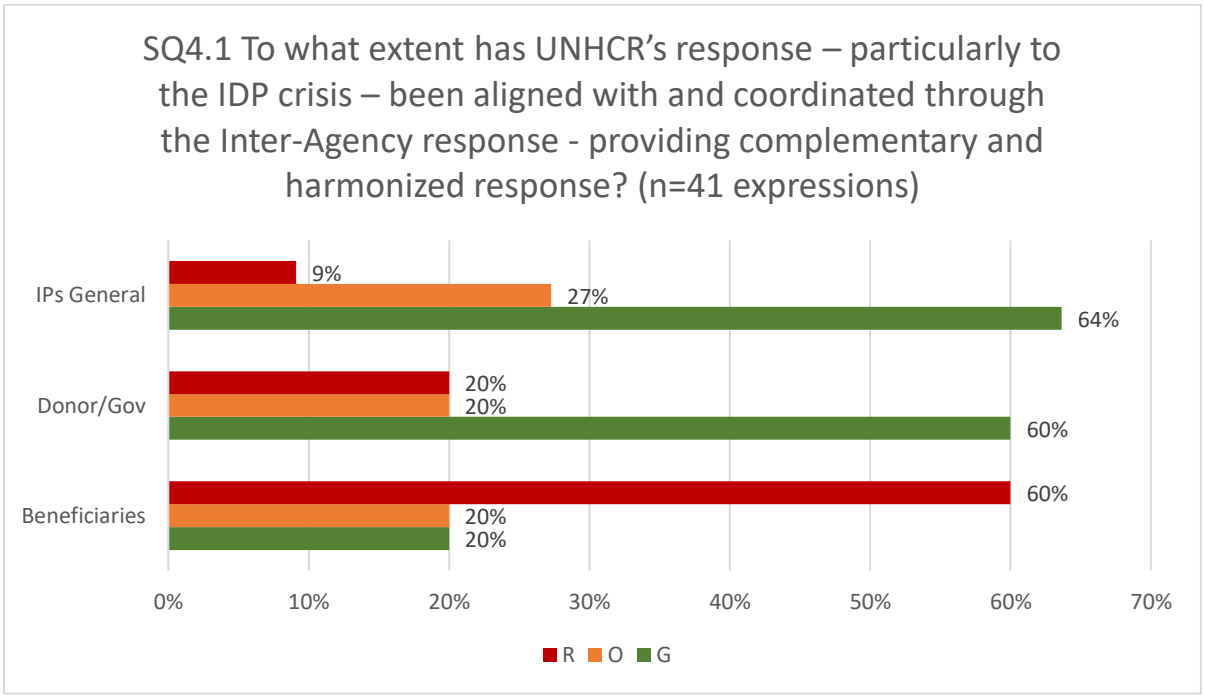


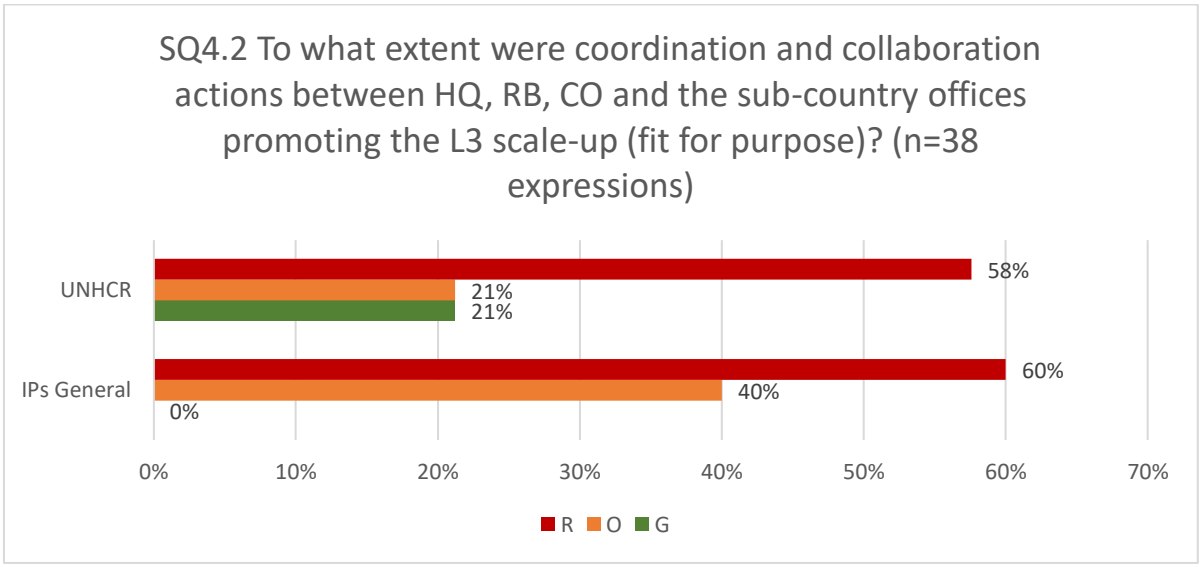
EQ3: To what extent were relevant cross-cutting themes embedded and operationalized in the L3 response?



