

Performance Evaluation of the Phase 3 IKEA Foundation Livelihoods, Energy and Environment Projects Among Somali Refugees and Host Communities in Ethiopia

EVALUATION REPORT
SEPTEMBER 2023

Conducted by: TANGO International, Inc. with GPS

UNHCR Evaluation Office

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Executive Summary

Introduction

1. This endline performance evaluation of the United Nations High Commissioner for Refugees (UNHCR) “Phase 3 IKEA Foundation (IKEA-F) Livelihoods and Energy and Environment Projects (2019-2021) among Somali refugees and host communities in Ethiopia” is designed to inform future programming and provide learning towards similar contexts.¹ Against this background, the evaluation scope has a strong formative orientation despite being an endline. The geographic scope is the UNHCR Melkadida sub-office (SOMEL) operational area in the Dollo Ado and Bokolmayo Woredas² of Ethiopia’s Somali Region. TANGO³ International, an independent research and evaluation company, carried out the Phase 3 performance evaluation series with in-country partner, Green Professional Service. The series included baseline (2020), mid-term process (2021), and endline (2023) evaluations.
2. The endline evaluation has the following four objectives summarised as follows:
 - Assess results, outcomes, and the sustainability of the results
 - Identify scalable key lessons and practices relevant to other operational contexts
 - Identify factors contributing negatively or positively to results/changes
 - Generate forward-looking recommendations that can inform future programming

Program Overview

3. In 2006, violence from conflict in Somalia caused a large-scale influx of refugees into Ethiopia, and by 2009 the first camp was established in the Dollo Ado area. Recurrent drought and violence have continued to drive Somali refugees to Dollo Ado, which as of August 2023 hosted 211,424 refugees across five camps. The camps and host communities are geographically isolated from paved road, basic services infrastructure, electrical grids, or large urban centres of the region, and face limited access to financial institutions and livelihood opportunities beyond pastoralism. The Government of Ethiopia has demonstrated global leadership to refugee-hosting areas through various global frameworks and declarations, including the Comprehensive Refugee Response Framework and Global Compact on Refugees (CRRF/GCR) and implementation of key refugee pledges.
4. The IKEA-F investments have been made in four main grant phases to-date. Phase 1 (2012-2014) supported emergency relief, basic services, and infrastructure. Phase 2 (2015-2018) focused on foundational assets and infrastructure for newly formed cooperatives. Phase 3, the focus of this evaluation, built on the previous phases to continue to strengthen cooperative capacity, market linkages, and sustainability through the livelihood project and the energy and environment project. The ongoing Phase 4 is centred around activities to build an enabling environment for sustaining results through strengthened facilitation, coordination, and social cohesion.
5. The Phase 3 goal was to increase livelihood opportunities and self-reliance for refugees and hosts. The programme budget totalled approximately \$14.5 million (combined IKEA-F and UNHCR matching funds). UNHCR has organised its livelihoods, energy, and environmental operations around a cooperative and business group model including refugee and host community members. By the end of Phase 3 (2021), there were 2,121 active cooperative members in 53 total project supported cooperatives and business groups. Cooperative and business groups by sector include the following: 9 (crop) agriculture, 28 livestock-related, 9 energy (solar, prosopis/briquettes, and cookstoves), 5 natural resource management

¹ The evaluation also considers activities, data, and documents that continued into Phase 4 during the evaluation period (2022-2023) as necessary to provide relevant recommendations based on Phase 3 results for current and future programming.

² Woreda is a local administrative district in Ethiopia, larger than a kebele and smaller than a zone.

³ Technical Assistance to Non-Governmental Organizations International Inc.

(seedlings, gum and incense), one farm mechanisation, and one construction. The main environmental activities have included area enclosure and environmental rehabilitation, camp greening, flood control measures, and environmental assessments. Phase 3 also included financial services sector development, capacity building of government, and private sector engagement.

Evaluation Methods

6. The evaluation objectives have been assessed through 12 Evaluation Questions grouped under the main OECD DAC evaluation criteria of relevance and coherence, effectiveness, efficiency, sustainability, and across these, internal and external factors affecting results. At baseline (2020), it was agreed some cooperatives would not be assessed beyond project reporting, including those formed after the baseline, i.e., gum and incense, nurseries, construction, biogas, slaughterhouse, yogurt, and farm mechanisation.
7. The evaluation has been conducted through a highly collaborative approach. The overall design of this evaluation was pre-post quasi-experimental utilising mixed methods, including a quantitative panel survey with refugee cooperative members, and various sequential and complementary qualitative methods utilising primary and secondary data. The design ensured comparison to the baseline data and sample and comprehensive triangulation of data across sources. Quantitative survey data collection took place from 27 January to 12 February 2023. At endline, a total of 394 refugee respondents were interviewed (59% female), a response rate of 77% of the same baseline sample. This sample represents 19% of the cooperative membership. While there is no control group, this provided a robust measure of change for participants from baseline to endline. An extensive analysis of project documents and data reviewed over 300 documents. Focus group discussions were conducted with refugee and host members of 19 cooperatives (66 female and 61 male participants): four agricultural, two (each) livestock traders, meat sellers, milk sellers, community animal health worker, solar energy, prosopis/briquettes, cookstoves, and one shoat fattening.⁴ The cooperative capacity assessments (CCA),⁵ assessed 37 cooperatives from baseline to endline. Market observations took place in each camp. A total of 26 semi-structured key informant interviews were held with UNHCR staff, implementing partners (IP), operational partners, private sector, and other key stakeholders. In-person qualitative data collection took place from 2-12 February 2023. Remote interviews took place throughout March and April, with the in-person follow-up interviews and validation meetings taking place in Melkadida from 8-12 May 2023.
8. Qualitative rapid thematic analysis was primarily deductive following the evaluation question measures and was conducted using MAXQDA software in conjunction with a matrix approach. Responses from participants have been triangulated between stakeholder interviews and focus groups with members to cross-check the reliability of information. Survey data analysis was conducted using STATA software. The quantitative results include descriptive findings disaggregated and reported by cooperative type, focused on change from baseline to endline, through test of differences and means, tested through a chi-square test, and presented with a p-value of <0.10. A series of validation and sensemaking sessions were conducted in Melkadida through a Validation Mission from 8-12 May 2023 with evaluation leaders and SOMEL, IPs, and Government, as well as a recommendations workshop with the SOMEL multi-functional team. All key findings and conclusions presented in this report are based on triangulated results across data points.

Main Findings

Programme Design, Relevance, and Coherence

⁴ A shoat is a goat-sheep hybrid animal.

⁵ CCA is a tool to measure cooperative capacity and functions with a 60-point rubric along with semi-structured discussion with cooperative leaders. It was adapted from various development tools, e.g., International Labour Organisation.

9. The project interventions are relevant and adaptive to refugee and host community needs and are coherent with UNHCR and Government strategies. This endline evaluation reconfirms the conclusion at mid-term that the livelihoods system, skills-based, and social cohesion approach of this development programme is fit-for-purpose. The approach provides a tangible business model of refugee-host participants that has served as a visible proof of concept to the targeted communities enabling the mindset changes that are critical in transitioning from a humanitarian to development context. However, as the multi-phase initiative was a 'new approach' for both IKEA-F and UNHCR, the programme design sequencing and layering from Phase 2 and 3 and resourcing for Phase 3 posed challenges. The design that largely sequenced 'soft' capacities (the focus of Phase 3) and local buy-in after the 'hardware' investments made in Phase 2, rather than a fully layered approach combining the foci of Phases 2 and 3 has negatively affected ownership of and community ability to manage the assets in the long-term. In addition, Phase 3 design underestimated resources required to deliver its vision, including the amount of time, direct support, business coaching, and capacity building needed to develop viable and independent cooperative enterprises amidst numerous challenges of the context. This is reflected in the limited utilisation of assessments for strategic adaptive management decision-making in the early implementation of Phase 3, although this did improve by endline.
10. The programme aligns with and provides leading practice and lessons for the Government of Ethiopia pledges, CRRF, and development plans and their implementation at federal and regional levels. It also aligns with and informs key UNHCR Ethiopia and UNHCR global policies and partnerships, especially around refugee livelihoods and economic inclusion (LEI). Indeed, SOMEL is positioned as a key facilitator of coordination, enabling coherence across approaches and stakeholders. UNHCR has played a critical local convening and facilitation role across government and leading sector stakeholders during Phase 3.

Programme Effectiveness, including Key Results

11. **Achievement of programme goal:** Phase 3 has succeeded in making important contributions to the goal. These include the key outcome and output results below in Table 1, increased cooperative productivity and incomes, providing another source of household income, and a significant increase in members reporting cooperative income is worth their time. The cooperatives support increased social cohesion among refugee and host members, providing a demonstrable model for both communities. In addition to the programme goals, cooperatives provide the unplanned result of improved member capacity to handle shocks. Members attribute this to social capital and savings, though the explicit development of resilience capacities and shock preparedness activities were not envisaged in the design of activities.
12. **Participant-level results:** Phase 3 achieved all key outputs as well as all key livelihoods and well-being outcomes for direct project participants and their households (Table 1) outlined in the evaluation conceptual framework. The projects did not set output and outcome targets for most indicators but aimed for improvement across the indicators. Cooperatives have received more trainings despite delays from pandemic lockdowns, though members request additional training to continue to refine business capacity and marketing. Membership in cooperatives has decreased since baseline through expected member stabilisation, and the remaining members are dedicated to the work; 50/50 member ratios on gender and community balance were achieved. Camp markets are growing, diversifying products, and received various upgrades. There is room for improvement in expanded market linkages beyond the local, in particular for agriculture. Solar cooperatives are consistently expanding their customer base, and 88% of their members have solar energy access in their homes. The programme facilitates linkages between the Government and cooperatives, providing the cooperatives with government support and expertise. Additionally, SOMEL has improved its monitoring data and cooperatives are increasing the quality and frequency of reporting business performance.

13. Both cooperative and household income have increased since baseline, and household and livelihood assets have increased despite shocks. All cooperatives document increased income, with the largest for meat and livestock traders. Active refugee members show better food consumption scores (FCS) as compared to both inactive cooperative members and the general camp populations. Member satisfaction with life has increased since baseline, but members' aspirations for their economic situation have slightly declined as they have faced the economic shocks of past years. Usage of financial services for savings and those savings amounts have both increased overall. While female members save more often than male members, they use formal financial services less due to low literacy, among other factors; this issue of barriers for women was discussed in the mid-term process evaluation as well. The loan activity of the programme was dropped in 2019. The levels of social capital reported across data sources have been maintained at high levels.

Table 1: Phase 3 Output and Outcome Achievement

Output or Outcome	Measures:	Achievement or key result (outcome results from refugee survey)
Output	Member participation in trainings, in cooperative governance, and productive activities	Maintained or increased
	Membership stabilised	Drop-outs not primarily related to dissatisfaction, nor gender or refugee status
	Member engagement with value chains, markets	Increased
	Member access to alternative energy (solar, cookstoves)	Increased
	Member access to local government support and services	Increased
	Cooperative records improved	Improved, though the organisation of this database as a management tool requires ongoing improvement
Outcome	Increased household income, expenditures, assets	Average monthly cooperative income increased from 235 to 3863 Ethiopian Birr
	Improved food security (did not improve, but less deterioration than non-members)	Refugee member average FCS 57.2 compared to 40.3 for general refugee population in 2023
	Increased satisfaction and aspirations	Satisfaction "with life overall" increased from 59% to 71%, but economic aspirations slightly decreased
	Increased savings	37% hold savings at endline, compared to 23% at baseline
	Increased use of formal financial services (by gender)	33% hold savings with financial service providers at endline (48% of men v. 24% of women), compared to 11%; Tailored outreach to women still needed
	Increased social capital	93% feel that refugees are well-integrated with the hosts
	Increased perceived safety	9 in 10 solar members report an increased safety in their community because of electricity/lighting

14. **Cooperative-level results:** Cooperative capacities have improved overall, with some capacity gaps to close around ongoing member training and market linkages. Solar and cookstove cooperatives have the largest improvement and solar has the highest performance of any cooperative type. All cooperatives have improved their legal status, cooperative planning, management structure, accounting, and market linkages since baseline. Other dimensions of CCA scores have at least half of the cooperative types improving their scores showing an overall improvement in membership composition, peer learning, and social capital and cohesion.
15. **Broader development benefits:** The programme has improved the enabling environment for development and stability overall, attracting more business to the area, and increasing government capacity through that tax revenue. Cooperatives provide quality services and products, which benefit customers and provide a model for new businesses. Cooperative products and services provide health, safety, and environmental benefits to the wider community and prompted improvement across their value chains. Yet, evidence points to a need to ensure the benefits of this, and future programming, extend beyond just the

immediate area around the camps, as well as to increase natural resource management, peacebuilding and to resolve land tenure issues.

16. **Gender and protection:** The programme has made important progress towards meaningful gender inclusion, and the female members are empowered to contribute and benefit equally in their cooperatives. Female participation is nearly half of all members, and inclusion of skilled women in the higher income earning cooperatives is increasing. Additionally, cooperative participation has created and enabled protection benefits, including increased perceived safety. Female prosopis members report less gender-based violence, solar members perceive improved community safety through their maintenance of streetlights, and most cooperatives provide a safe space for their children while they work.

Efficient Organisation, Use of Resources, and Timely Achievement of Results

17. UNHCR implemented an unprecedented Phase 2 budget and programme and then implemented the follow-on Phase 3 both swiftly and efficiently considering the challenging humanitarian context. SOMEL with partners demonstrated high efficiency at programme activity level, including adaptations to respond to operational challenges, such as COVID-19 pandemic, drought, flooding, and global supply chain and market fluctuations, in response to cooperative needs and partner capacities. However, the significant decrease in budget from Phase 2 to Phase 3 posed challenges as staff had to reorient thinking around project implementation rapidly. The way of working did not sufficiently shift in Phase 3 in order to fully leverage the smaller budget to focus on community capacities and local governance. Throughout Phase 3, strategic adaptive management and timely learning opportunities were limited, and this is reflected in the slow or limited adoption of some evaluation recommendations from baseline and mid-term. Of the four recommendations remaining at endline, one is achieved, two nearly/partially achieved, and one remains in progress (see sustainability planning below).
18. The evaluation assesses the programme's value proposition overall beyond monetary value calculations and qualitatively considers the programme's true value on people and the environment, and its broader sector contributions and scaling initiatives. The evaluation finds the infrastructure investments provide value far beyond the total cooperative members and phase duration, and the programme has provided wider benefits as a proof of concept in this context to attract development activity that are not captured by the traditional calculation that only considers direct beneficiaries.

Likelihood of Sustained Benefits of the Projects

19. UNHCR and partners did not undertake a structured sustainability, transition, or continuation planning process for most intervention types. Yet, these strategic discussions were taking place toward the end of the Phase 3 and at the time of this evaluation. The majority of the Phase 3 activities, or cooperative types have medium to high potential for sustainability with various levels of ongoing support, specifically the livestock, energy, environment, and financial services sectors. Most benefits will be sustained for these sectors if continued support to cooperative business capacities, shock management strategies and transition planning for cooperatives is provided during Phase 4. For the solar battery replacement component and agriculture cooperative model, ongoing external support will be necessary to ensure this level of sustainability. For agriculture, the current cooperative model, including its infrastructure (including irrigation system), are not sustainable without substantial direct support in both direct inputs and technical and business capacity. The most promising opportunity for the transition of agriculture is the International Finance Corporation (IFC) initiative. Of the 37 cooperative leader interviews, none report their cooperative could be fully functional, productive, and self-reliant at the time of the interviews. However, regardless of the sustainability of the cooperative structures, the members interviewed believe that with the newly gained skills and experience, they can better sustain whatever livelihood activities they undertake in the future.

Main Factors Affecting Results

Table 2: Key Factors Affecting Results

<p>Internal Factors</p>	<p>Internal factors inhibiting results were overpromising results within the phase and underestimating the time and resources needed for the capacity building work, poor sequencing and layering in earlier phases, staff turnover and other staffing issues related to UNHCR policies, and the large drop in funding between phases. Internal factors enabling results were the quick and efficient implementation at activity level, improved partnership and coordination with government of all levels, selection of competent partners, and the shift to awareness raising around financial services due to the challenges around micro-finance for refugees.</p>
<p>External Factors</p>	<p>External factors inhibiting results were climatic and agricultural shocks, COVID-19 and its secondary effects, inflation, declining funding for protracted crises, and the micro-finance institution partner's exit early in the phase. External factors enabling results were the GCR/CRRF bringing attention to this protracted crisis, the Government's pledges and commitments to refugees, and the shared language and culture of refugees and the host community. Social cohesion is currently enabling but can become fragile without adequate future programming around natural resources, better land tenure and use agreements, and development benefits reaching broader communities.</p>

Conclusions

20. **Relevance and Coherence:** The programme is highly relevant to refugee and host community needs and to UNHCR and Government strategies, providing an enabling environment for LEI in the Bokolmayo and Dollo Ado Woredas. It provides a critically relevant proof of concept for development investments in protracted humanitarian contexts in Ethiopia and beyond. The sequencing, resourcing, strategic decisions, and timing of the phases and hardware/software investments also provides important learning for UNHCR and the sector.
21. **Effectiveness:** The projects accomplished or achieved significant improvements for all outputs and outcomes, including women's inclusion, social cohesion, and reducing vulnerabilities for participants. Most importantly, the programme made clear contributions to the goal of improved livelihood opportunities and self-reliance for participants. These results would have been enhanced further if the activity design integrated a shock preparedness, resilience, peace-building, and a multi-sectoral lens including protection.
22. **Efficiency:** SOMEL and partners implemented activities with efficiency and timeliness while being responsive to emerging challenges and shocks during the phase. In some instances, resource allocation was not optimal for ensuring a priority focus on building local governance, and strategic decision-making improved at the end of the phase. Yet, in the absence of other development actors and considering the urgent need for livelihood and development investments and key infrastructure in the area, UNHCR brings unmatched value and strategic position with refugees.
23. **Sustainability:** The programme has been focused on sustainability planning for agriculture, which has involved intensive planning with IFC. Despite the lack of structured sustainability or transition planning for all intervention types during Phase 3, this was being undertaken at the time of evaluation. Most Phase 3 activities and cooperative types have medium to high potential for sustainability, with some continued support needed for specific activities or inputs. Further focus on local governance and capacity building is necessary to ensure the sustainability of these unprecedented investments and key results.

Lessons for Other Protracted Refugee Contexts

- **Social Cohesion Essential to Theory of Change:** In collective livelihood work, a collaboration model of equal refugee and host member participation can be a critical

contributing factor to programme success and should be considered an essential component of project design and Theories of Change, while ensuring appropriateness to context and local power dynamics. More research and learning are needed on how to improve social cohesion amongst large cooperatives or business groups with limited collective business functions, and in settings in which refugees-hosts do not have a shared culture or language.

- **Integrating Local Governance Strengthening from the Start:** Developing livelihood and energy projects in refugee-hosting contexts through extensive engagement with local leaders and communities and investing in the foundational governance systems slows down design and implementation. Yet, it is critical to layer, rather than sequence, the hard assets with the soft capacities to ensure longer-term participation, ownership, and sustainability.
- **Multi-Sector Approach, Leveraging UNHCR Expertise:** For refugee LEI programming to be effective, it is essential to adopt a multi-sector approach that can inform programme design and support implementation. This means protection, education, food security and nutrition considerations are integrated into programme strategies. While refugee LEI programming has great potential for reducing vulnerabilities, adequate monitoring of protection issues amongst participants is critical. UNHCR has the comparative advantage in refugee contexts to ensure the protection lens is applied from design through implementation across programming.
- **Integration of Resilience and Climate Adaptation:** In humanitarian contexts where climate- and conflict-induced emergencies and various shocks are recurring, it is essential that livelihood designs incorporate interventions that pro-actively promote resilience capacities and shock management strategies. This could be done, e.g., through establishment of shock preparedness and anticipatory action measures, assessments and development of scenarios that proactively consider climate and environmental shocks and stresses, and procedures for rapid release of emergency contingency funds to address critical and dynamic needs.
- **Operationalising Nexus and GCR/CRRF:** In protracted refugee contexts that often exist in the space between humanitarian and development programming, a window of opportunity can be created to accelerate towards development. This requires an optimal combination of the high momentum of humanitarian activities with the sizable long-term investments facilitated through development-focused activities. The role of government in facilitating this critical phase where resources and approaches overlap is critical to harness, nurture, and grow development results from a strong humanitarian foundation. Thus, to operationalise the nexus in protracted refugee situations, government GCR/CRRF commitments are critical to move from humanitarian assistance to development.
- **Private Sector Engagement:** UNHCR has an important role to play in facilitating private sector partnerships (including financial services) that should be regarded as key components in operationalising the GCR/CRRF. This involves integrating social cohesion, protection, resilience and climate adaptation, and community engagement within private sector engagement approaches, as well as ensuring private sector needs and capacities are fully reflected in strategic assessment, analyses, and decision making.
- **Realistic Resource Requirements:** In livelihood programme operating contexts with very limited prior development investment, it is critical that UNHCR sets realistic expectations with donors and other development actors around the time, resources, staffing profiles, and partnership capacities necessary to build, maintain, and leverage new infrastructure and livelihood investments. This involves clarifying with donors and development partners that a transition or handover phase may require deployment of more resources and likely more time before a tapering off of direct

support is realistic. A handover phase is a critical time to show results and predictability, and to attract and onboard larger development investment. This should be a design principle, never an afterthought.

Recommendations

24. The following are the main recommendation areas and timing. See the full report for the proposed action steps for each recommendation and responsible stakeholders.

Operational Recommendations:

- 1) UNHCR should conduct strategic transition and sustainability planning during Phase 4 for the Livelihoods and Energy Projects to ensure UNHCR's direct support and collaboration through partners is optimised for self-sufficiency results in the short- and longer-term. This includes envisioning UNHCR's livelihood's overall role and defining possible conceptual and operational changes to specific responsibilities in the region for future years.
- 2) Based on planning above, UNHCR should revise the Phase 4 workplan with IKEA-F and request a repurposing of phase funding to enable implementation of the recommendations provided in this endline report.
- 3) UNHCR should continue to support and enhance focus on Government capacity strengthening activities in Phase 4 emphasising upstream technical support. This would entail developing an activity plan for building functional capacities and linkages directly with Government in the remainder of Phase 4 and, in so doing, foster ownership and implementation of activities and assets going forward.

Strategic Recommendations:

- 4) UNHCR should prepare a concept note for a new strategic phase of implementation after Phase 4 identifying and emphasising UNHCR's protection role in private sector investments, building on insights generated through implementation of Recommendations 1-3, and outlining the time/investment required for role transition.
- 5) UNHCR should reconfigure its approach to partnerships, focusing on localisation and strengthening partnership agreements with Government.
- 6) UNHCR should develop a learning and dissemination plan to showcase the lessons from Phases 1-4 of this proof-of-concept programme.

List of Acronyms

ARRA	Agency for Refugee and Returnee Affairs (now RRS)
BL	Baseline
BPD	Business Performance Data
CAHW	Community Animal Health Workers
CBI	Cash Based Interventions
CCA	Cooperative Capacity Assessment
CO	Country Office
CRRF	Comprehensive Refugee Response Framework
D	Dimension
EL	Endline
EQ	Evaluation Questions
ET	Evaluation Team
ETB	Ethiopian Birr
FCS	Food Consumption Score
FGD	Focus Group Discussion
GAM	Global Acute Malnutrition
GBV	Gender-based Violence
GCR	Global Compact on Refugees
GoE	Government of Ethiopia
GPS	Green Professional Service
HFIAS	Household Food Insecurity and Access Scale
IFC	International Finance Corporation
IKEA-F	IKEA Foundation
IP	Implementing Partner
KII	Key Informant Interview
LEI	Livelihoods and Economic Inclusion
MFI	Microfinance Institution
OP	Operational Partner
PPA	Partnership Agreement
PSP	Private Sector Partnerships
RB EHAGL	UNHCR Regional Bureau for the East and Horn of Africa and Great Lakes
RRS	Refugees and Returnees Service (formerly ARRA)
SEE	Save the Environment Ethiopia
SMFI	Somali Microfinance Institution
SOMEL	Sub-Office Melkadida
TANGO	Technical Assistance to Non-Governmental Organizations
ToC	Theory of Change
TOR	Terms of Reference
UNHCR	United Nations High Commissioner for Refugees
Wa-PYDO	Women and Pastoralist Youth Development Organisation
WFP	World Food Programme

1. Introduction and Background

1.1. Evaluation Features

1. **Purpose and Scope.** The purpose of the “Endline Performance Evaluation of the Phase 3 IKEA Foundation (IKEA-F) Livelihoods and Energy and Environment Projects among Somali refugees and host communities in Ethiopia” (hereinafter referred to as “the project”) is to inform future programming and provide learning towards similar contexts. Against this background, the evaluation scope has a strong formative orientation despite being an endline. The evaluation focuses on project activities, project participants, and results within Phase 3 (2019-2021) as agreed within the scope of the baseline (BL) inception phase. The geographic scope is the UNHCR Melkadida sub-office (SOMEL) operational area in the Dollo Ado and Bokolmayo Woredas⁶ of Ethiopia’s Somali Region. The evaluation also considers activities, data, and documents that continued into Phase 4 during the evaluation period (2022-2023) as necessary to provide relevant recommendations based on Phase 3 results for current and future programming. Technical Assistance to Non-Governmental Organizations (TANGO) International, an independent research and evaluation company, was hired to carry out the Phase 3 performance evaluation series, including baseline⁷ (2020), mid-term process⁸ (2021), and endline (2023) evaluations.
2. **Evaluation Objectives.** The endline (EL) evaluation has the following four objectives:
 - Assess progress made towards expected results (short- and medium-term outcome) and assess performance related to sustainable changes as envisaged in the Theory of Change (ToC), management of partnerships, and continued relevance in a volatile operational environment
 - Identify scalable key lessons and practices able to be replicated in other operational contexts
 - Identify factors contributing negatively or positively to results/changes
 - Generate forward-looking recommendations that can inform future programming in the current refugee-hosting area and other contexts
3. **Evaluation Audience.** The evaluation aims to be useful to a broad range of internal and external stakeholders. The primary audience for this evaluation includes: United Nations High Commissioner for Refugees (UNHCR) Ethiopia, particular SOMEL, UNHCR’s Regional Bureau for East and Horn of Africa and Great Lakes (RB EHAGL), the Government of Ethiopia (GoE) Refugees and Returnees Service (RRS, formerly Agency for Refugee & Returnee Affairs or ARRA), UNHCR implementing partners (IP) directly implementing livelihoods, agriculture, and energy and environment projects, local government stakeholders, and project direct participants and beneficiaries. The secondary audiences include regional government, operational partners (OP), sister United Nations agencies implementing livelihoods and economic inclusion (LEI), and donors including IKEA-F.
4. The results of the evaluation are made available by UNHCR Ethiopia/SOMEL directly to local stakeholders involved in the project, as well as through coordination fora at the country operation and regional level such as the UNHCR Regional Livelihood Network. This report is also publicly available online through UNHCR’s Evaluation Office.