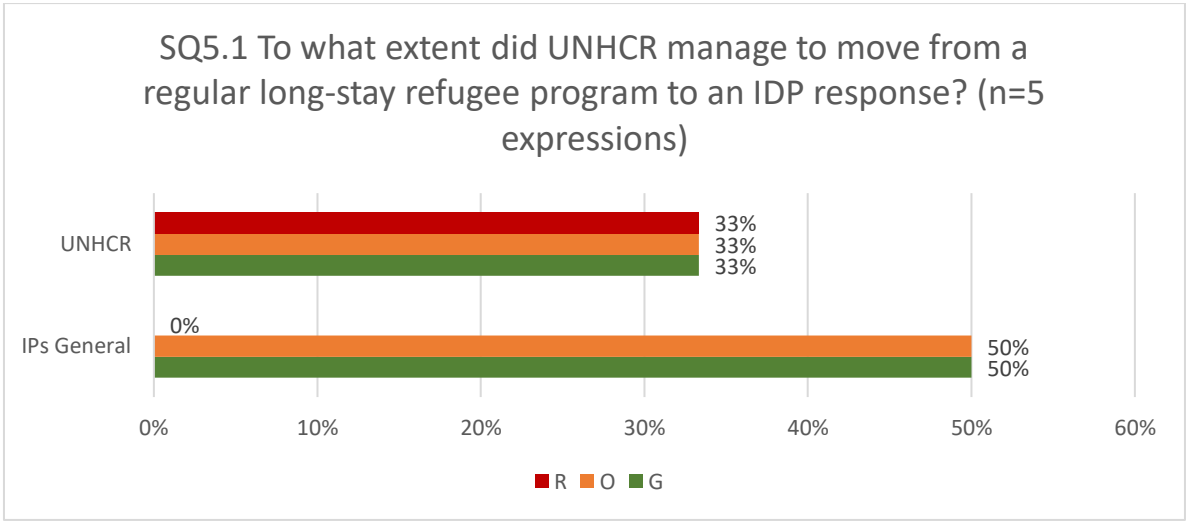
SQ3.2 No RAG Data / Document Review

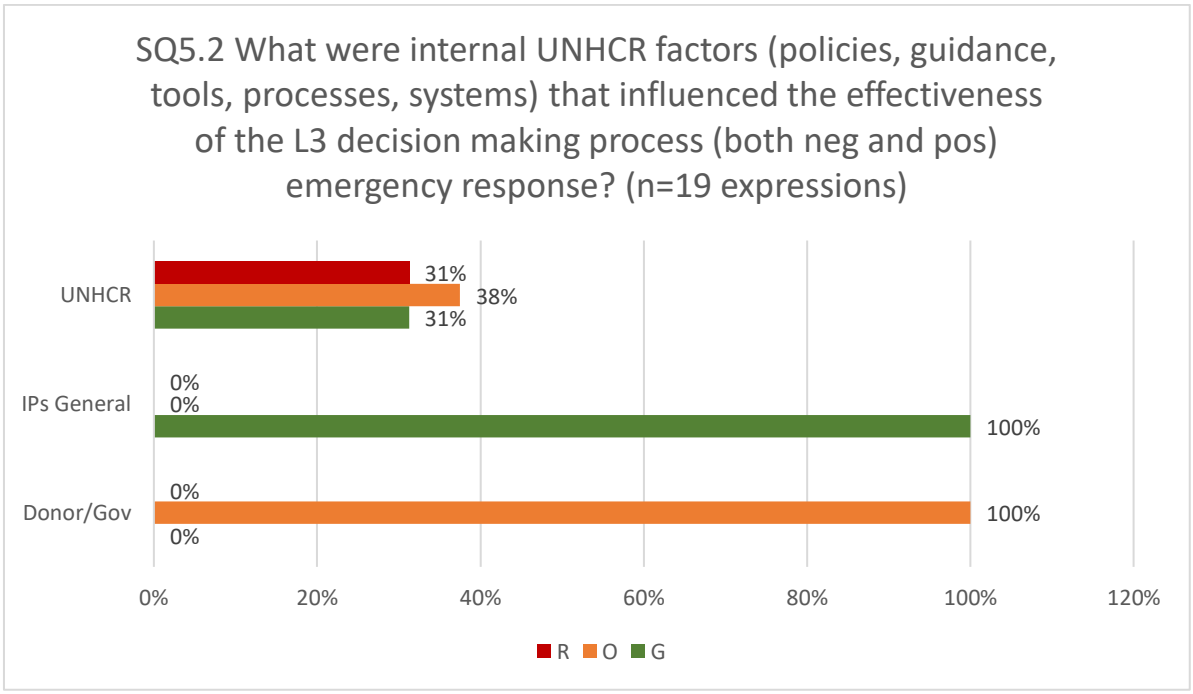
EQ 4 To what extent has UNHCR optimized internal and external coherence?

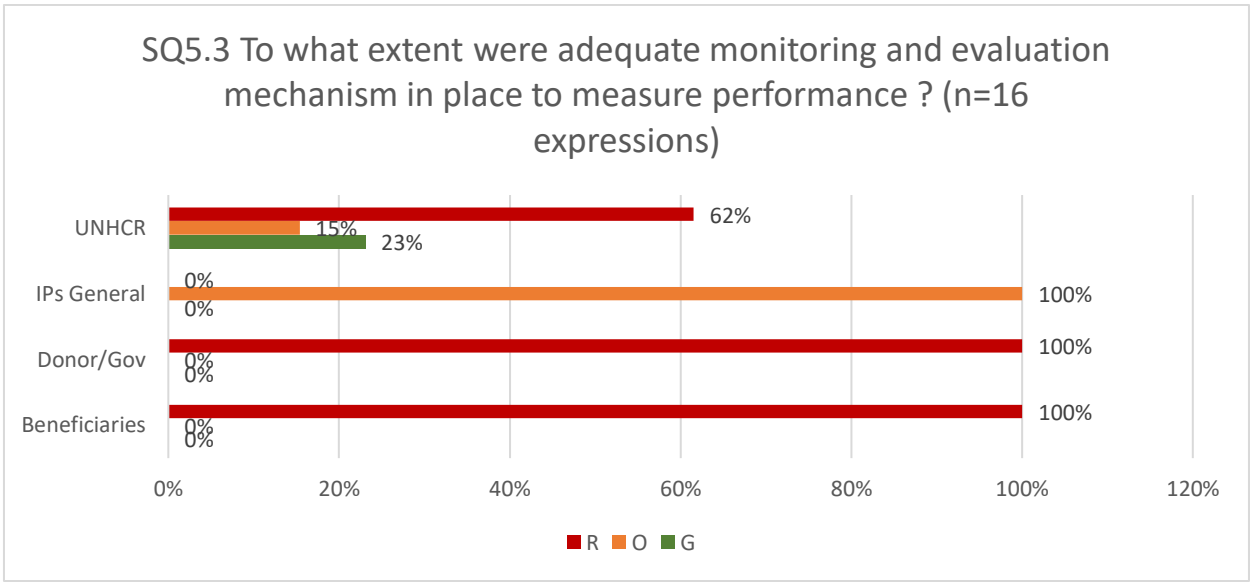


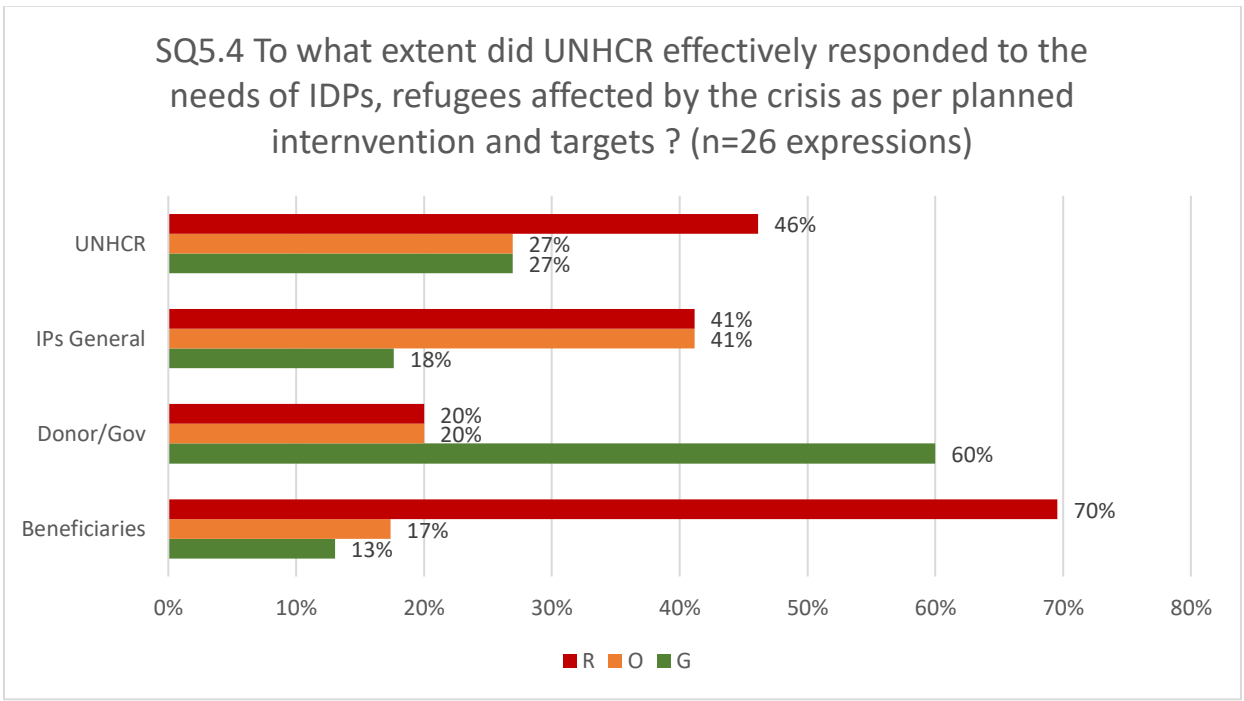


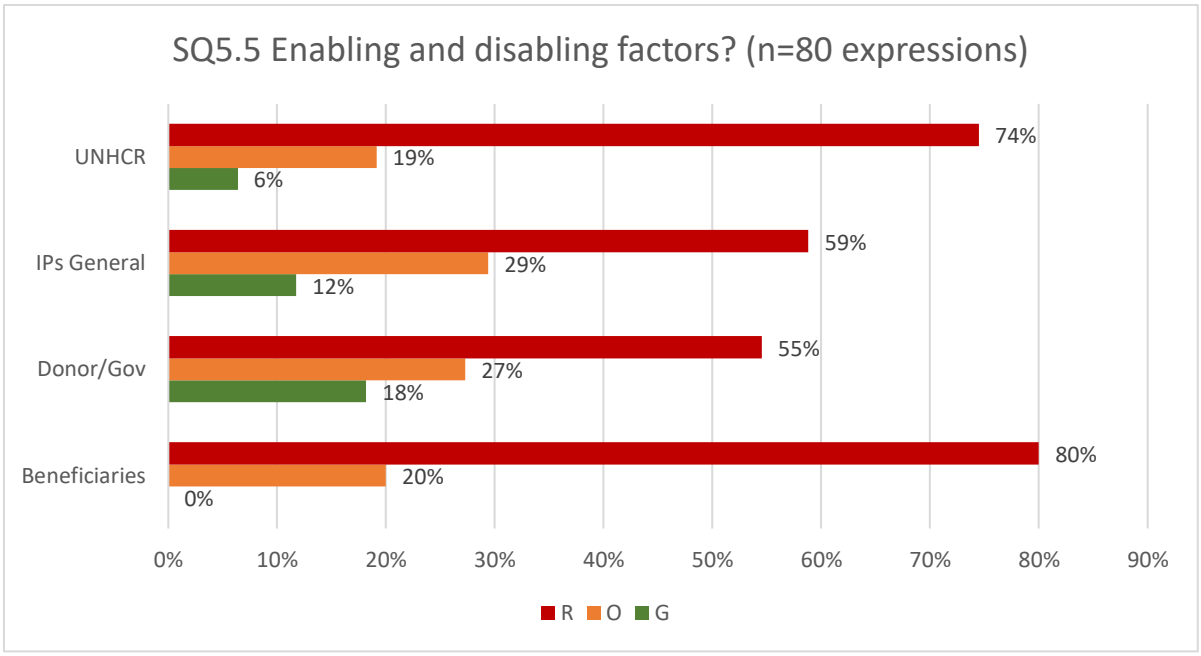
EQ 5 To what extent has the UNHCR responded effectively to the L3 emergency in Northern Ethiopia (Tigray, Afar, Amhara, Addis)?