⁶ Woreda is a local administrative district in Ethiopia, larger than a kebele and smaller than a zone.

⁷ Report available here: <https://data.unhcr.org/en/documents/details/77849>

⁸ Report available here: <https://www.unhcr.org/sites/default/files/legacy-pdf/61fa60454.pdf>

5. **Evaluation Phases.** The evaluation activities were carried out over ten months between October 2022 and July 2023 in three phases: an inception phase (October 2022-January 2023), a data collection phase (January-May 2023), and a validation, analysis, and reporting phase (April-August 2023).
6. The inception phase was launched in early November 2022 with a field mission by evaluation team (ET) leaders to SOMEL to set and align expectations, scope, evaluation questions and expected outcomes. Further inception activities included: a review of internal and external documentation with data gap analysis and scoping interviews with UNHCR staff, strategic and implementing partners, and government agencies. The inception phase concluded with submission of the finalised inception report on the 23 January 2023. Data collection included in-country and remote fieldwork by ET members including the in-country evaluation partner. The validation, analysis and reporting phase involved compiling and synthesising primary and secondary data, then presenting preliminary findings virtually to allow for sensemaking discussions. The ET leaders conducted a validation mission in early May 2023 to conduct final interviews, in-person validation sessions with UNHCR, government, and partners, and a recommendations workshop with SOMEL. The first draft of the Evaluation Report was submitted on 1 June 2023, followed by a series of feedback and revisions.

1.2. Evaluation Questions

7. The objectives of this evaluation were assessed through the following Evaluation Questions (EQs). These questions were finalised during the inception mission in a close collaboration between the ET, UNHCR, the Evaluation Manager and reference group. The original questions were collaboratively revised based on evaluability, to clarify or simplify wording, and to limit redundancy across questions. The evaluation domains (e.g., relevance, etc.) remained the same.
8. Based on review of available documentation and discussion across key project stakeholders during the data collection and analysis, further edits were made to EQ 9, which originally was stated as “value for money”. The evaluation finds that this question on value for money is most relevant as an overall question on the programme’s value proposition based on the context and the nature of the investment. One way value for money or cost-effectiveness is calculated is through the simple equation of project budget divided by direct beneficiaries, but this is not an appropriate calculation for a programme focused on large-scale infrastructure and developing an enabling environment. For this reason, the term “value for money” is removed. In addition, further documentation requested by the ET on the details and evidence of broader development benefits were not provided, so discussion around this question, and the related EQ 7, are limited to the qualitative interview data collected.

Table 3. Evaluation questions and sub-areas

Relevance & Coherence: Were the projects relevant and adaptive to refugee and host community needs, as well as coherent with UNHCR and Government strategies?	
1	To what extent did the Phase 3 design meet the needs of refugee and host communities, and what key learning about this design may apply to other contexts?
2	To what extent is the Phase 3 design aligned with government priorities at national and local level, and with UNHCR global and national strategic priorities or policies?
3	To what extent has UNHCR implemented adaptive management in Phase 3, considering changing needs, capacities, priorities, and new evidence/data and emerging lessons across stakeholders – and across phases and sectors?
Effectiveness: Did the projects achieve their objectives and results?	
4	To what extent did Phase 3 achieve its planned output and outcome results? Any unplanned results?
5	To what extent did Phase 3 contribute to the programme goal of increased livelihood opportunities and self-reliance for refugees and hosts?

6	To what extent did Phase 3 contribute to host/refugee social cohesion and social stability, including other resilience capacities that support shock recovery?
7	To what extent did Phase 3 contribute to broader socio-economic development/priorities for the host communities and wider woreda areas, including through complementarity and leveraging activities with other actors?
8	To what extent did Phase 3 address critical and crosscutting protection issues, such as gender-based violence, gender inclusion and women's empowerment, as well as workplace safety?
Efficiency: Were the project activities adequately organised and prioritised to support timely and efficient achievement of results?	
9	To what extent did Phase 3 achieve value to maximise results, taking into account changing needs, capacities, and priorities?
10	To what extent was Phase 3 management and implementation decision making timely, and did decisions lead to expected results?
Sustainability: What is the likelihood of sustained benefits of the projects?	
11	To what extent are Phase 3 outputs and outcome results sustainable? (At participant and cooperative levels)
12	What is the overall project continuation/sustainability strategy and to what extent has Phase 3 contributed to that strategy, including with the relevant stakeholders and partnerships (Government, private sector, others)?
What are the key internal and external factors that affected results?	
External Factors	To what extent did COVID-19 affect design, implementation (effectiveness and efficiency) and results? To what extent did other shocks/stresses affect design, implementation (effectiveness and efficiency) and results?
Internal Factors	To what extent did Phase 3 partnerships and partnership/coordination approaches affect design, implementation (effectiveness and efficiency) and results? To what extent did technical and other support received from within UNHCR affect design, implementation (effectiveness and efficiency) and results? What other factors affected results and how?

1.3. Programme Overview

9. **Establishment of Melkadida Camps.** In 2006, violent conflict in Somalia caused a large-scale influx of refugees to flee into the Somali Region of Ethiopia, and by 2009 the first camp was established in Dollo Ado. Famine and drought in 2011 and further violence and drought in 2017 have continued to drive Somali refugees into Ethiopia's Somali region.⁹ Illustrated below, UNHCR SOMEL as of August 2023 oversees 211,424 refugees across five camps, with over 32,000 households averaging 6.5 persons per household.¹⁰ Nearly two-thirds (63%) of the refugee population are children or youth under 18 years, 35% are between 18 and 59 years, and just 2% are above 60 years. Overall, 52% of the population is female and 48% are male.¹¹ There are an estimated 300,000 host community members across the 22 kebeles¹² in Dollo Ado Woreda and 12 kebeles in Bokolmayo Woreda.¹³ This context and the operational challenges are further described in Section 1.4.2.

⁹ Alianza Shire (n/d). Refugee camps in Dollo Ado.

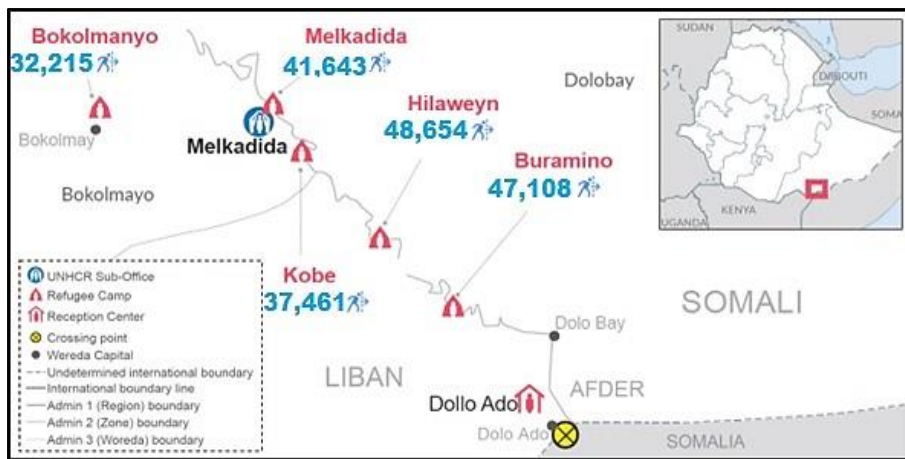
¹⁰ UNHCR. (2023). Operational Data Portal: Ethiopia: Dollo Ado. Accessed August 2023.

¹¹ UNHCR (2022). UNHCR Ethiopia Statistics Melkadida sub-office Refugees and Asylum seekers August 2022.

¹² A kebele is the smallest administrative district in Ethiopia like that of a village or town.

¹³ UNHCR (2021). Terms of Reference (TOR); Phase 4 grant application.

Figure 1: Map of Melkadida refugee camps



Source: UNHCR Map accessed online: 30 April 2023; note numbers have slightly increased across the camps since this map was made available by UNHCR, and thus do not add to the August total of 211,424.

1.3.1. IKEA Foundation-Funded Phases

- The IKEA-F investments in Dollo Ado have been made in four main grant phases to-date (see box below and Figure 2. While this evaluation focuses on Phase 3, it is best understood as situated amongst activities and strategies of the previous and current phases to ensure relevant and feasible conclusions and recommendations.

IKEA-F Investment Phases

Phase 1 2012-2014: Emergency relief, basic services, and infrastructure

Phase 2 2015-2018: Foundational assets for livelihoods and energy, cooperative formation

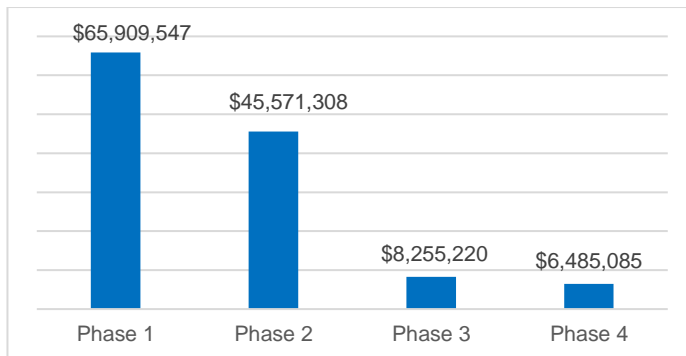
Phase 3 2019-2021: Sustainable livelihoods, energy, and environment with focus on cooperative capacity and market linkages

Phase 4 2022-2024: Enabling environment through strengthened facilitation, coordination, and social cohesion

- Phases 1 and 2.** Phase 1 (2012-14) focused on the provision of emergency relief, basic services, and humanitarian infrastructure. The Phase 2 (2015-18) strategic goal aimed to establish the conditions necessary for refugees to decrease dependency on external aid, increase self-reliance, and achieve economic and financial inclusion. Livelihood infrastructure and assets were developed amid various challenges and delays. During Phase 1, these challenges included political instability leading to a UN evacuation of the region, and the difficulty of the Melkadida context (see Section

1.4), including an environment with few investments in livelihoods.¹⁴ UNHCR saw many opportunities during this period including the large economic opportunity of the Genale River for crop agriculture, the local knowledge of the livestock industry, and developing relationships with government.¹⁵ The formation and formal registration for many livelihoods and energy project cooperatives occurred in this phase.

Figure 2: IKEA Foundation budget contributions by phase



Source: Phase 1 Final Report; Phase 2-4 Budget documents

- Phase 2 incorporated strategies for livelihoods, education, energy

¹⁴ Betts (2019). Building Refugee Economies.

¹⁵ Ibid.

and environment, nutrition, water, and shelter. In Phase 2, the main challenges included the need to build capacity of UNHCR and partners, prolonged procurement processes, and “government obstruction.”¹⁶ The major challenges faced by the new agricultural cooperatives were the differing quality of land plots and differences in seed distributions for refugee members, lack of market linkages, issues with water management, flooding from the river, lack of knowledge of irrigated agriculture, and the decentralised business model fully dependent on the partner for inputs and maintenance.¹⁷ Challenges faced by other cooperatives differed by camp and cooperative type, though supply problems for *prosopis*¹⁸ and the high cost of developing solar infrastructure were notable issues.

13. **Phase 3.** Building on the initial two phases, Phase 3 (2019-21) consisted of two complementary projects: One focused on livelihoods overall based on the cooperative model and as a sub-project within the larger livelihood program, the energy and environment project activities. The Phase 3 description is brief here as the next section (1.3.2) describes this phase in more detail.
14. **Phase 4.** Phase 4 is ongoing for 2022-2024 and consists of two complementary components. The first focuses on advocacy and local capacity support for refugee inclusion and an enabling environment; multi-actor facilitation and coordination; and generating evidence on these economic interventions. The second aims to phase down direct services while strengthening linkages with development and private sector actors.

1.3.2. Phase 3 Projects

15. **Budget and Partners.** The Phase 3 total budget is approximately \$14.5 million. The breakdown in funding for IKEA-F and matching UNHCR funds are shown in Table 4. UNHCR matching funds in SOMEL represented 43% of the Phase 3 total budget.

Table 4: Phase 3 Livelihoods and energy project funding

	Energy Project	Livelihood Project	Total
IKEA-F	\$3,200,825	\$5,054,396	\$8,255,221
UNHCR	\$1,412,405	\$4,916,665	\$6,329,070
Total	\$4,613,230	\$9,971,061	\$14,584,291

Source: 2021 Energy Budget, 2022 Livelihoods Budget, Internal communication with SOMEL on updated figures

16. IPs with partnerships agreements (PPA) are shown in Table 5. Save the Environment Ethiopia (SEE) has been the main energy and environment partner and Women and Pastoralist Youth Development Organization (Wa-PYDO) the livelihood partner for Phase 2 and beyond. During Phase 2, REST (Relief Society of Tigray, Ethiopia/ 21st Century Pastoralist Development Association) was the main livelihoods partner but departed soon after the Phase 3 baseline. ZOA was the selected replacement for REST but did not progress past orientation. Wa-PYDO then took over all livelihood operations in 2021 following an analysis of their capacity by SOMEL.

¹⁶ Ibid.

¹⁷ Ibid.

¹⁸ *Prosopis Juliflora* is an invasive species of tree used for firewood and slated for removal by the GoE.

Table 5: SOMEL's Phase 3 implementing partners

Partner	Year	Area of Work (Phase 3)
Wa-PYDO	2016-current	Livelihoods Partner
SEE	2015- current	Energy and Environment Partner
REST	2016-2020	Livelihoods Partner and Financial Services
ZOA International	2021	Livelihoods Partner, ended after orientation

Source: IKEA Livelihoods and Energy Narrative Reports, 2015, 2016, 2019, 2020, 2021

Summary of Cooperatives and Business Groups

17. UNHCR has organised its livelihoods, energy, and environmental operations around a cooperative and business group model including refugee and host community members. Internal documentation shows that by the end of Phase 3 (2021), there were 2,121 active cooperative members in 53 total project supported cooperatives and business groups.¹⁹ Note: for ease of terminology, this report generally refers to “cooperatives” as including both the UNHCR-supported cooperatives and business groups, but there is an official difference in these groups as legal entities.²⁰ The aim from the start was 50/50 participation between refugees and hosts, with variation over time with member replacement (see Section 3.2 Output Results for discussion on membership dynamics). While refugee/host member proportions vary by cooperative, the overall percentages of refugee cooperative members were: 64% in 2019, 54% in 2020, and 56% in 2021²¹ (see Table 46 in Annex 5.1).
18. Project cooperative membership data by cooperative type are presented in Table 6. The composition of these cooperatives and business groups by sector includes: 9 agriculture²² plus one farm mechanisation, 28 livestock, 9 energy, 5 natural resource management (NRM), and one construction. The prosopis cooperatives were reduced in number in late 2020 and the two remaining transitioned to also include briquette production.

Table 6: Total number of cooperatives and business groups by type (2019-2021)

Cooperative and Business Group Type by Sector	Number of cooperatives, by Phase 3 year			2021 cooperative members, by type and total
	2019	2020	2021	2021 Total Members
(Crop) Agriculture (total) *includes 1 farm mechanisation	8	9	10*	1222
NRM (total)	5	5	5	97
Seedlings nursery (disbanded due to land tenure issues)	0	2	2	n/a
Gum and Incense (Agroforestry)	5	3	3	97
Livestock (total)	20	25	28	511
Livestock traders	5	5	5	112
Meat sellers	5	5	5	186
Milk sellers	5	5	5	93
Yogurt	0	0	1	14
Slaughterhouse	0	5	5	34

¹⁹ UNHCR SOMEL (2022). IKEA Livelihoods Final Report 2021.

²⁰ The main difference between business group and registered cooperative lies in their legal status and formal recognition. A business group is an informal arrangement, while a cooperative is a formal legal entity that is subject to cooperative laws and regulations with the Cooperative Promotion Agency. It is given distinct legal personality, separate from its individual members, which means it can enter contracts, own property, and engage in legal activity in its own name.

²¹ There is no evidence of any cooperative members having membership in more than one UNHCR cooperative.

²² For reporting purposes and to be consistent with project reporting, agriculture refers only to crop production/farming and does not include livestock sector activities.

Table 6: Total number of cooperatives and business groups by type (2019-2021)

Cooperative and Business Group Type by Sector	Number of cooperatives, by Phase 3 year			2021 cooperative members, by type and total
	2019	2020	2021	2021 Total Members
Shoat fattening	0	1	2	25
Community Animal Health Workers (CAHW)	5	5	5	47
Construction (total)	0	1	1	n/a
Energy (total)	11	8	9	9
Solar energy	5	5	5	57
Prosopis/briquettes	5	2	2	57
Cookstoves	1	1	2	35
Total number of cooperatives/groups	44	48	53	2121

19. The total agriculture investment in infrastructure (primarily in Phase 2) and the number of cooperative members it represents (58% of total members as of 2021) is far larger than that of all other cooperatives combined. Thus, the evaluation will discuss issues and results related to agriculture separately from the other livelihoods as necessary.

Livelihood and Self-Reliance Project

20. The Phase 3 Livelihood project strategy sought to enable self-sustaining cooperative business models. The key aims of the Phase 3 Livelihood project were: promoting member-owned and capable cooperatives; developing value chains for agriculture (crop and livestock) products; improving technical and management skills among project participants; establishing environment-friendly irrigation systems; increasing the production capacity of cooperatives and support businesses in various local value chains; attracting private sector and financial services sector involvement; and reducing reliance on assistance from UNHCR and other humanitarian actors working in the area.²³
21. The main intervention areas included:
- Strengthening cooperative capacity (shown in table above in agriculture, livestock, alternative energy, and NRM sectors)
 - Capacity building of local government (providing budgetary and logistical support, co-op registrations, and enabling regularity environment for refugees)
 - Financial services sector development (linkages with formal financial services and advocacy on socio-economic rights)
 - Private sector engagement and assessments (developing market linkages, value chain studies, and feasibility studies)
22. Table 7 shows the activities of the livelihood project partnerships with IP Wa-PYDO and the Dollo Ado and Bokolmayo Woredas.

²³ UNHCR SOMEL (2019). IKEA Livelihoods Proposal.

Table 7: Livelihood partner activities during Phase 3

Wa-PYDO	Government (Woreda)
<ul style="list-style-type: none"> • Provided inputs for agriculture and livestock cooperatives (fuel, seeds, pesticides, fertiliser, ploughing, CAHW kits) • Provided trainings on: Business skills, conflict resolution, sanitation, proper handling/hygiene of goods, refresher trainings, financial literacy, agronomy, • Built capacity of cooperatives such as training or equipment (refrigeration, shades, infrastructure) • Created linkages to financial institutions • Management and maintenance of irrigation 	<ul style="list-style-type: none"> • Provided inputs for mass vaccination campaigns • Peaceful coexistence projects • Input kits for agriculture • Technical support for cooperatives • Supported cooperative registration • Increased services for host community

Source: Wa-PYDO partnership agreements (PPA) 2019-2021, Bokolmayo Woreda PPA 2020, 2021, Dollo Ado Woreda PPA 2020, 2021

23. UNHCR's intervention area for financial services aimed to: 1) expand access to formal financial services in the underserved refugee hosting area; 2) raise awareness while promoting savings culture among cooperative enterprises to promote self-reliance, and; 3) complement access to financial services and support existing micro-finance institutions to bridge the gap of available financial services infrastructure within the vicinity of the camp.²⁴ UNHCR conducts this work through advocacy and facilitation with financial institutions as informal partners. When the main financial partner left the region in 2020 (Dedebit), UNHCR and RRS met with stakeholders to identify additional financial services partners to coordinate with in their provision of expanded access to services.²⁵ Somalia Microfinance Institution (SMFI) and its HelloCash service expanded operations in the camps and host communities during Phase 3.²⁶ With the transition from Dedebit and the difficulties in securing appropriate loan terms for refugees, UNHCR shifted its Phase 3 aim from improving access to formal financial services of loans and savings to access to formal savings only, and the project did not continue to collect indicator information on loans after 2019.²⁷ SOMEL's role has focused on coordination and facilitation with financial services partners, and on financial literacy and awareness for refugee and host communities around how to access formal financial services.²⁸
24. The project has also included ongoing engagement with private sector actors such as Schneider Electric for energy and International Finance Corporation (IFC) for agriculture on options for sustaining and scaling the investments. This engagement includes many months or years' long discussions and scoping visits, some of which did not come to fruition (i.e., Schneider Electric). It has also included over eight feasibility studies or assessments that have informed the cooperative business enterprises (internal documents), listed in Table 8.

Table 8: Assessment and feasibility studies by UNHCR and partners

Assessment	Year	Conducted by/with:
Assessment and Testing of the Potential Cooking Energy Options	2017	Gaia Association, ARRA, SOMEL
Incense and Gum Report on Awareness Training/Experience Sharing Tour	2019	SEE
Financial Services Market Assessment	2020	SOMEL with consultant
Rapid Market Assessment: Firewood and Charcoal Briquettes	2020	SOMEL

²⁴ UNHCR SOMEL (2022). IKEA Livelihoods Final Report 2021.

²⁵ UNHCR SOMEL (2021). IKEA Livelihoods Final Report 2020.

²⁶ UNHCR SOMEL (2022). IKEA Livelihoods Final Report 2021.

²⁷ Ibid.

²⁸ Ibid.

Factors Contributing to Farmers Drop out in Agriculture Cooperatives	2020	SOMEL
Rapid Assessment of Cooperative Businesses: CAHW in Dollo Ado	2021	SOMEL
Microinsurance Feasibility Study	2021	SOMEL with consultant
Sesame Value Chain Analysis	2021	SOMEL with consultant
Agriculture Cooperative Stocktaking Report	2022	SOMEL

Energy and Environment Project

25. The Energy and Environment project sought to address the challenge of sustainable energy provision in the Dollo Ado and Bokolmayo Woredas with the aim to facilitate economic development and environmental rehabilitation through improved energy access and business development. The Energy project was comprised of two main strategies around solar and cooking alternative energy sources: 1) scaling up solar (photovoltaic) technology while improving the quality of service and maintenance of the solar systems and enhancing livelihoods in the solar energy sector and 2) establishing and scaling the local production of cookstoves and cooking fuel by leveraging the available workforce and material (including Prosopis firewood briquettes and a biogas digester), and linking these cooperative concepts with the market. Additionally, the project has implemented a solar water pump and biogas digester cooperatives, but these cooperatives or pilots were decided at baseline as out of the scope of the evaluation.
26. The main environmental activities have included: area enclosure and environmental rehabilitation; camp greening; agro-forestry and wind break structures; flood control measures such as check dams; and environmental assessments. SEE's Phase 3 activities as the main IP for the project included: technical assistance to solar, gum and incense, cookstove, and prosopis/briquette cooperatives; material procurement for solar light maintenance; and vocational skills training.²⁹

1.4. Operational Context

1.4.1. National Context

27. Ethiopia is the largest landlocked country in the world with a population of about 120 million.³⁰ Over the last 20 years, life expectancy has increased by 14.4 years, mean schooling increased by 1.7 years, and Gross National Income increased 225.4 percent.³¹ The 2022 Multidimensional Poverty Index found that approximately 69% of the population are classified as poor, a large reduction of poverty from 84% in 2020.³² Infrastructure, especially consistent electricity, is one of the most important issues to the Ethiopian population and identified by UNHCR as a major impediment to economic growth and welfare improvements in refugee-hosting areas.^{33,34}
28. Ethiopia has a long history of supporting refugees and is a signatory to both the 1951 Refugee Convention and the 1967 Protocol for refugees.^{35, 36} In 2016, Ethiopia signed the New York Declaration, also known as the Global Compact for Refugees (GCR), which set

²⁹ UNHCR SOMEL (2021 and 2022). IKEA Energy Final Reports 2020 and 2021.