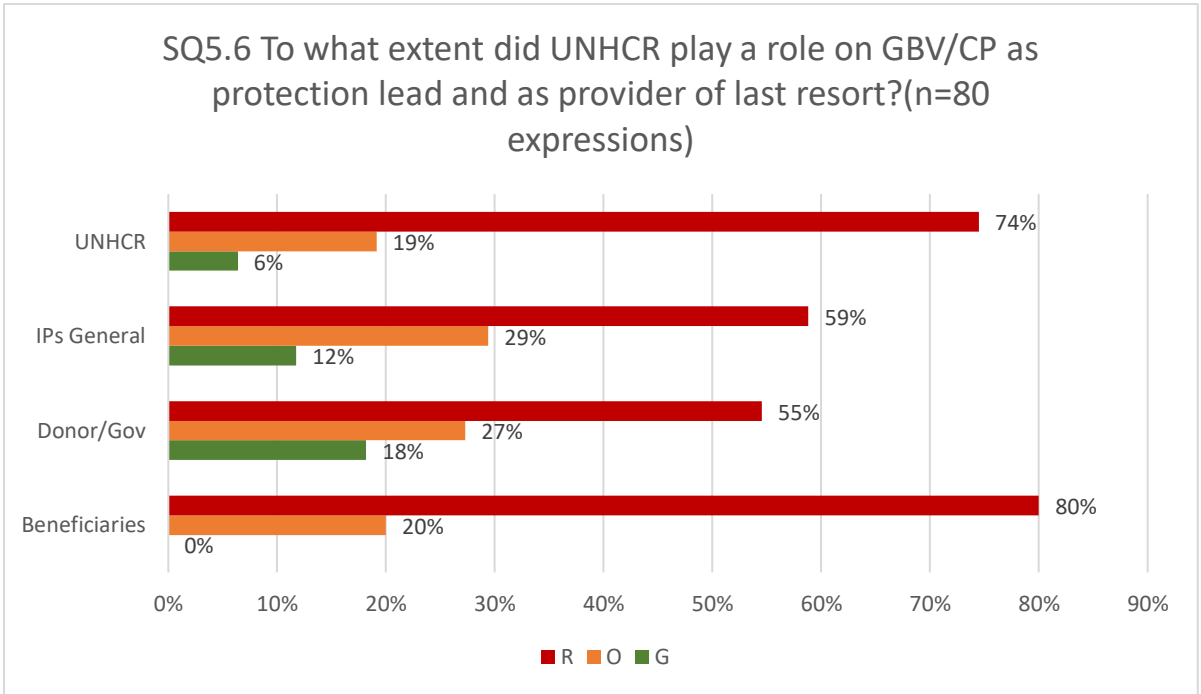


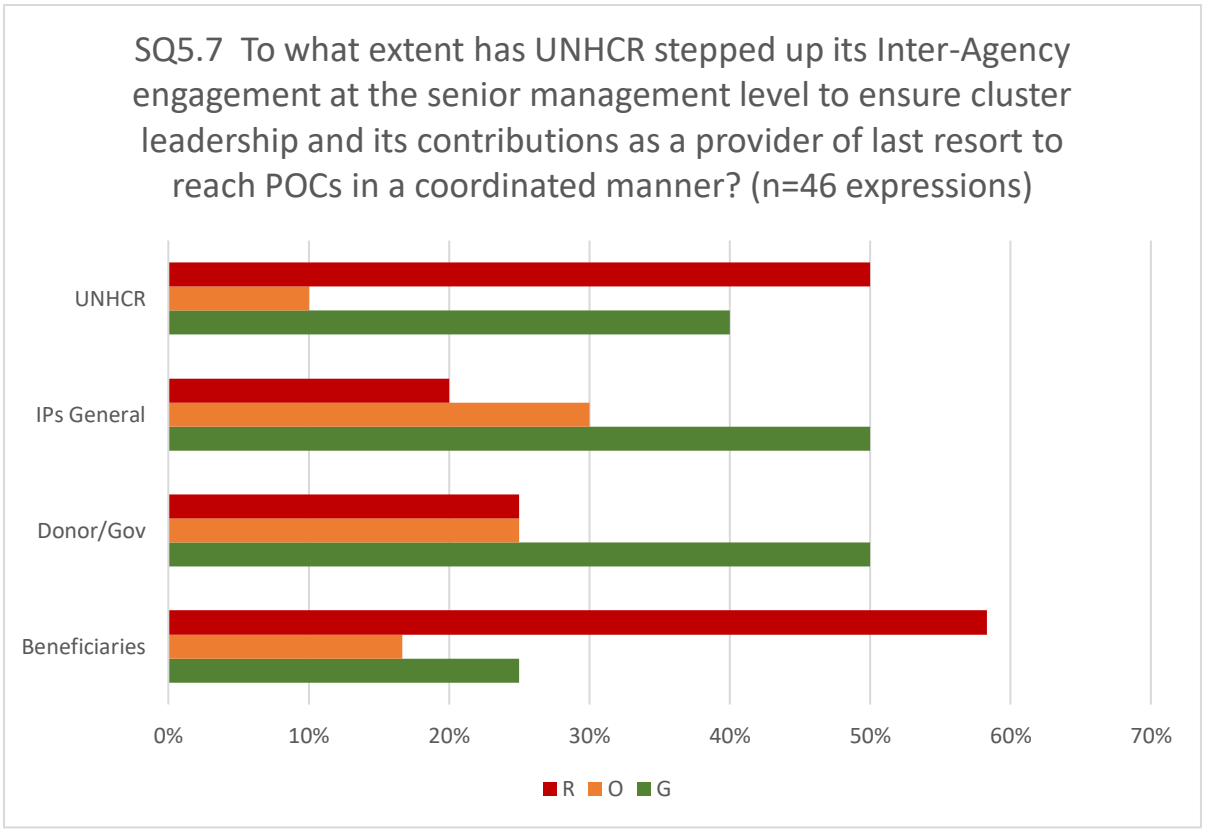



SQ5.3 To what extent were adequate monitoring and evaluation mechanism in place to measure performance ? (n=16 expressions)
UNHCR
IPs General
Donor/Gov
Beneficiaries
62%
15%
23%
0%
0%
100%
0%
0%
100%
0%
0%
100%
0%
20%
40%
60%
80%
100%
120%
R O G

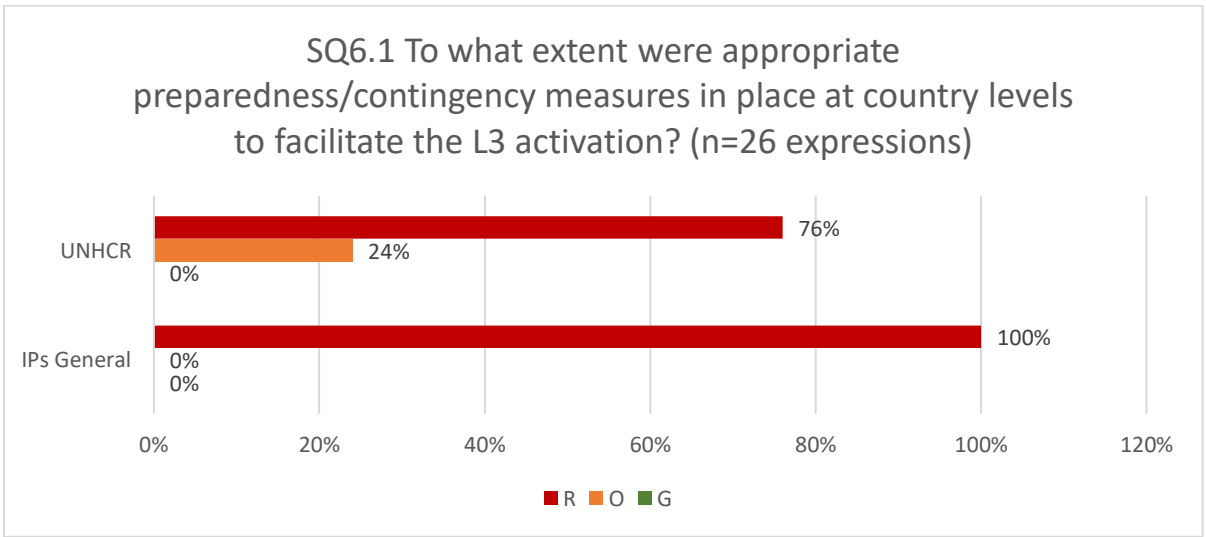

SQ5.4 To what extent did UNHCR effectively responded to the needs of IDPs, refugees affected by the crisis as per planned internvention and targets ? (n=26 expressions)
UNHCR
IPs General
Donor/Gov
Beneficiaries
46%
27%
27%
41%
41%
18%
20%
20%
60%
70%
17%
13%
0%
10%
20%
30%
40%
50%
60%
70%
80%
R O G