³⁰ World Bank (2022). Population Trend – Ethiopia.

³¹ UNDP (2022). Ethiopia.

³² UNDP (2022-2020). Human Development Reports.

³³ Hargrave (2021).

³⁴ TANGO International (2021). Mid-term Evaluation.

³⁵ Adugna (2021).

³⁶ UNHCR (2019). Ethiopia Country Refugee Response plan.

up the Comprehensive Refugee Response Framework (CRRF) of which Ethiopia became a pilot country.³⁷ In 2017, the GoE made 9 Pledges to apply the CRRF to Ethiopia (Table 9),³⁸ followed by a new Refugee Proclamation, significantly improving refugee rights.³⁹

Table 9: Ethiopia's Nine Refugee Pledges made at the 2019 Global Refugee Forum

Area	Commitment
Out of Camp Policy	1) Expansion of the "Out-of-Camp" policy to benefit 10% of the current total refugee population
Education	2) Increase enrolment in primary, secondary and tertiary education to all qualified refugees without discrimination, within available resources.
Work and Livelihoods	3) Provision of work permits to refugees and to those with permanent residence ID, within the bounds of domestic law. 4) Provision of work permits to refugees in the areas permitted for foreign workers, by giving priority to qualified refugees. 5) Making available irrigable land to allow 100,000 people (amongst them refugees and local communities) to engage in crop production. 6) Building industrial parks with percentage of jobs committed to refugees
Documentation	7) Provision of benefits such as issuance of birth certificates to refugee children born in Ethiopia, possibility of opening bank accounts & obtaining driving licenses.
Social and Basic Services	8) Enhance the provision of basic and essential social services.
Local Integration	9) Allowing for local integration for those protracted refugees who have lived for 20 years or more in Ethiopia

Source: Federal Democratic Republic of Ethiopia (2017). Road Map.

29. Ethiopia is a party to three Intergovernmental Authority on Development frameworks: "the 2017 Nairobi Declaration on durable solutions for Somali refugees, the 2017 Djibouti Declaration on refugee education, and the 2019 Kampala Declaration on jobs, livelihoods and self-reliance."⁴⁰ Through these pledges and commitments and their implementation over past years, the GoE demonstrated global leadership to improve the situations of refugee and host communities.⁴¹

1.4.2. SOMEL Context and Challenges

30. **Funding Challenges in Protracted Refugee Situations.** There is a consistent funding gap which is increasing for protracted refugee situations around the world, from Bangladesh to Ethiopia.⁴² UNHCR Ethiopia has consistently faced a budget shortfall, receiving between 30-60% of planned operations budgets from 2016 to 2022, which means reductions in SOMEL's operating budget as well.⁴³ This same trend applies to other key humanitarian partners and sister agencies. World Food Programme (WFP) Ethiopia, for example, had a budget shortfall of nearly USD \$579 million in 2021.⁴⁴ Further exacerbating these fundings gaps worldwide, the crisis in Ukraine has shifted funding away from many protracted refugee situations.⁴⁵
31. **Limited infrastructure.** The camps and host communities are geographically isolated from paved road, basic services infrastructure, energy/electrical grids, or large urban centres of the region. The area is also very limited in financial institutions and livelihood opportunities beyond pastoralism.⁴⁶ Four of the five camps are situated next to the Genale river, which

³⁷ Adugna (2021).

³⁸ Federal Democratic Republic of Ethiopia (2017).

³⁹ Hargrave (2021).

⁴⁰ Ibid.

⁴¹ UNHCR and RRS (2021).

⁴² Ibid.

⁴³ UNHCR Ethiopia (2023). Annual Results Report 2022.

⁴⁴ WFP (2022). Millions could fall deeper into hunger as WFP faces unprecedented funding Gap in Ethiopia.

⁴⁵ Sajjad (2022).

⁴⁶ Betts (2019). Building Refugee Economies.

prior to the IKEA-F investment did not have the equipment to be utilised for irrigated agriculture.⁴⁷ For an overview of the OP in the area, see Supplemental Appendix 10.

32. **Nutrition in the Camps.** Food and nutrition insecurity are ongoing challenges in the refugee and host communities of the region. Global Acute Malnutrition (GAM) in each camp has fluctuated between 12-20% during 2019-2022, still higher than UNHCR's target of <10% GAM.⁴⁸ GAM rates also vary substantially by camp based on camp-specific contextual factors.⁴⁹ WFP general food rations in the Dollo Ado area five camps fluctuated during Phase 3.⁵⁰ After the November 2021 ration reduction (to 60%), the percent of households with acceptable Food Consumption Scores (FCS) decreased across the camps from 97% in October 2021 to 76% with the reduced ration.⁵¹ By April 2022, the camps recovered and were at 98% acceptable FCS, but again declined to 29% acceptable FCS after the June 2022 reduction of WFP food rations to 50%. By the time that data were collected for this endline the WFP rations had returned to normal levels of 84%.⁵²
33. **Drought/Climate Shocks.** The region is characterised by chronic drought, seasonal but variable rainfall, flash floods of the Genale River, and agricultural pests.^{53 54} Chronic and consecutive drought over the past four years has greatly affected farmers' production, including depletion of water resources, crop failure, high food prices, health issues, and livestock loss.^{55 56} Rising temperatures and rainfall variability are projected to increase crop diseases and agricultural pests.⁵⁷
34. **COVID-19 and Secondary Effects.** The COVID-19 pandemic's effect on the global economy substantially reduced remittances to refugee and migrant households worldwide, disrupted supply chains, and caused economic instability.⁵⁸ In the Dollo Ado refugee camps, COVID-19 negatively affected livelihoods and self-reliance programming, particularly in 2020. Challenges included: limited ability for face-to-face trainings, sourcing difficulty for cooperatives due to high input prices,⁵⁹ currency inflation, price fluctuations, and reduced mobility of livestock market and trans-border enterprises due to travel restrictions on the nearby border.
35. **Inflation.** Ethiopia's inflation rate is the highest in a decade.⁶⁰ Consumer price inflation has steadily increased from 6.6% in 2016 to 32% in 2023.⁶¹ While food inflation decreased from a 10-year high of 43.9% in May 2022 to 30% in February 2023, the purchasing power of households continues to weaken.⁶² In the Somali region, pastoralist households that rely on markets for a significant portion of food needs have faced a decrease in the value of livestock to grains transactions since September 2021.⁶³ At the time of data collection, inflation

⁴⁷ Betts (2021). Building economies in refugee-hosting regions: Lessons from Dollo Ado.

⁴⁸ UNHCR (2023). Dollo Ado SENS 2022 preliminary data; UNHCR (2022). Dollo Ado SENS Final Report 2021; UNHCR (2020). Dollo Ado SENS Final Report 2019.

⁴⁹ UNHCR (2023). Dollo Ado SENS 2022 preliminary data; UNHCR (2022). Dollo Ado SENS Final Report 2021; UNHCR (2020). Dollo Ado SENS Final Report 2019.

⁵⁰ UNHCR SOMEL (2023). Internal Email.

⁵¹ WFP (2022). The Effect of Ration-Cuts on Food Consumption Patterns of Refugee Households

⁵² UNHCR (2023). Dollo Ado SENS 2022 preliminary data.

⁵³ Nevill, C. (2021).

⁵⁴ Abhram (2022).

⁵⁵ Bogale (2022).

⁵⁶ Nevill, C. (2021).

⁵⁷ World Bank (2021). Climate Risk Country Profile: Ethiopia.

⁵⁸ World Bank (2020). COVID-19: Remittance Flows to Shrink 14% by 2021. World Bank.

⁵⁹ UNHCR SOMEL (2022). IKEA Livelihoods 2021 Final Report.

⁶⁰ World Bank (2022). Ethiopia Country Overview.

⁶¹ WFP (2023). WFP Ethiopia Market Watch, March 2023.

⁶² Ibid.

⁶³ WFP (2022). Ethiopia Country Overview.

continued at or near the record high levels with non-food inflation increasing to almost 36% while food inflation remained at just below 30%.⁶⁴

36. **Security.** Despite Somalis fleeing Al Shabab in Somalia, Al Shabab remains a security threat in this region of the country. Previous threats of cross-border terrorist incursions materialised in July/August of 2022 when Al Shabab crossed the Ethiopian border and attacked Ethiopian security forces due to a weakened border from the Tigray conflict.⁶⁵ The Somali region has also been attacked by forces from a nearby Afar region.⁶⁶

⁶⁴ WFP (2023). WFP Ethiopia Market Watch, March 2023.

⁶⁵ Associated Press (2022).

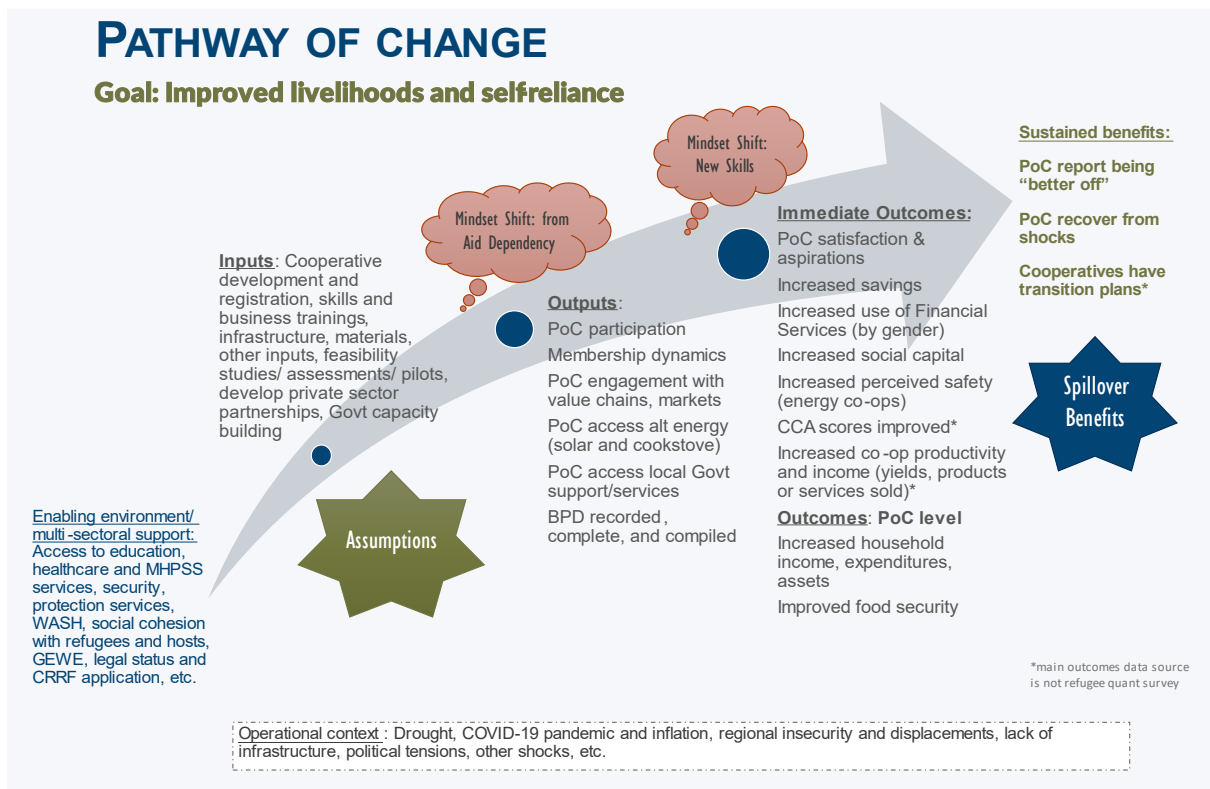
⁶⁶ Al-Jazeera (2021).

2. Evaluation Methodology

2.1. Evaluation Approach

37. The evaluation utilises an overall collaborative approach that builds upon the baseline (2020) and mid-term (2021) process evaluations. TANGO and UNHCR applied learning from the mid-term on the need for continuous and iterative engagement with UNHCR throughout the design, analysis, and reporting processes. This approach served to strengthen understanding of evaluation activities by UNHCR, collaboratively close data and information gaps, and ultimately, to strengthen ownership of the evaluation by UNHCR and its partners. This engagement approach was also applied within the ET to ensure coherence across roles and between TANGO and sub-contracted research partner. This was a lesson very clearly observed during the remote mid-term process evaluation amidst COVID-19 restrictions, but equally important as an overarching evaluation principle across all evaluation activities.
38. The endline approach included an in-depth inception phase with an in-person mission and inception validation sessions with senior team members and sub-office. Due to the limitations of the programme ToC detailed at the mid-term evaluation, the inception phase guided the development of an updated evaluation pathway of change to visualise how the measures are expected to show contributions to achieving the programme goal, as shown below. This conceptual framework is further discussed under Section 3.2 (Finding 11) to assess the programme’s progress toward its goal.

Figure 3: Evaluation conceptual framework: Phase 3 pathway of change



Source: TANGO International, Endline Evaluation Inception Report, with wording edits.

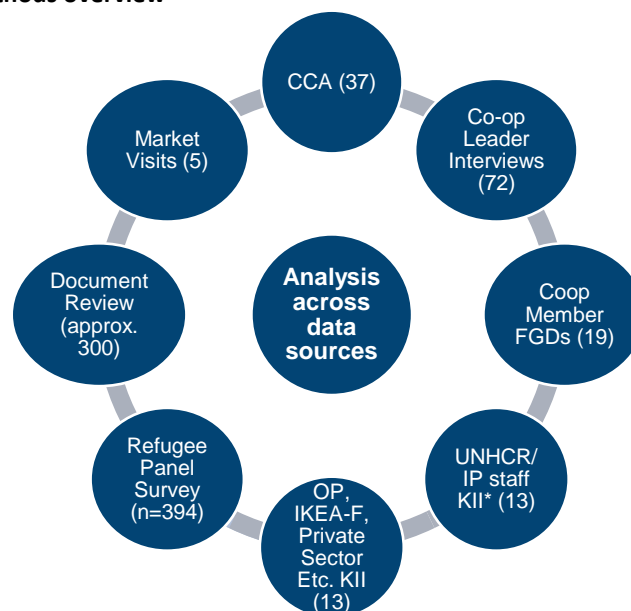
39. These concepts and measures were then revisited with SOMEL in the analysis and validation phase, which included a follow-up interview phase with in-person validation and sensemaking meetings integrated into the preliminary findings analysis process. The mixed

methods of the evaluation ensured multi-stakeholder and multi-level triangulation of data to measure performance and to support learning and actionable recommendations.

2.2. Evaluation Design and Methods

40. The overall design of this evaluation was pre-post quasi-experimental utilising mixed methods, including a quantitative panel survey with refugee participants, and sequential qualitative study utilising primary and secondary data. The design ensured comparison to the baseline data/sample and a comprehensive triangulation of data across sources. The methodology focused on triangulation across multiple data sources to capture results related to the pathway of change developed by the evaluation (see Figure 3). Data collection modalities ensured multi-stakeholder and multi-level perspectives on the results achieved, which included: semi-structured interviews with cooperative leaders, cooperative members, SOMEL staff, IP staff and OP (including government and key stakeholders as identified by UNHCR), a refugee panel survey, cooperative capacity assessments (CCA),⁶⁷ focus group discussions (FGDs) with host and refugee members, observational data through market visits at each camp, and project documentation review and analysis (see Figure 4). Further description of these methods is provided later in this section and in Supplemental Appendix 3, and data collection tools in Supplemental Appendix 11 and 12.
41. In-person data collection with beneficiaries and local stakeholders was conducted by TANGO's local research partner since the baseline, Green Professional Service (GPS). TANGO senior members conducted in-person interviews for scoping and validation as "bookends" to the data collection and conducted the majority of the key informant interviews (KIIs) remotely. In-person qualitative data collection took place from 2-12 February 2023. Quantitative survey data collection took place from 27 January to 12 February 2023. Remote KIIs took place throughout March and April, with the in-person follow-up interviews and validation meetings took place in Melkadida from 8-12 May 2023.

Figure 4: Evaluation methods overview



⁶⁷ CCAs are a tool to measure cooperative capacity and include a 60-point capacity rubric along with semi-structured discussion. It was adapted from USAID/Higa Ubeho Rwanda and CHF International's Cooperative Performance Index (CPI) 2012; Overseas Cooperative Development Council's METRICS tool (Measurements for Tracking Indicators of Cooperative Success) 2009; International Labour Organisation (ILO) Cooperatives Assessment Tool 2014; Amani, Sharon Mei. 2016. "Building and Assessing the Capacity of Farmers' Organizations: The Case of the UN WFP's Purchase for Progress."

* SOMEL/IP staff interviews may include three time points: scoping/inception, during data collection, and follow-up/validation phase.

2.2.1. Sampling Strategies

42. **Note on Cooperative Sample.** All 40 cooperatives included in the baseline and midterm evaluations have been included in the primary data collection sample at endline and represented through at least one method, where they are still in existence. For the cooperatives that were not included in the refugee member survey nor CCA in prior evaluations based on prior agreed scope, there is a lack of data to measure change over time and those cooperatives have only been assessed generally through KIIs and document review. At baseline (2020), it was agreed some cooperatives would not be assessed in this evaluation beyond project reporting, including those formed after the baseline: Gum & Incense, Nurseries, Construction, Biogas, Slaughterhouse, Yogurt, Farm Mechanisation.

Quantitative Survey Sample

43. The quantitative refugee survey utilised a panel survey design, which interviewed the same cooperative members at baseline and endline. This was a robust method to measure changes among participants over time given the evaluation TOR did not include a design with a counterfactual. The sampling approach was a census of members within the selected cooperatives for inclusion in the survey. The full baseline study included a sample of 567 refugee respondents across all five camps and cooperative types, but the sample for follow-up reduced to 515 with the exclusion of 52 Kobe Firewood Cooperative members as that cooperative was closed by UNHCR after the baseline; thus, those members are not considered loss-to-follow-up. Of the 515 baseline respondents, 410 were verified by SOMEL in December 2022/January 2023 as present for participation in the endline. The evaluation team collaborated with SOMEL, GPS, and Oxford to validate the untracked sample to maximise possible engagement at endline. During data collection, GPS data collectors attempted to locate baseline sample members SOMEL was unable to find before data collection in case they had returned at the time of data collection. At endline, a total of 394 respondents (59% female) were captured by the survey, a response rate of 77% of the total baseline sample (see Table 10). Survey results are provided disaggregated by gender for financial services indicators, as agreed with SOMEL.

Table 10: Quantitative BL and EL Achieved Sample

Cooperative Type	BL	EL	Non-Response rate BL to EL ⁶⁸
Meat	188	154	18%
Agriculture	230	166	28%
Prosopis	100 (48*)	40	17%
Solar	39	32	18%
Cookstove	10	2 ⁶⁹	80%
<i>Total</i>	<i>567 (515*)</i>	<i>394</i>	<i>23%</i>

**One cooperative that included 52 respondents was dissolved after the baseline study and thus is not part of the 515 total expected baseline sample for follow-up at endline.

Qualitative Methods Sample

44. FGDs were conducted at a total of 19 cooperatives purposively selected to represent all cooperative types included in the agreed scope across all camps and selected based on maximum variation sampling with SOMEL based on their specific characteristics: four agricultural, two livestock traders, meat sellers, milk sellers, CAHW, solar,

⁶⁸ Note, most of the non-responses are due to inability to track the respondents from baseline due to the respondents moving away from the area and thus becoming inactive in the cooperative.

⁶⁹ As agreed in collaboration with SOMEL due to the small sample size, cookstove cooperative respondents were not included in the analysis.

prosopis/briquettes, cookstoves, and one shoat fattening.⁷⁰ See Supplementary Annex 3 (Table 2) for selection rationale. In-person FGD participants were selected as both a purposive (where possible) and convenience sample out of available and currently active cooperative members, which includes both refugee/host community and male/female cooperative members. The FGDs did not include cooperative leaders as these individuals are solicited for the CCA interviews. At EL, the ET completed 19 FGDs with 115 total participants (66 female/61 male) with refugee and host members (see Table 11).

Table 11: UNHCR SOMEL endline evaluation qualitative data collection overview

	Hilaweyn	Kobe	Melkadida	Buramino	Bokolmayo	Totals
FGDs Completed	3	4	4	5	3	19
Total FGD Participants	25	30	27	26	19	115
CCAs Completed	6	6	10	10	5	37
KIIs Completed	-	-	-	-	-	26
Market Visits Completed	1	1	1	1	1	5

45. KIIs were utilised to ensure representatives from all key stakeholder categories identified in the inception phase were included in the endline evaluation. In-person key informants focused on government officials (Woreda and Kebele, Cooperative Office, RRS, etc.), private sector/micro-finance, OPs, and cooperative customers or buyers/value chain actors as part of the market visits. Remote KIIs were conducted with UNHCR at various levels, IKEA-F, and partners. In addition, follow-up remote and in-person KIIs took place prior to the validation workshop in order to clarify and explain remaining questions that emerge from the preliminary data analysis. A total of 26 KIIs (representing 39 respondents) were conducted, as well as five market visits to represent the refugee market in each camp. The detailed list of KII types can be found in Supplemental Appendix 4.
46. The CCA, including cooperative leader interviews, was a key tool to assess cooperative-level capacities across each of the cooperatives agreed in the baseline scope. The CCA assessed 37 cooperatives at endline, listed in Supplemental Appendix 3 and 5. This included the 35 cooperatives with completed CCA scores from baseline, except for the three prosopis cooperatives that UNHCR staff indicated were shut down after baseline. In addition to the CCA from baseline, the Liban/Nasib Shoat Fattening in Buramino that was added at midterm was also visited, as well as the Barwago Cookstove Cooperative added at endline for additional insight into that cooperative type.
47. The ET conducted an in-depth desk review of relevant UNHCR SOMEL programming, monitoring, and reporting documents and data, as well as relevant external documents. The ET received over 257 documents across approximately 28 categories. Appendix 12 in the Supplemental Appendix list the number of documents by category.

2.3. Data Analysis Methods

48. Table 12 shows the main methods used as evidence and triangulated for each evaluation criteria/domain. Please refer to the full evaluation matrix in Supplemental Appendix 1 for data sources and indicators by EQ.

Table 12: Main method for triangulating evidence by evaluation domain

	Project Data/Documents	KIIs	FGDs	CCA/ Coop Leaders	Refugee Survey	Market Visits
Relevance & Coherence: EQ 1-3	X	X	X			

⁷⁰ A shoat is a goat-sheep hybrid animal.

Effectiveness: EQ 4-8	X	X	X	X	X	X
Efficiency: EQ 9-10	X	X				
Sustainability: EQ 11-12	X	X		X		
Internal & External Factors Affecting Results	X	X	X	X		

49. **Qualitative.** Semi-structured thematic analysis was applied to the document review throughout the evaluation period. The documents were reviewed against pre-identified markers associated with the evaluation questions, the evaluation objectives, and emerging hypotheses. Rapid thematic analysis of primary qualitative data utilised a primarily deductive approach following the evaluation questions and related probes. Analyses were conducted using MAXQDA software in conjunction with a manual matrix approach. Responses from participants have been triangulated between KIIs, CCA and FGDs to cross-check the reliability of information and to identify differences in perception between groups based on roles, functions, and activities the individuals or groups are involved in.
50. **Quantitative.** Survey data analysis (including the merged Oxford/TANGO dataset) was conducted by TANGO data specialists using Stata software. The quantitative results include descriptive findings disaggregated and reported by cooperative type, focused on change from baseline to endline, through test of differences and means, tested through a chi-square test, and presented with a p-value of <0.10. For a limited number of variables, the results are presented by camp, but the samples are too small to disaggregate by both cooperative type and camp for all variables. Similarly, the results were only disaggregated by gender for key indicators including use of financial services.
51. **Triangulation, sensemaking, and validation.** Triangulation occurs when multiple information sources provide insights on the same theme. For every evaluation question, the ET drew upon findings across the sources of data: e.g., Survey, KIIs, FGDs and documents, describing where there is agreement in the data versus mixed results. All key findings and conclusions presented in this report are based on triangulated results across data points. Structured debriefing/validation meeting(s) were organised with UNHCR to discuss preliminary results before progressing to deeper levels of analysis after data collection was completed. A series of validation and sensemaking sessions were conducted in Melkadida from 8-12 May with ET leaders and SOMEL, IPs, and Government, as well as a recommendations workshop with the SOMEL multi-functional team.

2.4. Limitations and Mitigation Measures

52. The overall scope and TOR of the Phase 3 baseline-midterm-endline evaluations established key methodological parameters, i.e., no control, and to use the original sampling and survey design for the Phase 2 endline impact evaluation by Oxford Refugee Studies Centre in order to utilise and expand meat and agriculture cooperative survey data to include energy project. The implications of these parameters on the expected evaluation results were set out in the inception phase of the baseline in late 2019 and revisited in the inception phase for the endline evaluation (e.g., host cooperative members not included in the survey limits the evaluation's ability to show project wellbeing outcomes for host members or to discuss outcome differences between refugee and host). To address this or other issues with expanding the Phase 2 evaluation design, TANGO sought to include additional extensive qualitative data collection methods (CCA, FGDs) to capture the range of cooperatives and to sufficiently include host community member perspectives. Supplemental Appendix 3 provides a full table listing ethical considerations, risks, and mitigation strategies used by the evaluation team. Some key issues are described here.

53. In addition, there were several issues that influenced the effectiveness and efficiency of evaluation activities. The delays in developing evaluation TOR by SOMEL at mid-term and endline affected the ability of the evaluations to serve as timely learning activities during Phase 3 and the start of Phase 4. The lack of awareness of standard evaluation processes by SOMEL and the additional role designation of decentralised evaluation manager delegated to the Livelihoods Officer caused miscommunication, delays, and inefficiencies. The ET and UNHCR collaboratively mitigated these issues at endline by: identifying a dedicated M&E Officer (for Phase 4) as evaluation manager, and through necessary – but time-consuming – coordination by the evaluation team members with the evaluation manager and SOMEL team.
54. Tracking respondents and loss to follow-up of respondents are common issues for a panel or longitudinal survey design. This design assumes the non-response were primarily missing at random. To limit this bias, the ET has determined the cooperative member loss is related to numerous reasons not directly associated with programme-related or demographic characteristics. The ET reviewed the tracked versus untracked respondents, as well as those tracked but who are no longer members, from baseline to endline to ensure there were no patterns in loss-to-follow-up around gender, location, or cooperative type. Further, for the cookstove sample, the cooperative membership experienced a lot of variation since the baseline, and the endline sample was too small for inclusion. The sample for the cookstove cooperative was 10 members at baseline and two members at endline. It was agreed with SOMEL to exclude the cooperative analysis for this cooperative type.

3.Key Findings

This section presents the findings of the evaluation against EQs. The key finding per question are highlighted in a blue text box, under which evidence on that finding is presented. The overarching conclusions around relevance, coherence, effectiveness, efficiency, and sustainability are presented in Section 4.1.

3.1.Relevance & Coherence (EQ 1-3): Were the projects relevant and adaptive to refugee and host community needs, and coherent with UNHCR and Government strategies?

This section presents findings that address the EQs below:

EQ#1	To what extent did the Phase 3 design meet the needs of refugee and host communities [and what key learning about this design may apply to other contexts ⁷¹]?
EQ#2	To what extent is the Phase 3 design aligned with government priorities at national and local level, and with UNHCR global and national strategic priorities or policies?
EQ#3	To what extent has UNHCR implemented adaptive management in Phase 3, considering changing needs, capacities, priorities, and new evidence/data and emerging lessons across stakeholders – and across phases and sectors?

Finding 1: The programme intervention domains are appropriate; they addressed the livelihood and self-reliance priorities of host and refugee communities at a critical point in the shift from humanitarian to development assistance. [EQ#1]

55. The overarching goals of Phase 3 are highly relevant to the development needs of refugee and host communities of the Dollo Ado and Bokolmayo Woredas. The programme design intended to develop agriculture, livestock, NRM, and renewable energy sector value chains as viable and appropriate livelihood options in this region, and which previously had hardware investments during Phase 2.⁷² Confirmed by key informant data across stakeholder groups, it was important that Phase 3 focus on the ‘soft’ capacities to leverage and manage the infrastructure investments, albeit overdue (discussed in the next finding). As described in Section 1.4 Context, access to livelihood opportunities, financial services, and renewable energy sources are tremendous development needs in the region, and UNHCR sought to continue in Phase 3 with its contributions toward this enabling environment. The design is appropriately embedded within a partnership approach; this is shown as two pillars of the ToC⁷³ (i.e., government capacity building and private sector engagement), through formal woreda PPA since 2018, establishment of coordination mechanisms, and engagement with government at all levels with the aim of furthering a refugee economic inclusion and broader development agenda in the region.
56. This endline evaluation reconfirms the conclusion at mid-term that the livelihoods system, skills-based, and social cohesion approach of this development programme is fit for purpose.⁷⁴ This is further reinforced at endline by KIIs across stakeholder groups affirming these underpinnings of the design, and by cooperative members noting skills and social cohesion as success factors. These interviews also explain this approach provided a tangible business model of refugee-host participants that served as a visible proof of concept to development partners moving into the area and to the refugee and host communities

⁷¹ Note: The findings, as a whole set, represent key learning for the programme design and implementation. These lessons are summarised and presented within the Conclusions.

⁷² UNHCR SOMEL (2018). Phase 3 Livelihoods Proposal.

⁷³ UNHCR SOMEL (2018). Phase 3 Theory of Change Diagram, v. 17 December.

⁷⁴ TANGO International. (2021). Mid-term Evaluation Report.

enabling the mindset changes that were critical in transitioning from a humanitarian to development context.

57. These mindset shifts were appropriately grounded in livelihood strengthening through collective work and communal benefits. Local government, cooperative members, and cooperative leaders interviewed indicate that the group-based approach is appropriate to the Somali culture, religion, and life philosophy, which emphasises strong communal responsibility and social cohesion. Focus group participants frequently used adages like “one finger does not wash a face” to indicate how important collaboration is to achieve their goals and emphasised the value of working together. Focus group participants also agree that members’ relevant prior livelihood experience increased commitment from members and helped other members learn and strengthen skills.

Finding 2: The Phase 2 and 3 programmes were not appropriately sequenced and layered. [EQ#1 and EQ#3]

58. The phases are described above in Section 1.3.1: sequenced from a focus on emergency relief to livelihoods and services infrastructure, and then a shift to capacity building.⁷⁵ This shift took place toward the end of Phase 2. As reported by the Phase 2 evaluation, the procurement and construction work completed in those years were highly demanding on UNHCR and partners, continuing through the end of 2016.⁷⁶ With new UNHCR Country Office (CO, i.e., Addis Ababa office) and SOMEL leadership there was a shift in the second half of Phase 2 (2017-2018) to build trust with the local community and better relations with RRS (then ARRA), and the work began to formalise the cooperative and business groups.⁷⁷
59. For both IKEA-F and UNHCR, this multi-phase initiative was a “new approach”.⁷⁸ It was more technically specific than previous livelihoods and basic service investments, and beyond UNHCR’s traditional core areas of expertise of protection and durable solutions. Interviews highlight several key lessons regarding the sequencing of phases. First, as noted by the previous independent evaluation, a multi-stakeholder design stage to develop a common development vision for the phased investment was missing.⁷⁹ Thus, evidence from UNHCR and partners demonstrates that Phase 3 (and now Phase 4) have been playing catch-up for the limited local stakeholder engagement and capacity building that should have been a larger focus in Phase 2.
60. UNHCR internal planning processes contributed to this disconnect, leading to UNHCR overpitching the activity sustainability that was achievable in Phase 3. UNHCR interviewees across levels explained that field realities were not consistently considered in the project development and donor negotiations. The multi-year development programme planning necessary for this investment was further hindered by UNHCR’s annual budget and partnership agreement cycle and staffing systems (e.g., staff rotation policy) causing delays or disruptions. UNHCR acknowledges this is an area for improvement per recent reviews that have indicated similar coordination issues between field and headquarters levels.⁸⁰
61. In all, the design that largely sequenced ‘soft’ capacities and local buy-in after the ‘hardware’ investments, rather than a fully layered approach, has affected ownership of and community ability to manage the assets in the long-term. Interviews across SOMEL, government, and

⁷⁵ IKEA Foundation (2021). Reimagining refugee camps: what we’ve learned over 8 years in Dollo Ado.

⁷⁶ Betts, et al. (2020). Building Refugee Economies (Phase 2 Evaluation: Module 1).

⁷⁷ Ibid.

⁷⁸ IKEA Foundation (2021). Reimagining refugee camps: what we’ve learned over 8 years in Dollo Ado.

⁷⁹ Betts, et al. (2020). Building Refugee Economies (Phase 2 Evaluation: Module 4).

⁸⁰ See: UNHCR (2019) Evaluation of UNHCR’s Engagement with the Private Sector; UNHCR Private Sector Partnerships/ TANGO (2021) Inception Note Problem Analysis [and] Brief 1: Insights and options for PSP MEL capacity strengthening [INTERNAL]

partners explain that certain asset decisions would have been different if community ownership was considered at the time of their installation (e.g., pump or generator size, completely off-grid solar systems). The capacity to manage these assets continue to be the primary challenge to sustainability (see Section 3.4).

Finding 3: The Phase 3 intervention domains were not sufficiently resourced in terms of budget, technical and business capacity, and timing. [EQ#1 and EQ#3]

62. Due to factors discussed in the finding above, Phase 3 underestimated the resources required for capacity strengthening. That is, the amount of time, direct support, business coaching, and capacity building needed to develop viable and independent cooperative enterprises amidst numerous challenges of the context. This includes the time necessary to identify and equip the right partners for this work to continue, including government. The independent evaluation at the end of Phase 2 concluded that human capital “remains under-invested” as a key element of sustainability for the investments.⁸¹ Yet, as shown in Figure 2, the IKEA-F budget decreased from \$45.5 million to \$8.2 million in Phase 3, and the duration of the phase was reduced from four years to three years (resource allocation decisions are further discussed under Section 3.3).
63. The Phase 3 design expected the agriculture and livestock cooperatives to operate self-sufficiently within the phase, acknowledging that self-sufficiency for the energy project groups would be more challenging.⁸² As one example, the Phase 3 proposal planned that direct support/inputs would be provided to the agriculture cooperatives for one cropping season, allowing the cooperatives to accrue savings and thereafter they would manage their input supplies independently.⁸³ Partner reports show the amount of inputs to the agriculture cooperatives remained steady over most of Phase 3, with supply of seeds, pesticides, fertiliser, fuel for irrigation pumps for the farmers to undertake production. SOMEL indicates UNHCR currently covers 40% of agriculture cooperative direct inputs (e.g., seeds) (as of May 2023). The amount (e.g., number of inputs or value) of direct inputs provided for other cooperative types are not reported consistently in partner reports across the years.⁸⁴ From available data and discussions with SOMEL, these inputs have decreased since 2019.
64. While all focus groups with cooperative members report that the project support has been relevant in addressing their needs, there was much discussion related to the amount and types of support provided to them. Skills and business trainings that were provided through the IPs are cited by most focus groups as being high-quality and relevant to the members; however, members interviewed report additional trainings still needed on business development and marketing, among other topics. There was a common perception amongst participants across focus groups that there are unfulfilled promises of support from the project in terms of direct financial and technical supports. This is also evident in the CCA scores (see 3.2 Outcomes Part II and Supplemental Appendix 5), which show a positive trend in increased capacities across the cooperatives but also highlight the need for more focused support in coming years to close the gap on those capacities.

Finding 4: The Phase 3 programme aligns with and provides leading practice and lessons for the Government of Ethiopia GCR/CRRF Pledges and development plans and their implementation at federal and regional levels. [EQ#2]

⁸¹ Betts, et al. (2020). Building Refugee Economies (Phase 2 Evaluation: Module 4).

⁸² UNHCR SOMEL (2018). Phase 3 Livelihoods Proposal; and Betts, et al. (2020). Building Refugee Economies.

⁸³ UNHCR SOMEL (2018). Phase 3 Livelihoods Proposal.

⁸⁴ The evaluation confirmed with SOMEL that data showing direct inputs-tracking by cooperative over time is not available, nor is it following a structured phase-out plan (discussed further under Section 3.4 Sustainability).

65. According to government and UNHCR representatives interviewed and review of documents, Phase 3 continues to align with and operationalise the GCR/CRRF and Government of Ethiopia pledges, as well as federal and regional development plans. As described across numerous project reports, the programme aligns with the GCR/CRRF and Government of Ethiopia Refugee Pledges (Pledges 5 and 8; see Table 9), the Perspective Development Plan of Ethiopia 2020-2030, and the Somali regional state's Growth and Transformation Plan II to improve the social and economic inclusion of refugee and host communities in underdeveloped regions.⁸⁵ The plan states this accelerated growth should be equitable, sustainable, and broad-based,⁸⁶ ideals the programme continues to work toward and that are discussed in latter findings for effectiveness and sustainability. The programme contributes to multiple Sustainable Development Goals (SDGs), including: 1 (No poverty), 2 (No hunger), 4 (Clean energy), 8 (Good jobs and economic growth), 16.9 (Legal identity for all), and 17 (Engagement: authorities at all levels, community, private sector, and other partners).⁸⁷ With a dedicated SOMEL CRRF Officer, SOMEL has been able to ensure alignment of its projects across levels of government, in particular strengthening engagement with regional government in past years.
66. The programme has also made meaningful contributions to the implementation of these government priorities and plans. The programme's investment in irrigation systems to expand crop agriculture to thousands of refugee and host community households in the Melkadida context directly contributes to the Government Refugee Pledge 5⁸⁸ and to Pledge 8 access to basic services through access to electricity. Interviews with UNHCR and government emphasised the leading practice of the programme design to include an integrated whole-of-society approach with refugee and host members, a key component of the GCR/CRRF. The programme is leading practice by providing novel evidence and learning for operationalising global and national pledges and commitments. The social cohesion and social capital developed through that approach is a key success of the programme (see 3.2: Social Cohesion). Through IKEA-F and SOMEL's engagement with IFC, there is important learning for GCR/CRRF implementation on facilitating private sector partnerships in protracted refugee contexts. The programme has also informed CO level engagement with RRS, partnering on numerous initiatives according to those UNHCR interviews, such as working with the federal Cooperative Agency to develop a national framework for including refugees in cooperative structures.⁸⁹ See Section 4.2 for the listing of other key lessons from the programme.

Finding 5: Phase 3 aligns with and has informed key UNHCR Ethiopia and UNHCR global policies and partnerships, especially around refugee livelihoods and economic inclusion. [EQ#2]

67. Document review and UNHCR staff interviewed across levels describe the programme's efforts to align with UNHCR policies and strategies at country and global levels. The SOMEL work to operationalise the humanitarian-development-peace nexus is well-aligned with and has informed country operation emphasis on partnerships, in particular with government, and supporting an enabling environment for development in refugee-hosting areas. SOMEL has actively engaged with zone and woreda governments to ensure alignment of UNHCR Ethiopia's 2021-2024 Multi-Year Strategy across the levels of government, and with partners

⁸⁵ UNHCR SOMEL (2018). Energy Grant Application 2019-2021; UNHCR SOMEL (2018). Livelihoods Grant APP 2019-2021; TANGO International (2021). Mid-Term Evaluation; UNHCR SOMEL (2021). IKEA Livelihoods final report 2020.

⁸⁶ UNHCR SOMEL (2018). Livelihoods Grant Application 2019-2021.

⁸⁷ UNHCR Ethiopia (2019-2021). Country Operations Plan

⁸⁸ Pledge 5) Make available irrigable land to allow 100,000 people (amongst them refugees and local communities) to engage in crop production.

⁸⁹ UNHCR SOMEL (2021). IKEA Livelihoods 2020 Final Report.

and communities.⁹⁰ Additionally, as established in the mid-term evaluation, the programme has sought to align with other UNHCR strategies for Age, Gender and Diversity and the United Nations Disability Policy through its targeting and complementary activities (e.g., Cash-Based Interventions (CBI)).

68. The programme strategy is aligned with and informed the UNHCR Global Strategy on Livelihoods and Economic Inclusion, which was released as a Concept Note at the start of Phase 3,⁹¹ providing key UNHCR global learning around its role and positioning in the sector according to KIIs with UNHCR across levels. The UNHCR LEI strategy advises operations to envision its role in livelihoods as increasingly in facilitation, capacity building, and advocacy with government, private sector, development actors, and donors, thereby laying the groundwork for economic development. This is reflected in the Phase 3 and 4 approaches. The evaluation finds that this programme is an important and informative case study for UNHCR's global strategy as it represents a situation where UNHCR began as the humanitarian implementor of LEI programming when there were no development partners in the area, doing so with substantial development funds to attract other actors. UNHCR then transitioned to facilitation. By the end of Phase 3, this role of facilitation has been embraced by the programme according to KIIs with SOMEL, and further discussed in the next finding. As noted in the finding above, the programme also provides a model for private sector engagement and impact investment, contributing to the establishment of the global level UNHCR-IFC Joint Initiative.⁹²

Finding 6: UNHCR played a critical local convening and facilitation role across government and leading sector stakeholders during Phase 3. [EQ#2 and EQ#3]

69. SOMEL is positioned as a key facilitator of coordination, enabling coherence across approaches and stakeholders. Across UNHCR, government, and partners, the stakeholders agree the Phase 3 programme has worked to harmonise livelihood strategies and build partnerships across levels of government, and between government and private sector or development actors. To ensure a whole-of-government and nexus approach and to improve coordination and synergy around LEI, SOMEL partnered with zonal and woreda level government to launch the Comprehensive Response Coordination Forum in February 2021. The forum is government led with UNHCR as chair, "to promote joint planning and action monitoring at zonal and woreda levels to improve the life of refugees and host communities with support from humanitarian and development partners."⁹³ Through this engagement, UNHCR is supporting the zonal and woreda governments to identify key priorities and harness development resources such as through World Bank in alignment with the GoE Pledges.⁹⁴ According to SOMEL staff, it was challenging for the forum and other sector working groups to meet during COVID-19 due to limited online meeting capabilities of all stakeholders, and since late 2021 it has met on a near quarterly basis.
70. Local government (kebele and woreda) at both mid-term and endline describe the direct and formal relationship with UNHCR and clearly defined roles. Local government is involved in activity planning phases and supports in selecting host community participants, they also orient their own workplans around UNHCR and other actors' activities which align with government plans at higher levels. The critical work to address capacity and collaboration gaps with local government is ongoing, which is a key programme intervention domain (see 3.2 Effectiveness/Outputs below) and recommendation from the mid-term.

⁹⁰ UNHCR Ethiopia (2022). Proceedings CRCF First Quarter Meeting March 2022.

⁹¹ UNHCR (2019). Refugee Livelihoods and Economic Inclusion.

⁹² See 9 December 2022: <https://www.unhcr.org/news/new-ifc-and-unhcr-initiative-boost-private-sector-engagement-refugees-and-their-host>

⁹³ UNHCR Ethiopia (2019). TOR Comprehensive Response Coordination Forum.

⁹⁴ Notes from the Discussion with Filtu Zonal and Woreda Officials Sectoral Focal Persons.

Finding 7: Assessment and analysis was not sufficient for Phase 3 adaptive management decisions, specifically for strategic-level decision making, but improved at the end of the phase. [EQ#3]

71. It should be noted first that activity-level adaptations are discussed under Section 3.3 Efficiency, whereas this finding addresses strategic level adaptive management. The programme conducted numerous assessments and feasibility studies to inform the technical programming and activity development, as shown previously in Table 8. The majority of the assessments were technical feasibility studies conducted by SOMEL and its partners. This finding focusses on the lack of assessments and analysis that focus on understanding fit-for-purpose capacity (e.g., SOMEL internal, partner, or cooperative), high-level reflection, or review of strategic approaches such as the phase design issues discussed above. While sustainability will be discussed fully under Section 3.4, the delay in sustainability planning is the leading example of the limited adaptive management processes taking place during Phase 3. The Phase 2 evaluation (2019), Phase 3 baseline (2020), and mid-term evaluations (2021) re-emphasised the need for sustainability plans for all activities that were yet to be developed; UNHCR staff interviewed note these were also requested by IKEA-F. SOMEL interviews describe this phenomenon as “path dependency” created from the fast-paced and focused implementation momentum of previous phases, as well as UNHCR programme planning processes and limited development expertise as a humanitarian partner implementing a development programme as noted above (Findings 1-3, 5).
72. The level and quality of reflection on programme strategy was improving by the end of the phase. As confirmed by SOMEL discussions and the conclusions of the mid-term evaluation, information/ processes to drive decisions for adaptive management came late in Phase 3 and early Phase 4. This includes the agriculture stock-taking report⁹⁵ conducted recently by SOMEL, for example. Evidence of improvements from UNHCR key informants include the multi-functional and multi-sectoral team approach that helped bring coherence within SOMEL, promoting interactions across units and between the IKEA-F-funded livelihood project team and other staff, and increasing community and field-based engagement. These interviews report new sub-office leadership of late Phase 3/early Phase 4 has continued to improve SOMEL team coherence and to prompt critical discussions on past and future activities. In addition, early in Phase 4 an M&E position was filled for SOMEL, which suboffice staff agree has also greatly enhanced the organisation of evaluation processes and its potential for learning and application within the programme.

3.2. Effectiveness (EQ 4-8): Did the projects achieve their objectives and results?

This section presents findings that address the EQs below:

EQ#4	Output and Outcome Results: To what extent did Phase 3 achieve its planned output and outcome results? Any unplanned results?
EQ#5	Contribution to Goals: To what extent did Phase 3 contribute to the programme goal of increased livelihood opportunities and self-reliance for refugees and hosts?
EQ#6	Social Cohesion and Resilience Capacities: To what extent did Phase 3 contribute to host/refugee social cohesion and social stability, including other resilience capacities that support shock recovery?
EQ#7	Contribution to Broader Development: To what extent did Phase 3 contribute to broader socio-economic development/priorities for the host communities and wider woreda areas, including through complementarity and leveraging activities with other actors?
EQ#8	Protection: To what extent did Phase 3 address critical and crosscutting protection issues, such as gender-based violence (GBV), gender inclusion and women’s empowerment, as well as workplace safety?

⁹⁵ UNHCR SOMEL (2022). Agriculture Cooperative Stocktaking Report.

Outputs Results:

Finding 8: OUTPUTS: Phase 3 has achieved all key outputs outlined in the programme conceptual framework. [EQ#4]

Table 13: Summary of output achievements

Achieved*	Participant Outputs (from conceptual framework)	Data Source(s)
Yes	Member participation in trainings, in cooperative governance, productive activities	BL-EL refugee survey, FGDs, CCA
Yes	Membership dynamics 2019-2021	Project membership data, FGDs, KII
Yes	Member engagement with value chains, markets	FGDs, CCA, KII, project documents
Yes	Member access to alternative energy (solar, cookstoves)	KII, project documents, BL-EL refugee survey
Yes	Member access to local government support and services	KII, project documents
Yes	Cooperative records improved: Business Performance Data (BPD)	BPD, KII

*Note: Target values have not been set by the project for original key performance indicators or for evaluation indicators, unless noted otherwise in the results discussion. Achievement is based on improvement shown across multiple data sources.

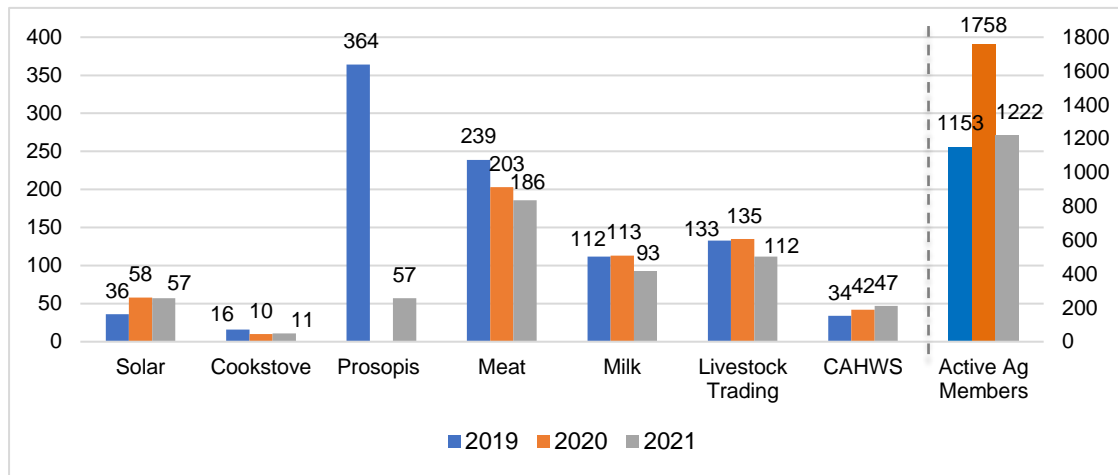
73. **Participation:** The project achieved the participation output by reaching cooperatives with trainings and supporting members to apply skills and gain experience, as shown through evidence from the refugee survey, CCA, and FGDs. The proportion of refugee cooperative members who report receiving a skills training since their arrival to the camps has increased from 26% to 98% of respondents; on average these surveyed members have received 1.5 trainings (technical or business related) since joining the cooperative (see Table 36 in Annex 5.1). The main challenge the refugee members faced at baseline was a perceived lack of experience, which has decreased from 25% to 3% at endline (see Table 38 in Annex 5.1), showing the benefits and confidence of their active participation.
74. Participation results can be maintained and improved by ensuring cooperatives have systems for ongoing training. COVID-19 restrictions delayed some trainings during Phase 3, but according to partner reports these were completed by end of 2021.⁹⁶ The focus groups across cooperative types voiced the need for additional or supplemental training on a range of topics such as how to expand the cooperative and its income, and technical trainings (e.g., on livestock health practices). Cooperative leaders perceive that they have mostly maintained their level of learning and training since baseline, yet there is room for improving their systems for refresher training and training for new members.⁹⁷
75. **Membership:** Despite the decreased member numbers overall from 2019-2021, the evaluation evidence from cooperative leader and member interviews shows that those members who remain are dedicated to the initiatives, while also achieving programme targets for refugee/host and male/female active members. The observed membership dynamics would be expected for new cooperatives or business groups (i.e., a surge of interest for the new initiative and then stabilising of members a few years after establishment). Project stakeholders and cooperative members explained this stabilising of numbers is also based on what the value chain could support, especially as markets and production were affected by numerous shocks during the phase. This includes decreased production from drought for the livestock-related cooperatives, limited space to sell in market stalls for meat-selling, and limited space for new members to farm. The membership trend

⁹⁶ UNHCR SOMEL (2022). IKEA Livelihoods final report 2021

⁹⁷ CCA Sub-dimension 5: Opportunities for Learning Together (including member engagement in meetings, ongoing training of members); see Table 15 for full CCA and sub-dimension results.

described above is observed for nearly all cooperatives, with the exception of solar and CAHW that increased membership across the three years (Figure 5). The agriculture numbers (“Active Ag Members”) are shown on a separate right-axis because of their size and require more nuance for interpretation (see paragraph below).