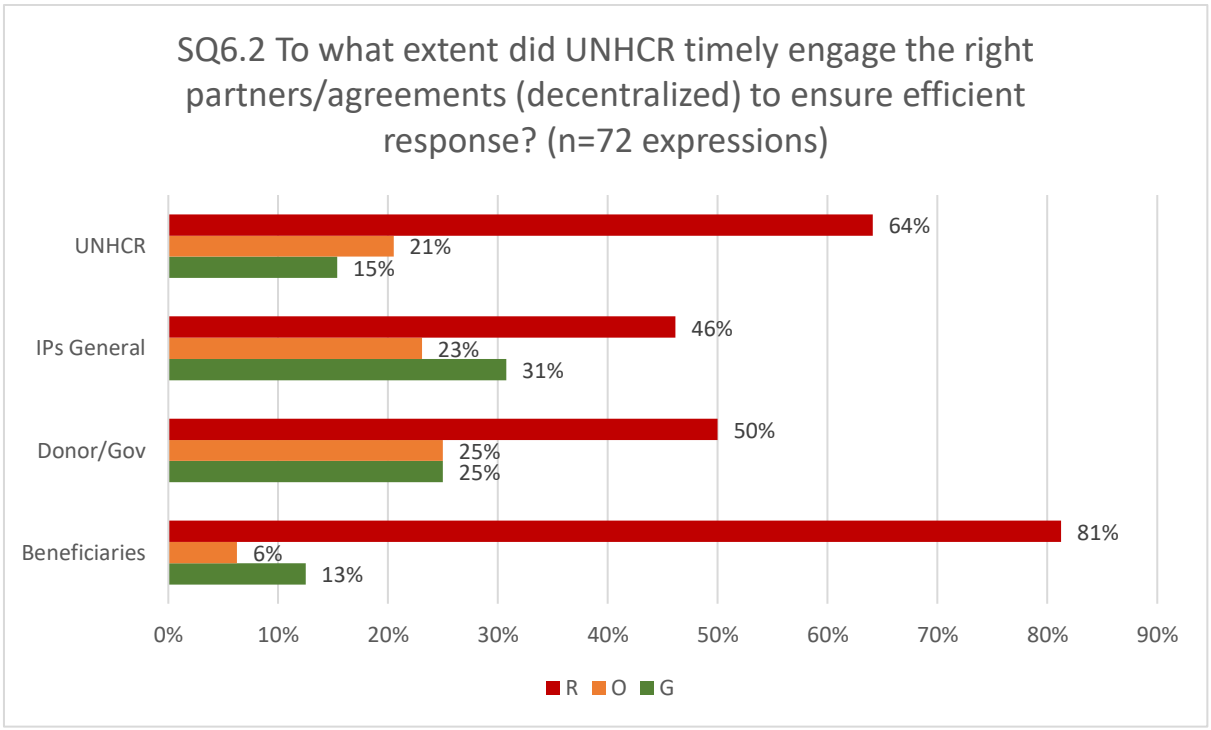

SQ5.5 Enabling and disabling factors? (n=80 expressions)
UNHCR
IPs General
Donor/Gov
Beneficiaries
74%
19%
6%
59%
29%
12%
55%
27%
18%
80%
20%
0%
0%
10%
20%
30%
40%
50%
60%
70%
80%
90%
R
O
G

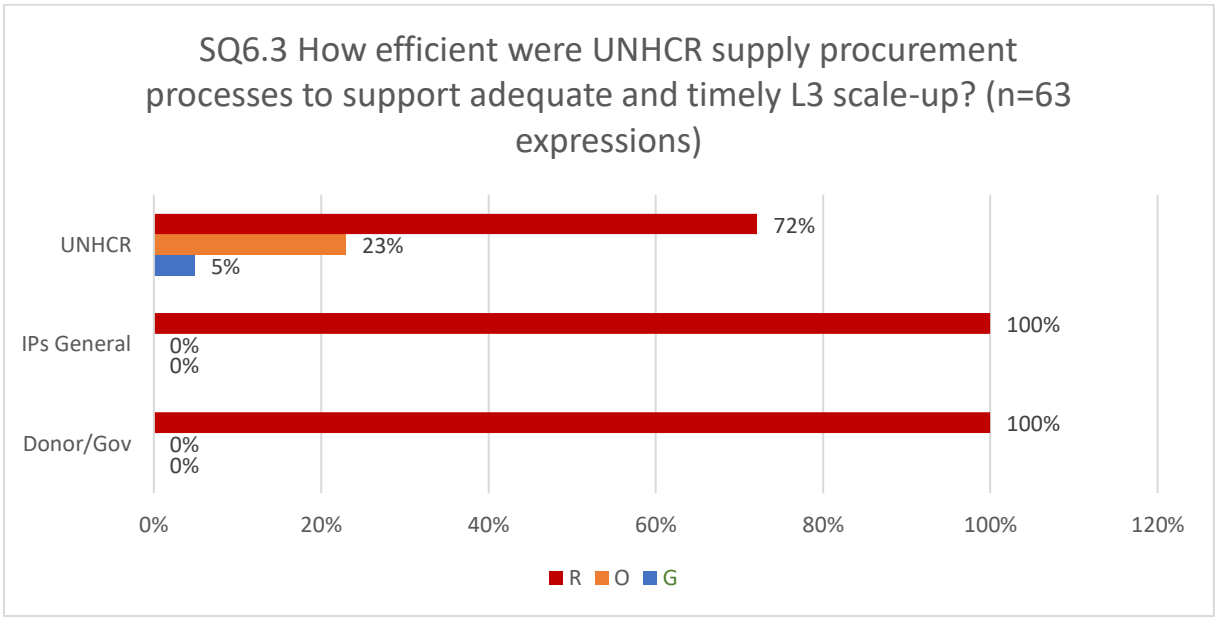

SQ5.6 To what extent did UNHCR play a role on GBV/CP as protection lead and as provider of last resort?(n=80 expressions)
UNHCR
IPs General
Donor/Gov
Beneficiaries
74%
19%
6%
59%
29%
12%
55%
27%
18%
80%
20%
0%
0%
10%
20%
30%
40%
50%
60%
70%
80%
90%
R
O
G