Figure 5: Cooperative membership by cooperative type and year



Note: Prosopis cooperatives reduced from five to two in 2020 with restructuring.
 Data source: Numbers compiled from December member data in BPD for each year, and if not available, from cooperative member lists for Quarter 4. Member list data were not provided for Agriculture. Chart data are from project reports: Oxford Phase 2 Evaluation (2019); 2020 Annual Report to IKEA-F (first planting season); 2021 Annual Report to IKEA-F (first planting season)

- This result is confirmed by interviews with members who agree overall that the reason for members dropping out have been varied, many due to personal reasons or moving from the camp, and others leaving with hopes to earn more income from other sources. Project stakeholders and cooperative members (see quote below) note the pressure on members’ income because of the inflation crisis. SOMEL staff interviewed confirm their ongoing monitoring of dropouts related to the drought, effects of the pandemic, and other challenges with production. By the end of Phase 3, the proportion of female cooperative members was 45% (see Protection section below), and the proportion of refugee members was 56% (Table 46 in Annex 5.1). Data across focus groups confirms the dropouts have not been a trend related to gender or refugee status. For agriculture, the number of members who planted during the first cropping season in 2020 was high per the chart below. Yet by mid-2020, SOMEL and partners conducted an ad hoc assessment of dropouts⁹⁸ in agriculture sites because of flooding and underutilisation of water and land causing low production for the season. The evaluation findings show that trends in drop-outs across the cooperative types should continue to be monitored in the sustainability planning stage (see Section 3.4).

“I think those who left had their own reasons to leave the cooperative, and some who left had higher expectations on the level of income they would generate from the cooperative.”
 ~Solar member

- Access to markets:** There has been clear progress for this output according to evidence triangulated from CCA, FGDs, and KIIs, but mostly external factors present ongoing challenges. The scores from the CCA on market and value chain linkages (Dimension 4) shows a modest increase across every cooperative type since baseline centred around the camp markets (refer to Table 15). SOMEL and partners, cooperative members, market observations, and project documents describe how the camp markets have visibly grown and diversified in past years. These sources also provided numerous examples, mostly in livestock sector, of the linkages cooperatives have made either with support or on their own

⁹⁸ UNHCR SOMEL (2020). Factors Contributing to Farmers Drop out in Agriculture Cooperatives.

to local and regional traders or other value chain actors. Wa-PYDO upgraded the livestock market by constructing shade structures in three camp markets and facilitated market linkages between the livestock traders.⁹⁹ The solar cooperatives are linked to local traders to source key parts such as batteries, which previously were coming from Germany, and the market in Dolo Ado now has all the key components of the solar system.¹⁰⁰ Agriculture members generally perceived poor access to markets in their focus group discussions.

78. Project stakeholders, SOMEL and partners, also explain that market functioning and growth have been and continue to be severely hampered by the pandemic effects and by climate, insecurity, and economic shocks. The member discussions on the theme of market access centred on the current challenges they face with high costs for inputs if available and low market demand because of higher prices (see quote below). As reported in Section 1.4.2, inflation was at a record high at the time of the endline. Cooperative members also note the lack of a collective marketing planning in response to these shocks. Some focus group participants also report the need for more market linkages beyond the local market and training in managing broker relationships to more distant markets.

*“Our products are not purchased due to the impact of inflation among our customers.”
~Cookstove member*

79. **Access to alternative energy:** For clean cooking energy, the Energy Project met its targets for cookstoves and briquettes provided through CBI (vouchers), according to KIIs and project reports. Cookstoves were provided to 500 households in 2020 and 800 in 2021 through CBI.¹⁰¹ The cookstove cooperatives sold an additional 228 cookstoves in 2020 and 65 in 2021.¹⁰² Cooking fuel production from prosopis reached almost 60,000 kilograms in 2021, of which 93% was sold.¹⁰³
80. The number of mini-grid customers reached by the solar cooperatives increased consistently every year during Phase 3, expanding from 297 customers at the end of 2019 to 1,229 at the end of 2021.¹⁰⁴ The Energy Project estimated that the solar cooperative mini-grid reached 4% of the total refugee population in 2020 and were operating at their full potential.¹⁰⁵ SOMEL and member interviews confirmed that new strategies for energy storage and scaling are needed (see quote below). As an important benefit for solar members, 88% currently have solar electricity in their households according to the refugee survey at endline (see Table 31 in Annex 5.1).

“Our customers are growing but we don’t have capability to meet the demand.” ~Solar member

81. **Access to government support:** There is important ongoing work with government (see Section 3.1), and the programme has various accomplishments in Phase 3 related to this output. According to government and UNHCR staff interviewed and project reports, the programme has facilitated linkages for the cooperatives with regional and federal government resources where possible, and with local government support and technical expertise (e.g., agriculture extension services, veterinary technical/vaccine procurement support). UNHCR facilitated support to the agriculture cooperatives for maize seeds by linking them with a Regional Government initiative on food security; another example is

⁹⁹ UNHCR SOMEL (2020). IKEA Livelihoods final report 2019.

¹⁰⁰ UNHCR SOMEL (2022). IKEA Energy final report 2021.

¹⁰¹ SEE (2021). SEE Project Performance Report 2021.; SEE (2020). SEE Project Performance Report 2020.

¹⁰² UNHCR SOMEL (2022). IKEA Energy final report 2021.

¹⁰³ Ibid.

¹⁰⁴ Ibid.

¹⁰⁵ UNHCR SOMEL (2021). IKEA Energy final report 2020.

utilising experts from across Woreda offices to deliver formal trainings to the cooperatives on technical and business topics, such as undertaking internal audits.¹⁰⁶

82. Some government key informants report some gaps in UNHCR sharing detailed project implementation plans and M&E details so they can better follow up on the implementation of activities. They also describe their limited capacities and the desire for more support at their level. SOMEL interviews acknowledge these challenges, which are also related to regular staffing changes in local government offices, and that UNHCR's direct support and capacity strengthening has not consistently flowed to the activity level of local government. SOMEL has formal PPAs with the woredas since 2018 and these now include direct support to Development Agents for agriculture.¹⁰⁷
83. **Cooperative record-keeping:** SOMEL made major improvements to its project monitoring data system during Phase 3 and utilised the data for Phase 4 activity planning. UNHCR and the partners used rapid capacity gap assessments of the different cooperatives to offer tailored support including coaching on the business performance record keeping necessary to improve the business data.¹⁰⁸ As a result, the programme has improved in their recording of basic cooperative BPD including expenses, revenue, and profits since mid-2020. See Supplemental Appendix 7 and 8 for all BPD and membership summary tables. SOMEL staff indicate that the full set of BPD available in 2021 was used to inform Phase 4 in determining the disproportionate impacts of COVID-19, inflation, and drought for some cooperatives based on increased business costs. For example, with this data showing the effects of shocks on the livestock sector, emergency cash was prioritised in the current phase. Interviews with SOMEL and partners report that they believe the cooperatives have been well trained on the importance of tracking business performance; yet, given the low literacy levels among members, they will require ongoing support to maintain the records, including from the government extension services that have been supporting thus far.
84. From the evaluation's data review, some gaps persist in the data system and the ability of the programme to fully utilise the data for decision making. The main gap that exists with the BPD provided is related to missing data in mid-2020 due to the pandemic's effect on the ability to collect this data. Additionally, there was not consistent reporting of cooperative member numbers for agriculture across the years as compared to the other cooperative types, and the only BPD data provided was for members who earned revenue after the first cropping season (August to October) in 2020 and 2021. Further, the evaluation finds the system for collecting and storing this data in an organised central repository that can be accessed despite SOMEL staff turnover needs improvement. This is evidenced by the difficulty in providing requested data at endline and the many months the evaluation spent processing the data and making requests in order to have a complete dataset across months, years, and each cooperative.

Outcomes Part I: Participant-level Results:

Finding 9: OUTCOMES: Phase 3 has achieved all key livelihoods and well-being outcomes for direct project participants and their households. [EQ#4]

¹⁰⁶ UNHCR SOMEL (2021). IKEA Livelihoods final report 2020.; UNHCR SOMEL (2020). IKEA Livelihoods Final Report 2019.

¹⁰⁷ UNHCR SOMEL and Bokolmayo Woreada and Dollo Ado Woreada (2019-2021): PPAs.

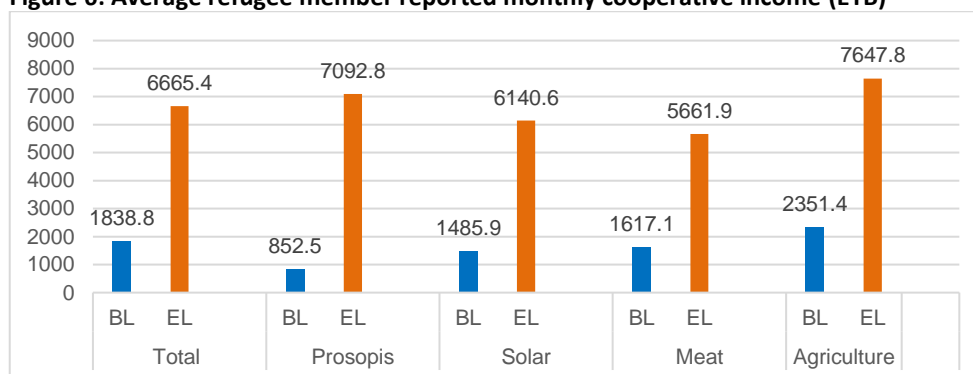
¹⁰⁸ UNHCR SOMEL (2022). IKEA Livelihoods final report 2021

Table 14: Summary of key participant-level outcome results

Achieved*	Outcomes (from conceptual framework)	Data Source(s)
Yes	Increased household income, expenditures, assets (from increased cooperative productivity and income)	BL-EL refugee survey; BPD; FGD
Yes	Improved food security (less deterioration compared to non-active members and better compared to camp trends)	BL-EL refugee survey; FGD; KII
Yes	Increased satisfaction with life generally, and aspirations for their economic future	BL-EL refugee survey, FGD
Yes	Increased savings	BL-EL refugee survey; FGD
Yes	Increased use of formal financial services (by gender) (formal savings only; loan activity dropped in 2019)	BL-EL refugee survey, FGD
Yes	Increased social capital	BL-EL refugee survey, CCA, FGD
Yes	Increased perceived safety (energy project cooperatives)	BL-EL refugee survey; FGDs

*Note: Target values have not been set by the project for original key performance indicators or for evaluation indicators, unless noted otherwise in the results discussion. Achievement is based on improvement shown across multiple data sources.

85. **Achievement of increased cooperative and household income, expenditures, and household assets:** Reported average monthly cooperative income for members increased significantly overall from 235 Ethiopian Birr (ETB) at baseline to 3863 ETB at endline, and across the cooperative types in the refugee survey: prosopis, solar, meat, agriculture (see Table 19 in Annex 5.1).¹⁰⁹ The average monthly household income reported by respondents also increased significantly, from 1839 ETB to 6665 ETB (Figure 6). The refugee survey collected information on reported expenditures and major assets, as additional proxy indicators for household income status. The same trend is seen with reported expenditures increasing overall and across the four cooperative types since baseline; the evaluation notes the contribution of inflation on household expenses to these estimates, and it should be interpreted together with other data sources. Both refugee and host members confirmed these survey results in focus groups that participation in the cooperatives enables new livelihood and income generating options for their households.

Figure 6: Average refugee member reported monthly cooperative income (ETB)


Source: Baseline-endline panel survey: Table 20 in Annex 5.1.

86. It is well documented in the literature across the Horn of Africa that the sale of household and livelihood assets (e.g., livestock) is a primary coping strategy to deal with household food and income shortages.^{110,111} Despite the shocks of the past years in this region, the average count of types of major household assets increased from 6.1 to 7.0 at endline. This indicates the refugee members have been able to hold onto many of their assets. A deeper

¹⁰⁹ The Oxford survey did not include estimates of cooperative income for meat and agriculture respondents at baseline so this comparison is based on respondent recall for those cooperative types.

¹¹⁰ TANGO (2023).

¹¹¹ Bower, T. et al (2022).

dive does show variation by livestock asset ownership and cooperative type (see Table 22 in Annex 5.1), with a decrease in ownership across all types of livestock for the meat and agriculture refugee members. Whereas the prosopis members' cattle ownership, for example, increased from 18% of members owning at least one cattle to 33% at endline, which may also reflect the change from restructuring.

87. **Achievement of increased cooperative productivity and income:** All cooperatives have documented an increase in their reported profit (revenue minus expenses) over Phase 3 according to available BPD (this excludes agriculture data)(Table 47 in Annex 5.1).¹¹² The largest increase by total ETB is for meat, with nearly 280,000 ETB increase in average profit per month from 2020 to 2021, followed by livestock traders with approximately 238,000 ETB increase in average monthly profit from 2020 to 2021; both of these cooperatives experienced a membership number decline in that time. Milk also achieved a 266% increase in average monthly profit by cooperative in 2021. Thus, it should be noted that membership trends by cooperative type do not fully explain these increased profit figures (i.e., more members allowing for higher production), as the profit trends do not correspond to overall membership trends by cooperative type. The evaluation recognises that some of the improvement shown in this data also reflect the improved data collection that occurred between 2020 and 2021.
88. Only revenue by year (for one season) can be calculated for agriculture based on the BPD available, as the project continues to provide direct inputs to cover expenses. Overall, agriculture cooperatives show a large decrease in total revenue from 2020 to 2021 (16.2 million to 8.7 million ETB) (Table 47 in Annex 5.1). However, at the cooperative level, Hilaweyn 2 and Kobe/Kole reported an overall increase in revenue for those years. Focus groups, project stakeholders, and project documents indicate this is attributed to various challenges with production and selling their products related to the pandemic lockdowns and other shocks.
89. **Achievement of improved food security for participants as compared to non-active participants:** While the two main food security measures of the survey did not improve from baseline, the refugee members surveyed have better food consumption compared to non-active members and as compared to overall camp trends (see Table 34 and Table 44 in Annex 5.1). The decline in the measures from baseline is not surprising given the increased food insecurity both in the region and as a global trend across humanitarian settings due to ongoing climate and conflict emergencies compounded by the secondary effects of the pandemic.¹¹³ Cooperative members also discussed in focus groups their reduced purchasing power because of high food prices that affected their food choices.
90. The FCS purpose is to measure the prevalence of food security, and across various African contexts, has shown to be positively associated with kilocalories consumed per day, assets, and household expenditures.¹¹⁴ The mean FCS, while decreasing overall since baseline (72.0 to 57.2, see Table 32), is higher at endline for the active refugee members as compared to those non-active members captured in the survey (58.0 v. 48.2)(Figure 11, Annex 5.1). This evidence shows that cooperative members who remained active experienced less deterioration in their food security as compared to those members who became inactive or dropped out of the cooperative during Phase 3 or early Phase 4. The Household Food Insecurity and Access Scale (HFIAS) is also higher for active members

¹¹² It should be noted that data were largely not available for 2019, and for 2020 was only collected during the second half of the year due to the pandemic, which has affected the ability of the evaluation to draw conclusions about cooperative incomes across Phase 3. These figures are likely underestimates reported by the cooperatives according to SOMEL.

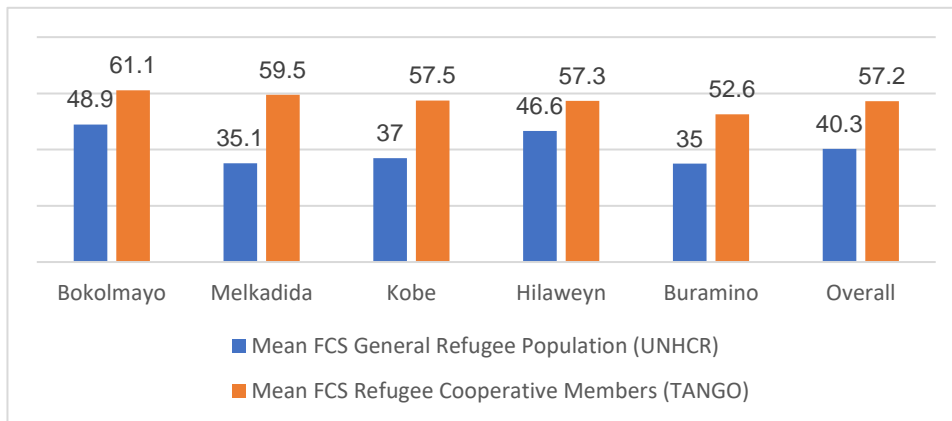
¹¹³ GNAFC and FSIN (2023).

¹¹⁴ Jones, AD et al., (2013).

though not statistically significant likely due to the lack of power in the non-active member sample (n=30).

91. Even more, the average FCS for refugee cooperative members at EL is higher than the general population for those camps; both values drawn from 2023 when WFP ration was at 84% (Figure 7). Average FCS for refugee cooperative members ranged from 52.6 to 61.1 across the camps and averaged 16.9 points higher than the refugee population overall. This indicates that refugee cooperative members are better off in terms of food security than other refugees generally. Cooperative members, SOMEL, operational and implementing partners interviewed explain that in addition to the income and savings results directly supporting member household food security, the cooperative work indirectly supports food security through increased access to food products (e.g., crops, meat, or milk), markets, and social support.

Figure 7: FCS Scores by camp: refugee cooperative members v. camp populations



Sources: TANGO EL survey from February 2023 data/UNHCR SENS from June 2023 data.

92. The HFIAS shows a shift since baseline from 68% to 85% of households in the severe food insecurity category. This is a measure based on perception of insecure access to adequate food and is highly sensitive to subjective respondent experiences of stress or anxiety about food variability.¹¹⁵ Thus, according to SOMEL, and WFP and UNHCR reports,¹¹⁶ with the WFP ration cut to 50% in mid-2022 (refer to 1.4.2 Camp Context) and despite the ration having returned to normal levels at the time of the survey, the HFIAS may reflect that recent fluctuation. At the time of the endline, SOMEL, government, and partners interviewed confirm ongoing discussions related to food security and how the programme can better address local food access such as through promoting the diversification of crops.
93. **Achievement of increased member satisfaction, with most still aspiring for a better economic outlook:** The refugee respondents' "satisfaction with life overall" at the time of the endline survey increased to 71% as compared to just 59% at baseline (see Table 28 in Annex 5.1). The refugee members' aspirations around their economic situation have declined overall since the baseline, and this is attributed to the recent and ongoing economic shocks and stressors by focus groups. About half of the respondents (48%) regard their current economic situation as better compared to the previous year, down from baseline (88%). The majority (81%) still report a positive outlook for their economic situation in the coming year, yet also lower than 92% at baseline. A common theme across focus groups at endline was refugee members discussing their inability to sustain livelihoods before leaving

¹¹⁵ Jones, AD et al., (2013).

¹¹⁶ WFP (2022). The Effect of Ration-Cuts on Food Consumption Patterns of Refugee Household; UNHCR (2023). Dollo Ado SENS data 2022 preliminary report.

their homeland, and that the opportunity to work in cooperatives has enhanced their overall wellbeing and livelihood options.

94. **Achievement of increased savings, especially for female members:** At endline, 37% of the refugee respondents reported holding savings, up from 23% at baseline. A higher proportion of the refugee female members surveyed at endline report holding any savings as compared to the proportion of male members interviewed (39% vs. 33%). This shows that an important benefit of participation in the cooperatives has applied to the female members. The average reported amount of household savings increased from 6471 ETB at baseline to 8850 ETB at endline (see Table 25 in Annex 5.1). The primary reason for the refugee households to save or take informal loans is for food consumption.
95. **Achievement of increased use of financial services for savings:** SOMEL has worked to raise awareness and facilitate access to formal financial services for savings in the camps,¹¹⁷ and among host community.¹¹⁸ There is an increase overall in the refugee respondents using a bank for their savings. One-third of refugee respondents using an institution for savings report using a bank (i.e., HelloCash) an increase from 11% at baseline (see Table 26 in Annex 5.1); most continue to use the local group-based *ayuto* savings structures as confirmed also by members interviewed in focus groups. Using Microfinance Institutions (MFI) for savings among refugee members decreased since baseline from 51% to 15%, likely reflective of the departure of Dede-bit discussed in the mid-term evaluation. Consistent with findings at mid-term, half of the focus groups with members still reported distrust of savings in formal institutions due to perceptions of theft and issues related to lack of understanding of bank terms in the past.
96. There has been a clear improvement in access and utilisation of formal savings services, but the need to continue financial literacy and to ensure access for refugees and women. OP reports indicate that digital financial services are increasing, in particular enrolment in mobile money products through HelloCash, but the refugee financial system is less developed than for the host communities, and women are less likely than men to use these services.¹¹⁹ The endline survey disaggregated by gender confirms this with half the proportion of women to men keeping their savings with a formal service: The female refugee members who report savings at endline are most likely to keep that savings with an *ayuto* (57%) such as an interest-free group of other women, instead of a formal institution like HelloCash (24%); whereas their male counterparts primarily keep their savings with HelloCash (48%). Although uptake for women is lower than men, refugee women use HelloCash at a higher rate than host community women.¹²⁰ Reasons given for women not using HelloCash also slightly differ between host and refugee women, though both report being limited by low literacy; in the host communities, women report they are limited also by cultural factors, whereas refugee women use the service less due to confusion around usage. Addressing financial services access and perceived barriers in a tailored way for women was also discussed at the mid-term evaluation.
97. From the start of Phase 3 there has also been a demand for microcredit at the individual and cooperative levels that has exceeded the operational capacity of the existing microfinance services.¹²¹ The programme aim of increasing access to microcredit was removed from the workplan after the departure of financial services MFI Dede-bit. Focus groups with members at endline continue to indicate that access to reliable financing options is needed, yet out of reach, due to the collateral policies and risk perceptions of the financial institutions, also

¹¹⁷ UNHCR SOMEL (2021). IKEA Livelihoods Final Report 2020.

¹¹⁸ UNHCR SOMEL (2022). IKEA Livelihoods Final Report 2021.

¹¹⁹ CEDIL (2023).

¹²⁰ CEDIL (2023).

¹²¹ UNHCR SOMEL (2018). Phase 3 Livelihoods Proposal.

confirmed by key informants with the FSP.¹²² SOMEL, RRS, and the FSP devised recommendations¹²³ to begin to overcome these challenges, according to project documents.¹²⁴ This theme is discussed further as a follow-up to previous evaluation recommendations below: Section 3.3 (Table 16).

98. **Achievement of increased social capital:** At baseline, the levels of social capital reported across data sources were high overall and have been maintained at high levels. This result is discussed specifically below under Social Cohesion/EQ#6.
99. **Increased perceived safety:** The energy project cooperatives promote the indirect benefits of improved safety for members and beneficiaries of their products. Discussion around protection benefits and reduced violence for prosopis members is discussed under Protection below. The solar cooperatives have also been supporting community safety through the maintenance of streetlights, and nearly 9 in 10 of the solar members interviewed report an increased sense of personal safety in their community because of this work (see Table 41 in Annex 5.1).

Outcomes Part II: Cooperative-level Results:

Finding 10: Cooperative capacities have improved overall, with some capacity gaps to close around ongoing member training and market linkages. [EQ#4]

100. The CCA tool was utilised at baseline and endline with cooperative leaders. It allows for an indexing or ranking of cooperatives individually and by type (based on total possible score of 60) to assess the extent to which cooperatives have strengthened processes and functions over time across six dimensions (see box-below). It should be noted that a positive response bias is expected of the leaders' responses and this information should be triangulated with other sources on the real observed capacities of the cooperatives. Details on the specific cooperatives included in the CCA at baseline and endline is included in Supplemental Appendix 5.

CCA Six dimensions & sub-dimension scoring:

- 1) a) Legal status, registration and existing by-laws (2 points); b) Cooperative planning, budgeting, and administrative procedures (7 points)
- 2) a) Management structure and human resources policies (including conflict resolution) (8 points); b) Financial management/accounting systems (7 points)
- 3) a) Services and inputs for members, including training, input distribution, quality checks, contingency planning (7 points); b) Cooperative production and perceived value-add of membership (2 pts)
- 4) a) Market linkages and marketing strategies (5 points); b) Value chain linkages (3 points)
- 5) a) Recruitment and member retention strategies (8 points); b) Opportunities for members to learn together, including trained members sharing with others (2 points)
- 6) a) Perceptions of social capital benefits of the cooperative and cooperative social cohesion (5 points); b) Perceptions of cooperative contributions to development and other impacts (health, environment, protection) (4 points)

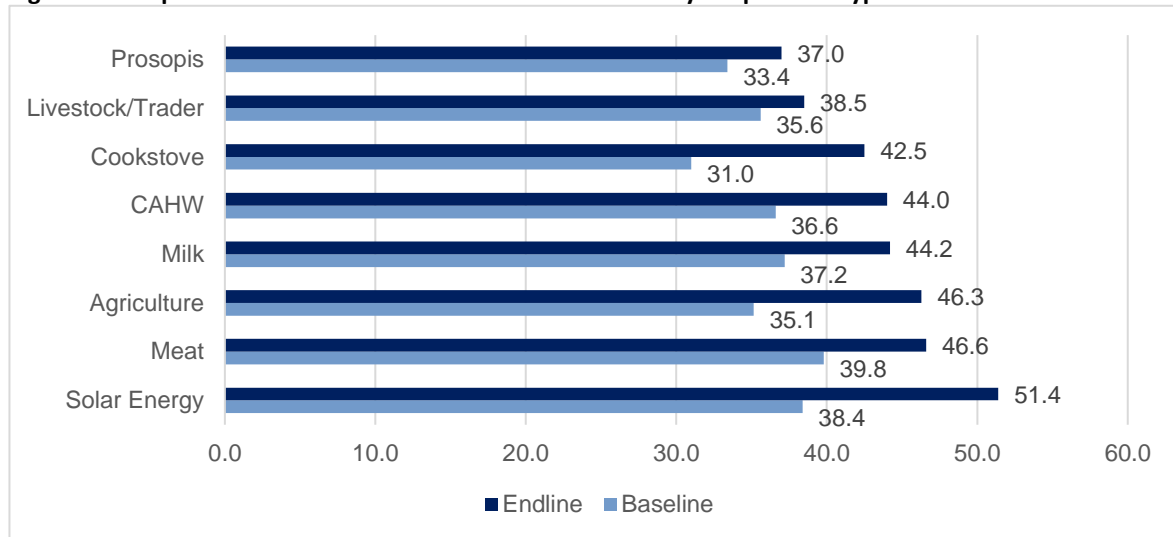
¹²² TANGO International (2021). Mid-Term Evaluation.

¹²³ Recommendations included: Support expansion of financial services for the two underserved camps (Kobe and Buramino); Continue advocacy and close coordination; Support with visibility and office equipment; Support FSPs with logistics to help the institutions raise awareness among refugee communities as well as ease client's follow-up during and post loan repayment monitoring; and explore UNHCR support in constructing facilities for micro-finance institutions.

¹²⁴ UNHCR SOMEL (n/d). NFF FSP Services Station Justification.

101. Overall CCA results show all cooperative types have improved since baseline (see Figure 8). The biggest overall improvement across dimensions is observed for cookstove and solar cooperatives, and at endline the highest performing cooperative type is solar. The lowest overall scores at endline are observed for prosopis, which still achieved 37 out of 60 total points, an improvement since baseline. The CCA results for agriculture should be interpreted with the information that these cooperatives received more intensive and ongoing direct inputs and technical support than most other cooperative types since baseline.

Figure 8: Comparison of baseline to endline total CCA score by cooperative type



102. According to project documents, a tailored approach addressed the capacity gaps of the cooperatives. Capacity gaps were mapped jointly with the cooperatives, UNHCR, and partners to address the evident challenges at the end of the previous phase with regard to business skills and training.¹²⁵ The pandemic delayed training implementation, but planned trainings resumed in 2021 on financial literacy, entrepreneurship, business management, and financial literacy.¹²⁶ Government experts supported the provision of these trainings.

103. Across the six dimensions (D) (Table 15), all cooperative types improved their scores for D1, D2, and D4. This indicates that across cooperative types, their legal status, cooperative planning, management structure, accounting, and market linkages have improved since baseline. Some scores for those dimensions remain low compared to the total points or capacities possible for that dimension, and thus deserve ongoing focus. For example, for D4 most cooperative types have not earned the majority of points possible (8 total); with meat, milk, livestock trader, and cookstoves only showing small improvements in their market and value chain linkages since baseline. D5 focused on cooperative membership composition and opportunities for members to engage in ongoing learning from one another. It shows a significant decrease for prosopis cooperatives and slight decrease for milk and CAHW cooperatives at endline. D6 on social capital, cohesion, and perceptions of the role of the cooperative to provide benefits within the community and natural environment show decreased scores for livestock/trader, CAHW, prosopis, and cookstove cooperatives, however, overall scores for dimension six are high even at baseline which left little room for improvement in this area. Across CCA interviews, cooperative leaders report the social capital and cohesion among members has improved since baseline.

¹²⁵ UNHCR SOMEL (2021). IKEA Livelihoods final report 2020.

¹²⁶ UNHCR SOMEL (2022). IKEA Livelihoods final report 2021.

Table 15: Overview of all CCA score per dimension by cooperative type

Cooperative Type	D1 TOTAL (out of 9 points)		D2 TOTAL (out of 15 points)		D3 TOTAL (out of 9 points)		D4 TOTAL (out of 8 points)		D5 TOTAL (out of 10 points)		D6 TOTAL (out of 9 points)	
	BL	EL	BL	EL	BL	EL	BL	EL	BL	EL	BL	EL
Solar Energy	5.6	7.8	9.4	14.2	6.6	7.8	2.6	5.6	6.0	7.0	8.2	9.0
Meat	5.0	6.0	9.4	12.0	6.4	8.0	4.2	4.6	6.8	7.0	8.0	9.0
Agriculture	3.7	6.4	8.1	11.6	5.3	7.3	3.1	4.7	6.4	7.4	8.4	8.9
Milk	4.0	6.4	9.2	12.0	6.0	8.0	3.0	3.4	6.8	6.2	8.2	8.2
CAHW	2.6	4.4*	7.4	10.6	7.2	6.4	4.0	7.6	6.6	6.4	8.8	8.6
Cookstove	3.0	5.0	7.0	12.0	7.0	8.0	3.0	3.5	2.0	6.0	9.0	8.0
Livestock/Trader	4.0	5.1	8.6	9.9	5.2	5.3	3.4	3.7	5.6	7.2	8.8	7.4
Prosopis	2.2	4.0	9.0	10.0	4.8	7.0	2.6	4.0	6.4	4.0	8.4	8.0

Colour-coding note: Green shading indicates increased score at endline as compared to baseline for the dimension and cooperative type. Orange shading indicates a decreased score at endline.

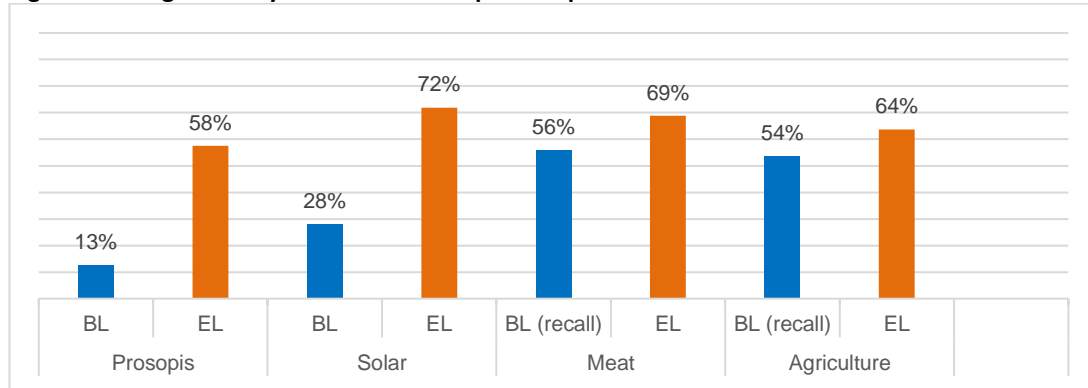
* CAHW scores for D1 should consider that they did not gain points for legal status/registration because the programme has decided they will remain as business groups.

Contribution to Goals:

Finding 11: Phase 3 has succeeded in making important contributions to the programme goal. [EQ#5]

104. Revisiting the pathway of change presented in the inception report and presented above (Figure 3), it shows how the evaluation measures align with the expected change articulated by programme stakeholders during inception. It does not take the place of a complete and updated ToC but was necessary to develop given the limits of the Phase 3 ToC discussed in the mid-term evaluation.
105. Considering the output and outcome results presented above, the evaluation finds the programme has achieved its goal of improving refugee and host community livelihoods and self-reliance. All key outputs and outcomes have been achieved. Despite the numerous shocks during Phase 3, all cooperative types have increased productivity and income for its members. This participation provides an important livelihood opportunity for members' households as one of multiple income sources households rely on to meet their needs. It provides other crucial benefits of improved confidence and satisfaction, social capital, among others. This finding continues to be demonstrated, as at mid-term, through the enthusiasm and commitment of participants to continue the work amidst the numerous challenges of the past years.
106. Across the prosopis, solar, meat, and agriculture cooperative types, the endline refugee survey shows a significant increase from baseline in members reporting that their cooperative income is worth the time (see Figure 9). The programme has indeed provided a proof of concept for this goal. Findings related to sustaining these results and the spillover benefits of the programme are discussed in sections below.

Figure 9: Refugee survey members who report cooperative income is worth their time



Source: Baseline-endline panel survey.

Social Cohesion and Resilience Capacities:

Finding 12: The cooperatives have supported increased social cohesion among refugee and host members, providing a demonstrable model of integration for both communities. [EQ#6]

107. The collective work contributed to building trust, then social capital amongst participants, which served as a safety net amidst shocks, and it provided a visible model for social cohesion for non-participants to see. At baseline, the levels of social capital and social cohesion reported by the refugee respondents were already high overall, and this high level has been maintained according to the refugee survey, cooperative members and leaders interviewed, and local government. The vast majority of refugee members surveyed continue to report at endline that the cooperative has reduced conflict between host and refugee members (86%) and the cooperative has reduced conflict amongst refugee members (90%).¹²⁷ Regarding perceptions of social cohesion generally, at endline 93% feel that refugees are well-integrated with the host community (see Table 37 in Annex 5.1). As shown above through the CCA Dimension 6, cooperative leaders continue to report high levels of social capital and social cohesion across cooperative types. All focus groups reported that social cohesion between refugee and host community members has improved in general, citing the formation of cooperatives and opportunities to work together directly as the driving factors for developing trust and socio-economic integration between the communities (see quotes below). Local government officials agree the cooperatives have been a model for awareness-raising of the benefits of the communities working together, which helped them encourage their communities to see the benefits of social integration.

“We have developed trust, as we interact and know that we can learn from each other. When the refugees first arrived, they were not integrated with the host community, but now there is trust between the two communities.” ~Livestock trader member

“We protect their [refugee] personal rights, dignity, and safety and also to be a part of the host community and to move as they like.” ~Local government

Finding 13: Cooperatives have provided the unplanned result of improved member capacity to handle shocks, though resilience capacities were not in the design of activities. [EQ#6]

¹²⁷ Data for prosopis and solar cooperatives only.

108. While shock coping strategies and preparedness with cooperatives are not explicitly part of the project activities, the members have improved capacity to handle shocks through savings and social capital. The primary shocks indicated by the majority of FGDs and the EL survey respondents were drought and secondary pandemic effects, which were largely not mitigated and continue to pose challenges to livelihoods. The refugees surveyed report that 56% have not recovered from the drought, and 28% have not recovered from the inflation crisis (see Table 43 in Annex 5.1). According to cooperative members, SOMEL and partners, drought impacted cooperatives by decreasing productivity and increasing production costs.
109. Cooperative members, SOMEL, and government report that the business operations of the cooperatives have not sufficiently adapted to accommodate these shocks. This aligns with the finding presented above on the lack of shock-responsive marketing plans. Government key informants also note this is an issue than extends to other actors' livelihood programming in the area (quote below). In focus groups, the members report they do not feel they've been given the support to absorb and adapt to recurrent shocks like drought, flooding, and inflation, but they are currently dedicated to persevering through these challenges. One way they cope as a cooperative is to revise the prices for their products or services to stay competitive in the local market, and for the livestock sector some cooperatives have used the river to grow some of their own fodder. The promotion of savings and social cohesion through cooperative participation are named as factors that have helped the members to mitigate the impacts of the shocks. This includes coping strategies like direct support within the cooperative to members in need and working together to find other ways to earn small, supplementary sources of income (quote below). SOMEL discussions emphasised the importance of shock contingency funds for cooperatives introduced by SOMEL in Phase 4 as a separate savings fund within cooperatives, with reflection among SOMEL staff that this should have been introduced sooner under Phase 3.
110. SOMEL's environment activities have included flood mitigation and windbreak measures, though this is a very small component of the programme. The IP conducted environmental impact assessments over past phases, yet the programme needed to commission more comprehensive assessments and mitigation measures according to SOMEL. The SOMEL and partner interviews conclude the projects are reacting now to these issues that could have been mitigated with more thorough assessment and planning (e.g., flooding where assets have been installed). According to SOMEL, many of the flooding check dams installed have been effective.

"...Initiatives for livelihood programming are not even developed in response to climate sustainability challenges, and this is their weakness, which needs to be corrected in the near future." ~Local government

"We don't have any contingency plan for the shock; there is no special savings for this, but as part of our culture, if one member has problems, we support each other." ~Prosopis member

Contribution to Broader Development:

Finding 14: The programme has improved the enabling environment for development and stability overall. [EQ#7]

111. The programme has improved markets and livelihood opportunities especially for the communities closest to the camps according to interviews with cooperatives, project staff, partners, and government. As described in the section above, the high level of social cohesion enabled by the projects have provided a visible model to the refugee and host communities around the cooperatives for socio-economic integration. SOMEL staff, partners, and government representatives interviewed agree the IKEA-F funded

investments have attracted more business to the area, including tax revenue that promotes development capacities of local government. Additionally, the cooperatives' quality services and products have both benefited the customers they've reached directly but also served as models for other business.¹²⁸ A prime example of this influence noted in the past evaluation¹²⁹ and across SOMEL and partners is the irrigation system that has stimulated new agricultural activity around the river, but also expansion of producing profitable crops like onions.

112. Cooperative products and services have also provided health, safety, and environmental benefits to the wider communities and have prompted improvements across those value chains according to KIIs and project documents: from solar energy installations completed up to 240 kilometres from the camp area, to decreased livestock disease because of access to vaccines through CAHW, and improved sanitation procedures by the milk, meat, and slaughterhouse cooperatives (quotes below). The cooperative members and leaders also spoke to the wider community benefits, including through the CCA (Dimension 6) showing widespread acknowledgement of their contributions to community development and other key community issues.

"The project has brought a lot of benefits, including getting the services that the local community needed such as milk, meat, livestock, and many other quality and clean services that have been tested before selling to the customers and available every time." ~Livestock member

"I think 80% of project has positive benefit to the local community because whenever there is a solar project in a place, it has advantage for the people living in that area who access it...All in all, the solar energy project has advantages beyond the direct beneficiaries." ~Solar member

113. Government representatives and partners report high expectations for broader development and peace-building benefits for future years. While UNHCR project documents, the endline survey, and qualitative data across sources agree that social cohesion between refugee and host communities has remained good overall, there is nuance to these interconnected issues of climate and peace discussed by KIIs. Local government stakeholders, during interviews in the scoping mission and again in the data collection phase, emphasised the importance of reaching broader host communities with the socio-economic development benefits that are concentrated around the camps. They describe the high stakes of maintaining social cohesion and peace in the area, as well as that link to sustainable natural resource management (quote below). Emerging social strains are reflected in a notable shift in the refugee survey from baseline, with perceptions of physical security significantly declining for the meat and agriculture members.
114. Interviews and validation discussions with SOMEL and partners confirm the drought conditions help explain the insecurity in the physical environment felt by the meat cooperative members, and for agriculture it relates to tensions or concern building around the land agreements and their current re-negotiation (see Table 27 in Annex 5.1). Project documents also outlined the need for an agriculture land action plan to resolve land tenure with government, host community leaders, landowners, and RRS to address common land access issues that have arisen during the phase: "intermittent access to land by joint projects participants, unrealistic demands by landowners, perceptions of project scale down from direct inputs provision leading to landowners reclaiming land, and conflicts on land boundaries."¹³⁰

¹²⁸ The evaluation scope did not measure population-wide benefits.

¹²⁹ Betts, et al. (2020). Building Refugee Economies.

¹³⁰ UNHCR SOMEL (2021). NFF Hilaweyn Agriculture Land Access Issue.

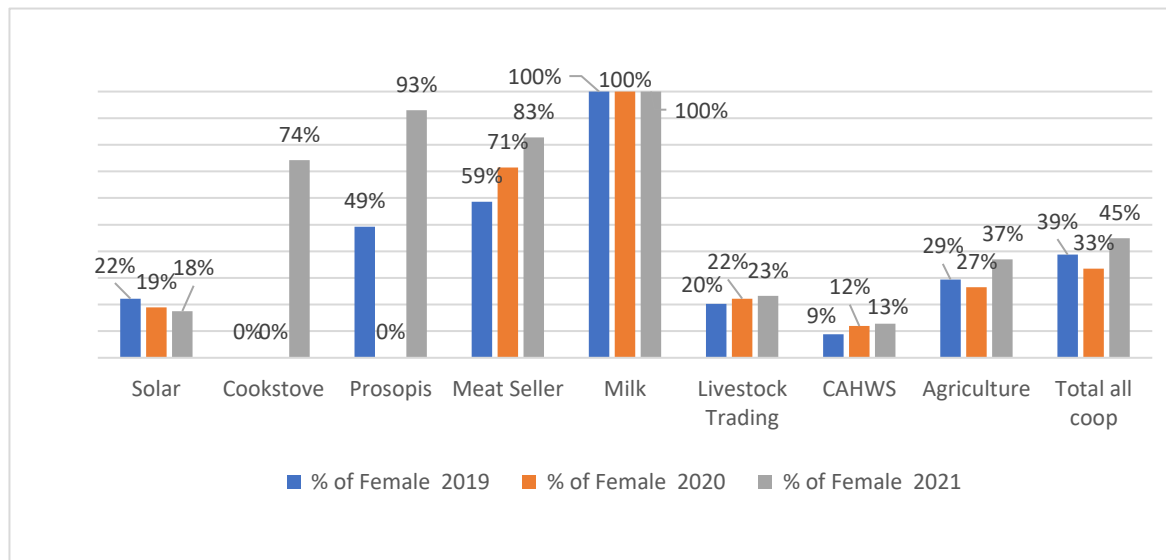
“As the number of refugees increased and the kebele town grew, deforestation has increased. There is a mountain that was covered with vegetation and people used it for their camels, but now that place is a desert. Security is becoming an issue over there. Of course, there are needs on both sides, but it needs a solution for the long term.” ~Local Government

Protection:

Finding 15: The programme has made important progress towards meaningful gender inclusion; and the female members are empowered to contribute and benefit equally in their cooperatives. [EQ#8]

115. Cooperative membership generally follows livelihood gender roles of the area, but with increasing inclusion of skilled women in the higher-income earning cooperatives over time such as meat-sellers and livestock traders. Cookstoves, prosopis, milk, and meat have remained majority female cooperatives. The programme has encouraged female participation in cooperatives from the design, aiming for 50/50 participation overall. For all cooperatives, the percentage of women has increased to nearly half (45%) in 2021 (Figure 10).¹³¹ The evaluation gathered no evidence of gendered divisions for cooperative leadership roles, nor gendered trends in membership changes.

Figure 10: Female representation in cooperatives



Source: SOMEL Cooperative membership data.

116. There is strong consistency in evidence across all focus groups and CCA interviews at EL that cooperative members share equal amount of benefits from the cooperative regardless of their gender, or their disability, or host/refugee status. Focus groups explain that physical labour activities are often eased for females, for pregnant women, or people with disabilities, but all participate in the cooperative work and management activities. The cooperative business data do not include separate data by gender or refugee/host status, except for agriculture which provides harvest and revenue BPD by refugee/host member for the first cropping seasons of 2020 and 2021. These results show major differences in reported revenue (see Table 48 Annex 5.1): with higher average revenue for host versus refugee agriculture members in 2020 (46,220 ETB vs. 21,905 ETB/member). This trend reverses in 2021 with refugee members reporting 27,902 ETB/member on average compared to 16,910

¹³¹ The large changes observed overall between 2019-2021 are mostly due to agricultural data, which was missing in 2019 and about 500 male agricultural members who were inactive in 2021.

ETB per host member. In 2021 there was also a shift in which all refugee members’ reported revenue shifted to onion crops. According to SOMEL, other work with the agriculture cooperatives was done to address imbalances in water or seed distribution noted in Phase 2 (Section 1.3.1).

Finding 16: Cooperative participation has created and enabled protection benefits, including increased perceived safety. [EQ#8]

- 117. **Gender-based violence:** A key objective of the prosopis activity is to provide alternative fuel sources for its predominantly female members to reduce their/and their customers’ exposure to GBV in search of firewood. In the endline survey, nearly 9 in 10 prosopis members report generally that there is less GBV because of their membership, an increase from 6 in 10 members reporting the same in the baseline survey (see Table 40 in Annex 5.1). The all-female prosopis focus groups report the strong inter-dependence they have formed, which has also supported their physical and mental well-being. Solar members also perceive improved community safety because of their activities to maintain streetlights, as reported above: Outcomes Part I.
- 118. **Child Protection:** As noted from the baseline, child safety in the workplace and continued access to education for school-aged children are standard issues to be monitored by SOMEL. The majority of refugee members across cooperative types report that their cooperative processing centre (or farming area) provides a safe space for members’ children while they work (see Table 42 in Annex 5.1). Access to education for members’ children, as reported by the refugee members surveyed, has been maintained except for the agriculture cooperatives—reporting a drop from 94% at baseline to 88% at endline (see Table 35 in Annex 5.1). According to SOMEL, youth work on farms is common in the area and these rates exceed the camp averages for access to education.
- 119. In all, the programme’s results around improved social and economic empowerment have reduced vulnerability to protection risks especially for women, youth, and refugees. This has reduced their exposure to potential exploitation or abuse, according to the evidence, and they are shielded from resorting to negative coping strategies because of their additional income source, assets or savings, social capital, and access to food.

3.3. Efficiency (EQ 9-10): Were the project activities adequately organised and prioritised to support timely and efficient achievement of results?

This section presents findings that address the EQs below:

EQ#9	To what extent did Phase 3 achieve value to maximise results, taking into account changing needs, capacities, and priorities?
EQ#10	To what extent was Phase 3 management and implementation decision making timely, and did decisions lead to expected results?

Finding 17: UNHCR’s main value proposition in the Melkadida programme area was to work on behalf of refugees, especially in the absence of other sources of support, regardless of efficiency considerations. [EQ#9]

- 120. The evaluation qualitatively assessed the programme’s true value on people and the environment and its broader sector contributions through conceptual piloting and scaling initiatives, beyond the monetary value proposition. As discussed above, the infrastructure investments provide value far beyond the total cooperative members (see Finding 14). The

programme has provided wider benefits as a proof of concept in this context to attract development activity that are not captured by any simple cost-effectiveness calculation that only considers direct beneficiaries (Findings 1,4,6). Further, there is a level of efficiency that can be achieved in a development context because the enabling environment exists, and development or economic actors can contribute based on their strengths and experience. IKEA-F and SOMEL could commission a separate economic evaluation study in the future to estimate the dollar value of these wider benefits.

121. The evaluation finds the implementation context must also be considered. While UNHCR was implementing a development-type programme, it was within a humanitarian context and should be judged as such. The value proposition overall is that UNHCR implemented an unprecedented Phase 2 budget and programme¹³² and then a follow-on Phase 3 both swiftly and efficiently considering the challenging humanitarian context. According to key stakeholders, both internal and external to UNHCR and as presented throughout the results above (Section 3.2), the investment has accomplished impacts for refugees and host communities in the area that would take a traditional development programme many more years. Operational partners explain they have now started complementary livelihood and financial services programming replicating and learning from the IKEA-F programme. The evaluation recognises this was not without many challenges, delays, and design flaws previously discussed (Section 3.1). Yet, according to UNHCR and partners, implementation decisions were made that were appropriate to both the humanitarian context and the reality of UNHCR as a lone actor in livelihoods at the start of Phase 3.