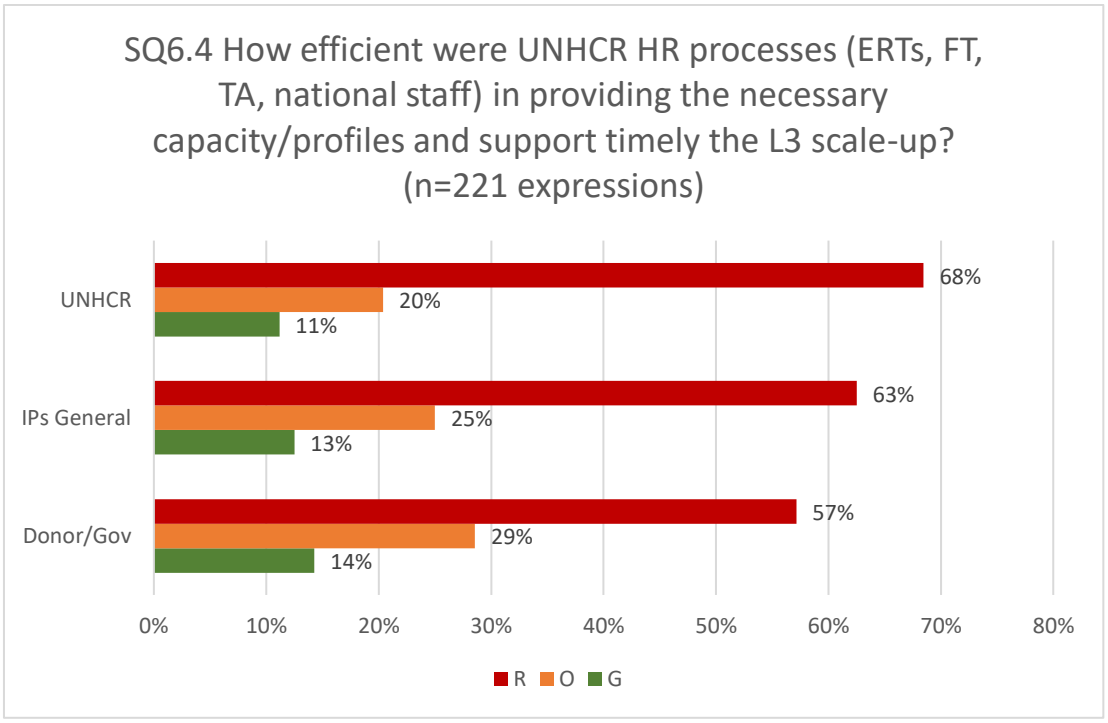


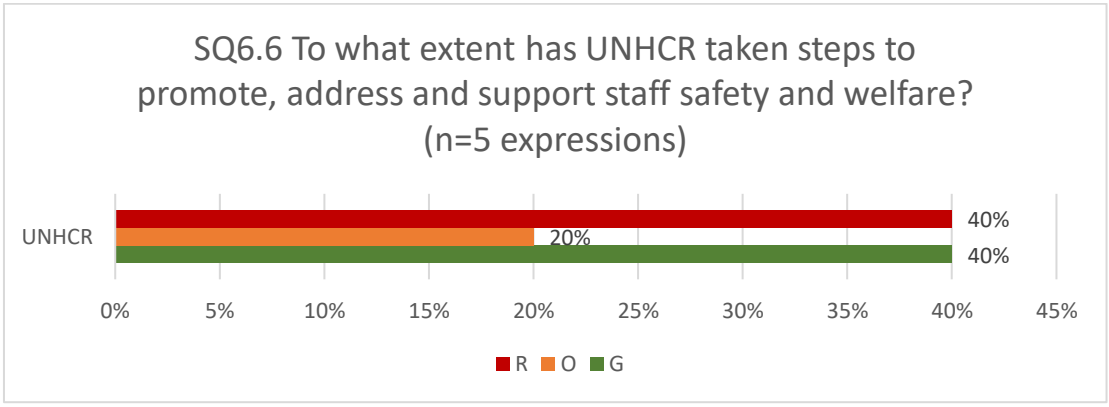
EQ 6 To what extent has the UNHCR L3 response been efficient on HR, partnership agreements, supply, and the adoption of the RTR, to cover adequately and timely the priority needs of POCs?




SQ6.2 To what extent did UNHCR timely engage the right partners/agreements (decentralized) to ensure efficient response? (n=72 expressions)
UNHCR
IPs General
Donor/Gov
Beneficiaries
64%
21%
15%
46%
23%
31%
50%
25%
25%
81%
6%
13%
0%
10%
20%
30%
40%
50%
60%
70%
80%
90%
R
O
G


SQ6.3 How efficient were UNHCR supply procurement processes to support adequate and timely L3 scale-up? (n=63 expressions)
UNHCR
IPs General
Donor/Gov
72%
23%
5%
100%
0%
0%
100%
0%
0%
0%
20%
40%
60%
80%
100%
120%
R
O
G


SQ6.4 How efficient were UNHCR HR processes (ERTs, FT, TA, national staff) in providing the necessary capacity/profiles and support timely the L3 scale-up? (n=221 expressions)
UNHCR
IPs General
Donor/Gov
68%
20%
11%
63%
25%
13%
57%
29%
14%
0%
10%
20%
30%
40%
50%
60%
70%
80%
R O G


SQ6.6 To what extent has UNHCR taken steps to promote, address and support staff safety and welfare? (n=5 expressions)
UNHCR
40%
20%
40%
0%
5%
10%
15%
20%
25%
30%
35%
40%
45%
R O G