Finding 18: SOMEL with partners demonstrated high efficiency at activity level, including timely adaptations to respond to operational challenges. [EQ#9 and EQ#10]

122. As indicated in Finding 7, strategic adaptive management was limited but operational adaptive management and implementation decision making were well enacted. This is an achievement considering UNHCR staffing policies contributing to gaps in personnel or inability to contract permanent positions. See Section 3.5 for the key internal and external factors that affected programme efficiency and results. At activity level, SOMEL with partners quickly implemented many adaptations to respond to shocks facing the projects, to be responsive to cooperative needs, and partner capacities. The programme monitored and responded to the challenges faced by the cooperatives from the COVID-19 pandemic, drought, flooding, and global supply chain and market fluctuations. UNHCR was acknowledged by project participants at the mid-term evaluation and again at endline as endeavouring to meet emerging needs. Select examples showing SOMEL's responsiveness to the shocks and emerging needs of the participants documented in project reports include the following, among many others:

- shifting the gum and incense cooperatives to an alternative group enterprise model due to their difficulties competing in the market after diminishing their financial capital during the pandemic, similarly, restructuring the prosopis cooperatives and innovating their product from charcoal to briquettes;¹³³
- conducting a rapid assessment on the agriculture drop-outs and rapid participatory seasonal calendar to understand the environmental, social, and economic effects of COVID-19 and drought on the agriculture cooperatives and used this to inform the next phase,¹³⁴ amongst numerous other farming adaptations including: the provision of nine granaries with water, sanitation, and health facilities to address

¹³² Betts, et al. (2020). Building Refugee Economies.

¹³³ UNHCR SOMEL (2022). IKEA Livelihoods final report 2021.

¹³⁴ UNHCR SOMEL (2021). UNHCR Bi-Weekly Updates 01-15 June 2021.

post-harvest loss¹³⁵ and provision of generators to pump water to refugee members farthest from the river (Kills);

- amending SEE's contract to ensure the solar cooperatives could be engaged during the pandemic to provide installations for quarantine and isolation centres across the camps;¹³⁶ and
- negotiating with contractors to keep agreed prices where possible as significant inflation affected shipping costs and prices for all goods.¹³⁷

Finding 19: Resource allocation was not efficiently balanced or prioritised across hardware and software investments for some Phase 3 activities. [EQ#9 and EQ#10]

123. Building on Finding 3 on the under-resourcing of Phase 3 as compared to previous phases, this finding refers to the efficient leveraging and appropriate prioritising of the Phase 3 funds. The programme's focus on swift installation of expansive infrastructure and business assets during Phase 2¹³⁸ followed by very different objectives for Phase 3 required a significant shift in operational mentality amongst SOMEL and partners. This shift was needed both because of the different objectives around building business capacities and ownership but also because of the large drop in budget from Phase 2 to Phase 3 (refer to Figure 2).
124. In interviews and validation discussions, SOMEL team members reflected that their way-of-working and priorities did not sufficiently shift in Phase 3 for some activities to fully leverage the smaller budget to focus on community capacities and local governance. According to evidence from these interviews and annual project reports, this is reflected in the continued building of new assets and various pilot initiatives (e.g., biogas). After the start of Phase 3, the programme also continued to develop new kinds of cooperatives or business groups¹³⁹ and increased the number from 44 in 2019 to 54 in 2021. To some extent, this diverted their focus from the critical task of capacity building at hand, the key project stakeholders confirm. The focus on capacity building and ensuring sustainability would have required strategic management to shift course and take a longer-term view on the necessary planning for the lifetime management of the existing investments, which is discussed next.

Finding 20: The baseline and mid-term evaluation recommendations proved beneficial to Phase 3 improvements, though the implementation of some recommendations was slow or limited. [EQ#10]

125. Some recommendations of this Phase 3 evaluation series (BL and mid-term) were not addressed in a timely manner. This shows the limited level of engagement of management with the evaluation for learning purposes and to make timely management decisions. As discussed under Finding 7, strategic adaptive management was improving by the end of Phase 3, and this contributed to five of the six recommendations from the BL and mid-term being achieved or nearly achieved by the EL.
126. The table below shows a summary of the recommendations made at BL, the recommendations re-emphasised or added at the mid-term evaluation, and the status of their completion at EL (Table 16). Two of four BL recommendations were completed by mid-term (Rec.1 and Rec.2), and of the four recommendations remaining at EL: one is achieved (Rec.6), two nearly/partially achieved (Rec.3 and Rec.5), and one remains in progress (Rec.4). Based on the Phase 3 BL and mid-term recommendations, the programme made

¹³⁵ UNHCR SOMEL (2021). NFF WASH facilities construction report.

¹³⁶ SEE (2021). SEE Annual Report 2020.

¹³⁷ UNHCR SOMEL (2022). IKEA Energy final report 2021.

¹³⁸ Betts, et al. (2020). Building Refugee Economies.

¹³⁹ From the project reports, the following new cooperatives or business groups were formed in 2020 or 2021: Seedlings nursery, yogurt, slaughterhouse, and shooat fattening.

responsive changes or enhancements in most areas, including: partner decisions to boost cooperative business capacity, revisiting business viability for some cooperatives, government engagement, improving business data collection though with some remaining gaps on its organisation/quality for utilisation, and engagement with and monitoring of financial services also improved—an advocacy agenda or roadmap in coordination with the CO is needed to move forward further microfinance access for refugees and to address barriers to use for refugee and host women. As noted previously (Finding 7), SOMEL struggled to complete sustainability/transition planning recommended at BL and mid-term; yet these strategic discussions were taking place toward the end of the phase and at the time of this evaluation. See further discussion in the next section under 3.4 Sustainability.

Table 16: Baseline recommendations and their progress at midterm and endline

BL Recommendation (Rec.)	Progress at Midterm, or New Recommendation at Midterm	Endline Completion?
1. Business Capacity: Identify/support the right partner(s) to boost cooperative business capacity and the backbone of business data.	-New partner was starting at mid-term, then contract cancelled -Tailored training on capacity gaps (CCA tool not used for monitoring) -Government experts support training	Achieved (see 3.2 Outcomes Part II)
2. Assess business and market viability: for prosopis and cookstoves, and provide vulnerable members the integrated support needed	-Prosopis restructuring, new products developed (briquettes) -Business viability studies conducted, market viability for firewood and cookstoves tied to CBI	Achieved (see 1.3.2 and 3.2 Outcomes Part II)
3. Enhance monitoring: of livelihood project with basic business data, outputs/outcomes, and other elements of cooperative capacity.	Some improvement, big gaps Re-emphasised recommendation – Improve performance monitoring data to use as management information system	Nearly Achieved (ability to utilise for management decisions ongoing; see 3.2 Outputs)
4. Sustainability planning: tailored by cooperative should be a high priority	Not conducted/discussions underway Re-emphasised recommendation – Planning for sustainability/transition developed by sector	In Progress (see next section 3.4 Sustainability)
	5. New: Advocacy and monitoring of financial services: Define FSP's role in Phase 4 with advocacy agenda; monitor inclusion (women), satisfaction	Nearly Achieved (Advocacy agenda needed with CO; see 3.2 Outcomes Part I)
	6. New: Engagement with local government: Enhance interactions, coordination, capacity strengthening	Achieved (see 3.2 Outcomes Part I)

3.4. Sustainability (EQ 11-12): What is the likelihood of sustained benefits of the projects?

This section presents findings that address the EQs below:

EQ#11	To what extent are Phase 3 outputs and outcome results sustainable? (At project participant and cooperative levels)
EQ#12	What is the overall project continuation/sustainability strategy and to what extent has Phase 3 contributed to that strategy, including with the relevant stakeholders and partnerships (Government, private sector, others)?

Finding 21: The majority of the Phase 3 activities have medium to high potential for sustainability with some continued support required. [EQ#11]

127. Drawing on the working definition of sustainability developed during the mid-term process evaluation,¹⁴⁰ full self-sufficiency is not practical for many years given the challenging context of limited development infrastructure and recurring shocks. Yet, sustainability works towards cooperative self-sufficiency with tailored ongoing supports. During the validation mission the ET discussed with SOMEL the sustainability potential, assumptions, and next steps for transition for each main activity area/ main cooperative type. This sustainability mapping is shown in the table in Annex 5.2. According to this analysis, there is medium to high sustainability potential for the livestock, energy, environment, and financial services sectors. Most benefits will be sustained for these sectors if UNHCR, along with partners and Government, continue to support cooperative business capacities and shock management strategies, and accomplish transition planning together with the cooperatives during Phase 4. In some instances, such as with the solar battery replacement, ongoing external support will be necessary to ensure this level of sustainability beyond the short term (2-4 years). Of the 37 cooperative leaders interviewed, none report that their cooperative could be fully functional, productive, and self-reliant at the time of the interviews.
128. For agriculture, according to KIs and the validation discussions, the current cooperative model and its infrastructure are not sustainable without substantial direct support in both direct inputs and technical and business capacity. Without this support, the programme expects the cooperative model would shift to sharecropping with the landowners. Additionally, the agriculture-related infrastructure and assets, including the irrigation system, cannot be managed and maintained by the cooperatives in the long-term. As the agriculture sector activities represent the majority of cooperative members and infrastructure investment, this has been the focus of SOMEL's sustainability planning. The main option for their transition is the IFC initiative, which is discussed further in the next finding. The agriculture focus groups report the desire to continue farming and to do so in a more productive manner to cover their household needs. They explain that their individual yields have been limited, and even with seasons of more production their financial benefits have also been limited due to weak market linkages.
129. As an indication from participants of their sustained benefits, the refugee survey and member focus groups discuss the confidence they have gained in livelihoods through the skills and collective activities of the cooperatives. This reflects the mindset shifts that have occurred, skills obtained, and their dedication to this and future livelihood activities. Across the cooperative types, most refugee members report better/much better confidence, as compared to their previous work, as a result of their participation, a measure of self-efficacy in bettering their lives (see Table 29 in Annex 5.1). In all, the members interviewed believe that with the newly gained skills and experience, they can sustain their livelihoods beyond the project lifespan (see quote below).

¹⁴⁰ Sustainability as the ability to continue or maintain results including covering operating costs and continuing to function after the close of a project or with minimal ongoing support. Cooperative self-sufficiency as doing all of the above as well as covering input, maintenance, and capital costs with sufficient profit to provide a desirable income to members.

"For me, I benefited in three important things from being a member of the cooperative. First, before I joined this cooperative, I did not know anything about animal health, but now I have become an expert; so that is the first and most important advantage I get from the cooperative. Second, by working with different individuals, you learn that everyone has his/her own attitude and ideas, and you are able to accept opposing ideas; so I have better social integration and social skills. Lastly, I learnt business development and management skills which are important for my future livelihood." ~CAHW member

Finding 22: UNHCR and partners did not undertake a structured sustainability, transition, or continuation planning process for most intervention types. [EQ#12]

130. During Phase 3 and onward UNHCR has played an advocacy and facilitation role and created a proof of concept to attract more development actors to the area. These actors will be key to supporting the sustainability of the existing investments. Interviews with local government (during inception and data collection missions) and with SOMEL staff agree that the sustained benefits and potential scaling up of many of the livelihood and energy investments hinge on the local government capacities and on increased development and private sector investments.
131. The programme's continuation/sustainability strategy development thus far has focused on agriculture, leaving a gap in this planning across the other sectors and cooperative types, according to SOMEL KIIs. This gap in planning and communication has created confusion amongst stakeholders. A consistent theme in interviews with participants (members and leaders), partners, and government show a lack of understanding around the reasoning for decreased support during Phase 3 and beyond, as well as a lack of awareness of future plans for the projects for which they will be directly affected.
132. From KIIs with UNHCR and partners, the comprehensive sustainability planning to be conducted should be based on the differing potential of the cooperatives and their assets to be self-reliant or maintained. This may involve a spectrum of graduation, hand-over, or continuation planning depending on the activity or cooperative type. Cooperative leaders noted the following factors that would help them reach self-reliance: continued retention of and motivation from all members, strengthened management committees, and increased cooperative savings, which have been depleted in dealing with the shocks.
133. Under the IFC proposition, the agriculture cooperatives may opt to join an operational company or union of cooperatives supported by services of a management company, according to discussions with IFC and UNHCR. Since 2018, IFC and UNHCR have been in discussions and mutually committed to a shared vision on a climate-smart share farming model. The model aims to support commercial irrigation to help farming cooperatives achieve business profitability, increase farmers' income, improve food security and livestock resilience, support local jobs, and consider climate-resilience and environmental impacts.¹⁴¹ The IFC planning has been an intensive process for SOMEL in past years, including a learning curve around new terminology and approaches. From interviews across UNHCR and other external KI, the evidence shows SOMEL has played an important role in this planning with IFC and IKEA-F, ensuring protection and refugee inclusion priorities are part of the discussion. At the time of the evaluation, IFC released feasibility discussion points and the government cooperative agency was completing capacity assessments for the agriculture cooperatives. Once the IFC model begins, the first five years are considered proof of concept and it will require a minimum of 10 years' engagement.¹⁴² SOMEL, IFC,

¹⁴¹ IFC (2023).

¹⁴² Ibid.

government, and partners have reflected that the agriculture cooperatives face many challenges related to their business viability but it's a sector that could continue to grow with the right level of support.

3.5. What are key internal and external factors that affected results?

Table 17: Internal and External factors affecting results

Internal Factors	External Factors
Phase 3 planning processes overpromised results not grounded in field realities and underestimated the work to build cooperative capacity for self-sufficiency <i>(inhibiting)</i>	Climatic shocks (drought, flooding, pests) have affected cooperatives by decreasing productivity, increasing crop loss, and leading to membership drop out. <i>(inhibiting)</i>
Poor sequencing of community ownership and capacity building in earlier phases led to asset investments that are not sustainable for the current cooperative model, for agriculture in particular. Land use agreements developed early in the programme have presented challenges in some locations <i>(inhibiting)</i>	COVID-19 had a multitude of effects on implementation such as preventing in person meeting and affected members such as restricting movement, inflation, and disruption of supply chains. This also prevented cooperative members from in-person meetings (including trainings), which hindered collective work and growth. <i>(inhibiting)</i>
Staff turnover, lack of permanent positions, frequent leave rotations for non-local staff, and slow hiring for new positions within UNHCR systems have led to a lack of efficiency and lower quality service, especially during times of personnel transition. <i>(inhibiting)</i>	High prices due to inflation and drought have negatively affected market demand of most cooperative products, increased food insecurity, and affected availability of some inputs. <i>(inhibiting)</i>
IKEA-F funding for Phase 3 has decreased to less than 15% of Phase 1, and SOMEL overall programme budget has also declined requiring responsible transition planning and a reprioritisation of focus. <i>(inhibiting)</i>	Global funding has declined for protracted refugee situations due to donor fatigue and due to other, more immediate crises, such as after the Ukraine refugee crisis, as discussed in Section 1.4.2. <i>(inhibiting)</i> Yet, the Global Refugee Forum continues to be an important mechanism to bring attention to these contexts. <i>(enabling)</i>
SOMEL harnessed its mandate to work for refugees to implement quickly and efficiently at the activity level, showing clear results for direct participants. Adaptive management has improved by the end of Phase 3/early Phase 4 focused on strategic transition decisions. <i>(enabling)</i>	Dedebit's withdraw from Melkadida led to distrust of formal financial institutions as cited as reasoning for members preference for utilisation of informal savings groups and lending. <i>(inhibiting)</i>
UNHCR's partnership and coordination with all levels of government has led to government support with inputs and public campaigns (e.g., animal vaccination), host community relationships, training expertise, and other critical engagement on long-term sustainability planning. <i>(enabling)</i>	The shared culture, language, and religion of both the host community and refugee members enabled easier integration, social cohesion, and cooperation between host community and refugees in cooperatives. <i>(enabling)</i>
UNHCR's selection of competent partners with different areas of expertise, and partners' trainings to cooperative leaders and members, have had a positive effect on cooperative members capacity, leadership, bookkeeping, and confidence. <i>(enabling)</i>	GoE federal and regional ongoing commitment to implementing GCR/CRRF pledges is an important enabling factor of current and future programme benefits. <i>(enabling)</i>
UNHCR's financial services awareness campaigns and identification of financial partners after the exit of Dedebit has led to an increase in access among refugee and host communities with formal savings. <i>(enabling)</i>	Long term stability and peace is fragile and tied to natural resource management, land tenure and land use agreements, and development benefits reaching broader communities in the region. While this programme provides a model for social cohesion, social stability may become an inhibiting factor in the future. <i>(both)</i>

4. Conclusions, Lessons, and Recommendations

This section presents the conclusions, lessons, and recommendations emerging from the evaluation.

4.1. Conclusions

134. **Phase 3 has achieved most of its expected results and made critical contributions to refugee and host wellbeing outcomes in a complex and protracted crisis.** The livelihoods and energy projects were relevant to refugee and host community member needs in a protracted humanitarian context with limited livelihood opportunities or access to alternative energy sources. The programme overall provided a model for development investments and for initiating refugee livelihoods and economic inclusion in this challenging setting. UNHCR and partners implemented with efficiency and timeliness, making activity adaptations where necessary based on emerging needs or challenges. The programme accomplished its key deliverables, including improved cooperative business capacities and functions across cooperative types. Importantly, the programme contributed to important livelihood and well-being impacts for its participants. As compared to baseline when most cooperatives had recently formalised, cooperative members and their households now have increased income, assets, and savings, including access to formal savings. Their food security has been affected less than non-active participants, and their sense of safety improved. These benefits of participation hold for female members and people with disabilities. In all, the members' mindsets at endline are dedicated to their new livelihoods.
135. **Sustainability is in question for some results, agriculture investments in particular.** The current phase is a critical time for sustainability and transition planning for all intervention areas to maintain the immediate results and benefits of Phase 3. Most Phase 3 activities and cooperative types have medium to high potential for sustainability, with some continued support needed. The lifetime maintenance and management of key asset investments is the biggest question at hand. There is an opportunity to transition the agriculture investments to the IFC model, in which UNHCR will continue to play a pivotal role in preserving the refugee inclusion and protection space. Yet, it is also important to focus on solar energy long-term sustainability options for battery replacement beyond two-to-four years, and to create systematic transition and sustainability plans for all other cooperatives and activities.
136. **Programme design has affected both results and sustainability.** Phase 3 was focused on building the cooperative capacities to manage their business functions, and the community and government capacities and ownership to manage hardware and other investments—a focus that was largely left out of Phase 2. Yet, the phase was under-resourced, under-managed strategically, and too short in duration to fully accomplish this objective. UNHCR has recognised the institutional processes that have contributed to these past programme planning issues.
137. **Local governance, partnerships, and participation are key to sustaining the results.** It is not too late to ensure the results of Phase 2 and Phase 3 come fully to fruition. It requires an intensive focus on building community ownership and local governance, as well as continuing to strengthen government partnerships. This also requires a different programme mindset and skillset than has been needed to build the technical capacities and hardware assets of past years. It is a different path all together.
138. **A resilience approach would have further bolstered results.** Facing the shocks of climate, insecurity, inflation, and pandemic, the programme design would have also benefited from the integration of an explicit resilience and shock preparedness lens. This

includes activities within the theory of change to build capacities at the participant, cooperative, and community levels to absorb and adapt to the recurrent and idiosyncratic shocks of the region. This inherently entails the integration of a multi-sectoral and protection approach as well. The social capital, savings, confidence, and skills gained from participation have helped participants weather the shocks of past years thereby reducing their vulnerabilities to protection risks. These strategies, among others, could have been promoted systematically within cooperative functions. Importantly, the programme provides a model for social cohesion, an important contribution for planning for long-term stabilisation in the area. Ensuring development and peace benefits reach broader communities is fundamentally linked to natural resource and environmental management. UNHCR/SOMEL should continue to be a leader and facilitator at the forefront of these issues.

139. **Adaptive management has been limited but improved at the end of the phase.** SOMEL and partners responded well to emerging needs from numerous shocks and challenges at the activity level; they were technically adept and highly committed to the success of the established activities. Yet, strategic management and decision-making to fully address the issues around sustainability planning and the other baseline and mid-term recommendations was limited until the end of the phase. Critical reflection, stock-taking, sub-office cross-sector and programme internal coherence, and adaptive management have improved by early in Phase 4, and at the time of this evaluation, the ET understands a new roadmap is under development by SOMEL around the vision with which they intend to proceed in meeting humanitarian and development needs in the operational woredas.
140. **This proof of concept provides opportunities for learning across the sector.** The Phase 3 programme aligned with and provided leading practice and lessons for key UNHCR and Government of Ethiopia strategies including implementation of GCR/CRRF pledges and commitments. As a flagship programme, it provides rich opportunities for learning and a real-world case study for the sector – including humanitarian-development-peace nexus and refugee social, livelihood, and financial inclusion in protracted settings. An outline of these lessons is provided in the next Section 4.2.

4.2. Lessons Learned

141. The following is a non-exhaustive list of key learning themes and specific insights from the UNHCR SOMEL Phase 3 IKEA-F Livelihoods and Energy Projects. These provide valuable lessons for UNHCR and SOMEL to further document and share across contexts.
- **Social Cohesion Essential to Theory of Change:** In collective livelihood work, a collaboration model of equal refugee and host member participation can be a critical contributing factor to programme success and should be considered an essential component of project design and ToCs, while ensuring appropriateness to context and local power dynamics. More research and learning are needed on how to improve social cohesion amongst large cooperatives or business groups with limited collective business functions, and in settings in which refugees-hosts do not have a shared culture or language.
 - **Integrating Local Governance Strengthening from the Start:** Developing livelihood and energy projects in refugee-hosting contexts through extensive engagement with local leaders and communities and investing in the foundational governance systems slows down design and implementation. Yet, it is critical to layer, rather than sequence, the hard assets with the soft capacities to ensure longer-term participation, ownership, and sustainability.

- **Multi-Sector Approach, Leveraging UNHCR Expertise:** For refugee LEI programming to be effective, it is essential to adopt a multi-sector approach that can inform programme design and support implementation. This means protection, education, food security and nutrition considerations are integrated into programme strategies. While refugee LEI programming has great potential for reducing vulnerabilities, adequate monitoring of protection issues amongst participants is critical. UNHCR has the comparative advantage in refugee contexts to ensure the protection lens is applied from design through implementation across programming.
- **Integration of Resilience and Climate Adaptation:** In humanitarian contexts where climate- and conflict-induced emergencies and various shocks are recurring, it is essential that livelihood designs incorporate interventions that pro-actively promote resilience capacities and shock management strategies. This could be done, e.g., through establishment of shock preparedness and anticipatory action measures, assessments and development of scenarios that proactively consider climate and environmental shocks and stresses, and procedures for rapid release of emergency contingency funds to address critical and dynamic needs.
- **Operationalising Nexus and GCR/CRRF:** In protracted refugee contexts that often exist in the space between humanitarian and development programming, a window of opportunity can be created to accelerate towards development. This requires an optimal combination of the high momentum of humanitarian activities with the sizable long-term investments facilitated through development-focused activities. The role of government in facilitating this critical phase where resources and approaches overlap is critical to harness, nurture, and grow development results from a strong humanitarian foundation. Thus, to operationalise the nexus in protracted refugee situations, government GCR/CRRF commitments are also critical to move from humanitarian assistance to development.
- **Private Sector Engagement:** UNHCR has an important role to play in facilitating private sector partnerships (including financial services) that should be regarded as key components in operationalising the GCR/CRRF. This involves integrating social cohesion, protection, resilience and climate adaptation, and community engagement within private sector engagement approaches, as well as ensuring private sector needs and capacities are fully reflected in strategic assessment, analyses, and decision making.
- **Realistic Resource Requirements:** In livelihood programme operating contexts with very limited prior development investment, it is critical that UNHCR sets realistic expectations with donors and other development actors around the time, resources, staffing profiles, and partnership capacities necessary to build, maintain, and leverage new infrastructure and livelihood investments. This involves clarifying with donors and development partners that a transition or handover phase may require deployment of more resources and likely more time before a tapering off of direct support is realistic. A handover phase is a critical time to show results and predictability, and to attract and onboard larger development investment. This should be a design principle, never an afterthought.

4.3. Recommendations

142. Operational and strategic recommendations are presented below. The outline for these recommendations was co-developed in validation meetings with UNHCR team leads in Melkadida on 11 May 2023. The operational recommendations are presented as a sequence of steps, and the strategic recommendations further build on the operational. The proposed action points are ideas for consideration by the responsible stakeholder on how to undertake the implementation of the recommendation.

#	Recommendation	Related Finding	UNHCR Responsibilities	Other Contributors	By when
OPERATIONAL RECOMMENDATIONS					
1.	<p>UNHCR should conduct strategic transition and sustainability planning during Phase 4 for the Livelihoods and Energy Projects to ensure UNHCR's direct support and collaboration through partners is optimised for self-sufficiency results in the short- and longer-term. This includes envisioning UNHCR's livelihood's overall role and defining possible conceptual and operational changes to specific responsibilities in the region for future years.</p> <p>Proposed action points:</p> <ul style="list-style-type: none"> Request a Phase 4 revision period with IKEA-F to create the space for strategic and transition planning. Hire change management consultant or facilitator as needed to guide this process within SOMEL and across levels of UNHCR. Begin transition planning, using the initial sustainability mapping from this evaluation (Annex 5.2 of this report). Systematic transition planning should include all key activities and related assets of previous phases: short term (2-4 years) plan, longer-term (>5 years) plan, and lifetime management of assets. Ensure the planning also considers cooperative needs around resilience capacities and shock preparedness. Consider SOMEL staff profile and any capacity building needs to be able to develop transition plans and implement new strategies. 	Findings 2-3, 7 (Relevance & Coherence); Finding 10 (Effectiveness/CCA Results); All Findings (Efficiency); Findings 21-22 (Sustainability)	SOMEL Head of Sub-Office with multi-functional team (MFT: includes team leads/specialists across sectors and programmes unit)	UNHCR CO and Private Sector Partnerships (PSP); IKEA-F	As soon as possible – start by August 2023
2.	<p>Based on planning above, UNHCR should revise the Phase 4 workplan with IKEA-F and request a repurposing of phase funding to enable implementation of the recommendations provided in this endline report.</p> <p>Proposed action points:</p> <ul style="list-style-type: none"> Identify and request additional resource needs if necessary. Revise Phase 4 implementation plan and progress indicators to align with the focus of the transition planning. Develop new reporting/evaluation plan for revised indicators and cease reporting on those indicators dropped. 	Findings 7 (Relevance & Coherence); All Findings (Efficiency)	SOMEL Head of Sub-Office with MFT	UNHCR CO and PSP; IKEA-F	As soon as possible – start by August 2023

3.	<p>UNHCR should continue to support and enhance focus on Government capacity strengthening activities in Phase 4 emphasising upstream technical support. This would entail developing an activity plan for building functional capacities and linkages directly with Government in the remainder of Phase 4 and, in so doing, foster ownership and implementation of activities and assets going forward.</p> <p>Proposed action points:</p> <ul style="list-style-type: none"> This includes enhancing local capacity of Somali Region State Cooperative Promotion Agency, Rural Land Administration, Bureau of Livestock, Bureau of Agriculture, Bureau of Irrigation, and Bureau of Water and Energy. With Government, develop a concept note for the establishment of dedicated transition/ maintenance funds that will ensure lifetime continuation of major livelihood and energy assets. With Government as partner, implement an accompaniment approach with cooperatives for ongoing peer learning and build champions that help close cooperatives' gaps in business data reporting and other business capacities. This recognises that private sector investment needs data and predictability. 	Finding 4 (Relevance & Coherence); All Findings (Efficiency); Findings 21-22 (Sustainability)	SOMEL Head of Sub-Office with MFT	UNHCR CO and PSP; IKEA-F	To be completed through end of Phase 4
STRATEGIC RECOMMENDATIONS					
4.	<p>UNHCR should prepare a concept note for a new strategic phase of implementation after Phase 4 identifying and emphasising UNHCR's protection role in private sector investments, building on insights generated through implementation of Recommendations 1-3, and outlining the time/investment required for role transition.</p> <p>Proposed action points:</p> <ul style="list-style-type: none"> Identify funding opportunities for responsible transition with particular focus on UNHCR's specific future role in ensuring protection amidst ongoing refugee livelihoods and energy and private sector investments. UNHCR's comparative advantage in the transition and handover of activities and assets is protection. The funding concept note for a new UNHCR/SOMEL operating model and role should articulate the risks and critical assumptions of this transition period, both for protecting refugees and for preserving the assets and benefits already made. It should include the realistic timeframe necessary for economic partners like IFC, African Development Bank (AfDB), others to begin operations and advance past their proof/pilot phase. 	Findings 6-7 (Relevance & Coherence); Finding 20 ((Efficiency); Findings 21-22 (Sustainability)	SOMEL Head of Sub-Office with MFT	UNHCR CO and PSP	New funding concept note to be completed by end of Phase 4
5.	<p>UNHCR should reconfigure its approach to partnerships, focusing on localisation and strengthening partnership agreements with Government.</p> <p>Proposed action points:</p> <ul style="list-style-type: none"> This may include a phasing out the former model with IPs, who were indeed efficient and appropriate for previous phases, and identifying appropriate partners and staff (if new) to support Government directly with their policies and plans. 	Finding 4 (Relevance & Coherence); All Findings (Efficiency); Findings 21-22 (Sustainability)	SOMEL Head of Sub-Office with MFT and Project Control (for PPAs)	UNHCR CO and PSP; IKEA-F	New funding concept note to be completed by end of Phase 4

6.	<p>UNHCR should develop a learning and dissemination plan to showcase the lessons from Phases 1-4 of this proof-of-concept programme.</p> <p>Proposed actions points:</p> <ul style="list-style-type: none"> • Plan meetings for forthcoming Global Refugee Forum to present programme results and lessons. • Plan series of presentations, discussion papers or briefs to disseminate key lessons and results to both internal and external audiences: within UNHCR, across sector actors, donors, researchers, etc. 	Findings 1, 4-6 (Relevance & Coherence); All Findings/Results (Effectiveness)	SOMEL Head of Sub-Office with MFT, esp. M&E Officer	UNHCR CO; RB Evaluation; PSP	To be completed by end of Phase 4
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5. Evidence Cited Annex

This annex includes the tables, charts, and documents consistently referenced in this main report. Please see the Supplemental Appendices document for additional appendices.

5.1. Referenced Tables and Charts

Referenced Data from Refugee Survey:

Table 18: Respondent household profile between BL and EL, by cooperative

Indicator	Total		Prosopis		Solar		Meat		Agriculture	
	BL	EL	BL	EL	BL	EL	BL	EL	BL	EL
Member gender (female)	60.8	60.8	77.5	77.5	43.8	43.8	71.4	71.4	49.7	49.7
Adults	1.7	3.1 *	1.9	2.8 *	1.7	3.1 *	1.6	3.2 *	1.8	3.2 *
Number of kids	5.2	5.0 *	4.1	5.5 *	3.3	4.6 *	5.5	5.0 *	5.5	4.8 *
Percent of HH over 60	14.6	23.2 *	7.5	20.0	3.1	6.3	16.9	22.7 *	16.6	28.0 *
School-aged children in school	93.6	88.5 *	97.5	90.0	87.5	65.6	93.2	92.9	93.9	88.5
HH head has >1 year of primary education	21.1	25.3	15.0	25.0	56.3	56.3	17.3	20.8	17.6	23.6
HH with >1 member with vulnerability	23.0	33.4 *	25.0	32.5	21.9	25.0	23.6	40.9 *	22.1	28.0
N (sample size)	383	383	40	40	32	32	154	154	157	157

Note: Stars denote a statistically significant difference of at least 10% level between groups.

Table 19: Income from cooperatives between BL and EL, by cooperative

Indicator	Total		Prosopis		Solar		Meat		Agriculture	
	BL	EL	BL	EL	BL	EL	BL (recall)	EL	BL (recall)	EL
Mean monthly income	235.4	3862.9 *	128.8	3074.5 *	368.8	2770.6 *	1322.9	2910.8 *	1859.2	5220.3 *
Median monthly income ^a	125	2000 *	100.0	2000	300	1800 *	700	2000 *	1200	3000 *
Highest ^a	1600	11000	500	10000	1600	11000	21100	13000	45000	30000
Lowest ^a	0	0	0	0	0	0	0	0	0	0
N (sample size)	72	72	40	40	32	32		154		157

Note: Stars denote a statistically significant difference of at least 10% level between groups.

^aStatistical test of significance is not done for these data.

Table 20: Household Economic Status between BL and EL, by cooperative

Indicator	Total		Prosopis		Solar		Meat		Agriculture	
	BL	EL	BL	EL	BL	EL	BL	EL	BL	EL
Average monthly household income (ETB)	1838.8	6665.4 *	852.5	7092.8 *	1485.9	6140.6 *	1617.1	5661.9 *	2351.4	7647.8 *
Average monthly household expenditures (ETB)	2840.5	7895.0 *	3753.0	7506.4 *	3745.1	9071.2 *	2875.5	8602.1 *	2407.2	7060.8 *
Average of count of types of major assets owned (0-26)	6.1	7.0 *	6.1	6.6	8.3	8.9	6.2	7.2 *	5.6	6.5 *
Percent of respondents with a savings	22.5	37.3 *	20.0	35.0	40.6	43.8	28.6	52.6 *	13.4	21.7 *
Percent of respondents with a loan	24.3	70.2 *	92.5	70.0 *	59.4	65.6	16.9	68.8 *	7.0	72.6 *
N (sample size)	383	383	40	40	32	32	154	154	157	157

Note: Stars denote a statistically significant difference of at least 10% level between groups.

Table 21: Households with loans and savings between BL and EL, by cooperative

Indicator	Total		Prosopis		Solar		Meat		Agriculture	
	BL	EL	BL	EL	BL	EL	BL	EL	BL	EL
% HHS of loan	24.3	70.2 *	92.5	70.0 *	59.4	65.6	16.9	68.8 *	7.0	72.6 *
% of HHS with savings	22.5	37.3 *	20.0	35.0	40.6	43.8	28.6	52.6 *	13.4	21.7 *
N (sample size)	383	383	40	40	32	32	154	154	157	157

Note: Stars denote a statistically significant difference of at least 10% level between groups.

Table 22: Economic indicators and household assets

Indicator	Total		Prosopis		Solar		Meat		Agriculture	
	BL	EL	BL	EL	BL	EL	BL	EL	BL	EL
Mean count of types of major assets owned (BL 0-26, EL 0-15)	6.10	6.99 *	6.08	6.58	8.28	8.91	6.21	7.23 *	5.55	6.48 *
Mean count of types of household assets (BL 0-19, EL 0-15)	2.30	3.87 *	3.00	2.95	4.66	4.94	1.95	4.06 *	1.97	3.71 *
Mean count of types of livestock assets (BL 0-9, EL 0-7)	3.80	3.12 *	3.08	3.63	3.63	3.97	4.25	3.16 *	3.58	2.77 *
% of hh owning at least one...										
cattle	30.5	18.3 *	17.5	32.5 *	28.1	34.4	40.9	18.8 *	24.2	10.8 *
donkey	53.5	57.4	32.5	60.0 *	34.4	62.5 *	57.1	45.5 *	59.2	67.5 *
camel	30.5	16.2 *	20.0	27.5	28.1	34.4	40.3	18.2 *	24.2	7.6 *
goat	92.2	80.4 *	92.5	82.5	96.9	93.8	92.2	80.5 *	91.1	77.1 *
sheep	65.8	60.3	65.0	75.0	75.0	68.8	72.7	62.3 *	57.3	52.9
chicken	73.4	57.7 *	62.5	55.0	71.9	65.6	76.6	65.6 *	73.2	49.0 *
dove	34.2	21.4 *	17.5	30.0	28.1	37.5	45.5	25.3 *	28.7	12.1 *
N (sample size)	383	383	40	40	32	32	154	154	157	157

Note: Stars denote a statistically significant difference of at least 10% level between groups.

Table 23: Loan by cooperative between BL and EL

Indicator	Total		Prosopis		Solar		Meat		Agriculture	
	BL	EL	BL	EL	BL	EL	BL	EL	BL	EL
Lender type: MFI	22.6	2.6 *	0.0	3.6	0.0	0.0	57.7	2.8 *	54.5	2.6 *
Lender type: Refugee community member	39.8	74.7 *	75.7	85.7	42.1	81.0 *	0.0	72.6 *	9.1	72.8 *
Lender type: Host community member	19.4	9.3 *	29.7	0.0 *	36.8	9.5 *	0.0	16.0 *	0.0	5.3
Primary reason: Food consumption	89.2	95.9 *	97.3	100.0	89.5	95.2	88.5	95.3	63.6	95.6 *
Average amount (Birr)	8008.2	12185.3 *	4519.5	8446.4 *	3818.2	12371.4 *	13942.3	11713.2	12954.5	13508.3
N (sample size)	93	269	37	28	19	21	26	106	11	114

Note: Stars denote a statistically significant difference of at least 10% level between groups.

Grey highlight indicates sample size is too small to make a meaningful comparison.

Table 24: Loan source by gender and cooperative, between BL and EL

Indicator	Total		Prosopis		Solar		Meat		Agriculture	
	BL	EL	BL	EL	BL	EL	BL	EL	BL	EL
Lender type: MFI										
male	26.5	1.8 *	0.0	0.0	0.0	0.0	62.5	0.0 *	44.4	3.4 *
female	20.3	3.1 *	0.0	4.8	0.0	0.0	55.6	4.1 *	100.0	1.8
Lender type: Refugee community member										
male	29.4	78.9 *	77.8	85.7	25.0	81.8 *	0.0	90.9 *	11.1	70.7 *
female	45.8	71.9 *	75.0	85.7	54.5	80.0	0.0	64.4 *	0.0	75.0 *
Lender type: Host community member										
male	14.7	2.8 *	22.2	0.0	37.5	0.0 *	0.0	3.0	0.0	3.4
female	22.0	13.8 *	32.1	0.0 *	36.4	20.0	0.0	21.9 *	0.0	7.1
N (sample size)	93	269	37	28	19	21	26	10	6	11
										4

Note: Stars denote a statistically significant difference of at least 10% level between groups. Grey highlight indicates sample size is too small to make a meaningful comparison.

Table 25: Savings between BL and EL, by cooperative

Indicator	Total		Prosopis		Solar		Meat		Agriculture	
	BL	EL	BL	EL	BL	EL	BL	EL	BL	EL
Savings institution: Bank	10.5	32.9 *	0.0	35.7 *	7.7	57.1 *	14.0	35.8 *	9.1	14.7
Savings institution: NGO	16.3	0.0 *	0.0	0.0	0.0	0.0	23.3	0.0 *	18.2	0.0
Savings institution: MFI	51.2	14.7 *	37.5	35.7	69.2	14.3 *	46.5	9.9 *	54.5	17.6 *
Savings institution: SACCO	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Savings institution: Auto	10.5	43.4 *	62.5	28.6	15.4	21.4	4.7	44.4 *	0.0	55.9
Primary reason: Food consumption	47.7	72.0 *	62.5	57.1	38.5	85.7 *	46.5	70.4 *	50.0	76.5 *
Primary reason: Medical	27.9	37.1	75.0	35.7 *	38.5	35.7	16.3	37.0 *	27.3	38.2
Primary reason: Ceremony	18.6	19.6	0.0	21.4	7.7	14.3	23.3	18.5	22.7	23.5

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Primary reason: Debt	17.4	18.9	75.0	7.1	38.5	14.3	0.0	17.3	*	18.2	29.4				
Primary reason: Business	26.7	24.5	0.0	35.7	*	15.4	28.6	46.5	23.5	*	4.5	20.6			
Primary reason: Inputs	20.9	26.6	0.0	7.1		69.2	35.7	*	11.6	33.3	*	18.2	14.7		
Primary reason: Transportation	2.3	4.2	0.0	0.0		0.0	7.1		0.0	4.9		9.1	2.9		
Primary reason: Durables	0.0	0.7	0.0	0.0		0.0	0.0		0.0	0.0		0.0	2.9		
Primary reason: House	1.2	16.1	*	0.0	35.7	*	7.7	21.4		0.0	16.0	*	0.0	5.9	
Primary reason: Lending	3.5	0.7		0.0	7.1		0.0	0.0		0.0	0.0		13.6	0.0	*
Primary reason: Labour	0.0	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0	0.0	
Primary reason: Travel	1.2	0.0		0.0	0.0		0.0	0.0		2.3	0.0		0.0	0.0	
Primary reason: Dwelling	0.0	0.7		0.0	0.0		0.0	0.0		0.0	1.2		0.0	0.0	
Primary reason: Public education	7.0	2.8	*	12.5	7.1		0.0	7.1		7.0	1.2	*	9.1	2.9	
Primary reason: Private education	8.1	4.9		12.5	7.1		0.0	7.1		9.3	3.7		9.1	5.9	
Primary reason: Religious education	1.2	8.4	*	0.0	7.1		0.0	0.0		2.3	11.1	*	0.0	5.9	
Primary reason: Save for old age	5.8	0.7	*	0.0	0.0		0.0	7.1		4.7	0.0		13.6	0.0	*
Primary reason: Future medical costs	9.3	2.1	*	12.5	0.0		7.7	7.1		9.3	1.2	*	9.1	2.9	
Primary reason: Harvest	4.7	0.0	*	0.0	0.0		0.0	0.0		7.0	0.0	*	4.5	0.0	
Primary reason: Leave Ethiopia	0.0	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0	0.0	
Average amount (Birr)	6471.05	8850.18	*	2530.00	6267.86	*	5430.77	14728.57	*	7956.98	8200.94		5614.55	9039.71	
N (sample size)	86	143		8	14		13	14		44	81		21	34	

Note: Stars denote a statistically significant difference of at least 10% level between groups.
Grey highlight indicates sample size is too small to make a meaningful comparison.

Table 26: Savings by cooperative at endline, by gender and cooperative

Indicator		Total		Prosopis		Solar		Meat		Agriculture	
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Savings institution: Bank	1	48.0	24.2	83.3		62.5	40.0	48.0	30.9		13.0
Savings institution: NGO	2									18.2	
Savings institution: MFI	3	20.0	11.0	16.7	50.0	12.5		16.0	7.3	36.4	8.7
Savings institution: SACCO	4										
Savings institution: Ayuto	5	18.0	57.1		50.0	12.5	40.0	24.0	52.7	18.8	73.9
N (sample size)		50	91	6	8	13	14	25	55	11	23

Table 27: Percent of respondents reporting better or much better stability and security, by cooperative

Indicator	Total		Prosopis		Solar		Meat		Agriculture	
	BL	EL	BL	EL	BL	EL	BL	EL	BL	EL
Financial stability	78.1	54.0 *	35.0	35.0	53.1	75.0 *	83.1	54.5 *	89.2	54.1 *
Physical security	67.6	54.8 *	25.0	35.0	62.5	75.0	76.6	55.2 *	70.9	55.4 *
N (sample size)	383	383	40	40	32	32	154	154	141	157

Note: Stars denote a statistically significant difference of at least 10% level between groups.

Table 28: Aspirations and Well-Being indicators between BL and EL, by cooperative

Indicator	Total		Prosopis		Solar		Meat		Agriculture	
	BL	EL	BL	EL	BL	EL	BL	EL	BL	EL
% respondents satisfied with life overall	59.3	70.8 *	45.0	77.5 *	53.1	78.1 *	74.0	65.6	49.7	72.6
% respondents satisfied with life before joining cooperative	34.7	35.0	42.5	27.5 *	37.5	40.6	66.9	30.5 *	0.6	40.1
% agree HH's economic situation better compared to last year	88.3	47.8 *	47.5	45.0	62.5	43.8	84.4	54.5 *	91.1	42.7
% agree HH's economic situation will be better next year compared to now	92.2	81.2 *	77.5	72.5	100.0	87.5 *	92.9	85.1 *	93.0	78.3
Well-being										
% respondents with none to mild depression (PHQ-9)	99.0	99.2	97.5	100.0	96.9	96.9	98.7	99.4	100.0	99.4
N (sample size)	383	383	40	40	32	32	154	154	157	157

Note: Stars denote a statistically significant difference of at least 10% level between groups.

Table 29: Cooperative change in self-confidence

Indicator	As compared to your previous work arrangement, how has being in a cooperative changed your sense of confidence? % (n)			
	Prosopis	Solar	Meat	Agriculture
Much better	35.3% (6)	16.7% (17)	46.6% (41)	35.9% (37)
Better	47.1% (8)	28.6% (8)	52.3% (46)	50.5% (52)
No different	11.8% (2)	3.6% (1)	1.1% (1)	12.6% (13)
Worse	5.9% (1)	0	0	1% (1)
Much worse	0	3.6% (1)	0	0
I don't know	0	0	0	0
Prefer not to say	0	3.6% (1)	0	0
N (sample size)	17	28	88	103

Table 30: Members believe that economic situation will be better next year, by cooperative

Indicator	Total		Prosopis		Solar		Meat		Agriculture	
	BL	EL	BL	EL	BL	EL	BL	EL	BL	EL
HH economic situation be better next year	82.5	81.2	77.5	72.5	100.0	87.5 *	84.4	85.1	78.3	78.3
N (sample size)	383	383	40	40	32	32	154	154	157	157

Note: Stars denote a statistically significant difference of at least 10% level between groups.

Table 31: Percentage of HH with electricity between BL and EL, by cooperative

Indicator	Total		Prosopis		Solar		Meat		Agriculture	
	BL	EL	BL	EL	BL	EL	BL	EL	BL	EL
Electricity	16.4	9.4 *	32.5	2.5 *	59.4	40.6	10.4	10.4	9.6	3.8 *
N (sample size)	383	383	40	40	32	32	154	154	157	157
% HHs with solar electricity	n/a	87.5	n/a	n/a		87.5	n/a	n/a	n/a	n/a
N (sample size)		32				32				

Note: Stars denote a statistically significant difference of at least 10% level between groups.
n/a means data was not collected

Table 32: Food Security Indicators, by cooperative type

Indicator	Total		Prosopis		Solar		Meat		Agriculture	
	BL	EL	BL	EL	BL	EL	BL	EL	BL	EL
Average food consumption score (FCS) (16.5-109)	72.0	57.2 *	62.7	46.8 *	66.4	57.6 *	78.0	61.9 *	69.6	55.2 *
Moderate to severe food insecurity (HFIAS-3)	20.4	12.3 *	20.0	5.0 *	18.8	18.8	16.2	11.7	24.8	13.4 *
Severe food insecurity (HFIAS-4)	68.1	84.6 *	80.0	92.5 *	65.6	78.1	68.8	83.8 *	65.0	84.7 *
N (sample size)	383	383	40	40	32	32	154	154	157	157

Note: Stars denote a statistically significant difference of at least 10% level between groups.

Table 33: Food Consumption Score, by camp at endline

Indicators	Bokolmayo	Melkadida	Kobe	Hilaweyn	Buramino
Mean Food Consumption Score (Mean, SD)	61.1	59.5	57.5	57.3	52.6
	2.2	1.8	1.4	1.9	1.8
% Households with Acceptable Consumption	96.9%	97.5%	92.9%	93.1%	90.7%
	(90.7%-103.0%)	(94.0%-101.0%)	(88.4%- 97.4%)	(87.1%- 99.0%)	(84.0%- 97.3%)
Borderline consumption	0.0%	2.5%	7.1%	6.9%	9.3%
	(0-0)	(-1%-6%)	(2.6%-11.6%)	(1.0%-12.9%)	(2.7%-16.0%)
Poor consumption	3.13%	0.00%	0.00%	0.00%	0.00%
	(-3.0%-9.2%)	0	0	0	0

Table 34: Outcome indicators by coop membership status

Indicator	Are you still in coop?	
	Yes	No
FCS	58.0	48.2 *
HFIAS (moderate to severe)	12.4	10.0
FHIAS (severe)	84.2	86.7
Average HH income	6779.9	4865.6
N (sample size)	355	30

Note: Stars denote a statistically significant difference of at least 10% level between groups.

Table 35: Access to healthcare, access to education, and feelings of security, by cooperative

Indicator	Total		Prosopis		Solar		Meat		Agriculture	
	BL	EL	BL	EL	BL	EL	BL	EL	BL	EL
% of co-op members who have access to health care	83.6	67.1 *	62.5	72.5	50.0	71.9 *	85.8	63.0 *	93.3	68.8 *
% of co-op members who have access to education for their children	91.6	88.7	97.5	89.3	65.6	68.0	93.2	92.7	93.9	88.2 *
% of co-op members who agree their level of security is good	67.6	54.8 *	25.0	35.0	62.5	75.0	77.0	55.2 *	70.7	55.4 *
N (sample size)	383	383	40	40	32	32	154	154	157	157

Note: Stars denote a statistically significant difference of at least 10% level between groups.

Table 36: Cooperative members' training, by cooperative

Indicator	Total		Prosopis		Solar		Meat		Agriculture	
	BL	EL	BL	EL	BL	EL	BL	EL	BL	EL
% of co-op members with training since arriving in camp	26.1	98.2 *	85.0	95.0	90.6	100.0 *	5.4	99.4 *	17.8	97.5 *
Average number of trainings received (EL estimate includes only those trainings reported to receive after joining coop)	0.5	1.5 *	1.6	1.4	3.1	1.9 *	0.1	1.6 *	0.2	1.4 *
N (sample size)	385	385	40	40	32	32	154	154	157	157

Note: Stars denote a statistically significant difference of at least 10% level between groups.

Table 37: Integration and trust of refugees and host community, by cooperative

Indicator	Total		Prosopis		Solar		Meat		Agriculture	
	BL	EL	BL	EL	BL	EL	BL	EL	BL	EL
% of co-op members who report they can trust local Ethiopians in the kebele:	92.4	87.2 *	100.0	82.5 *	87.5	87.5	91.2	86.4	92.6	89.2
% of co-op members who report they can trust refugees in the camp where they live:	96.3	94.5	95.0	90.0	100.0	93.8	93.2	94.2	98.8	96.2
% of co-op members who feel culturally similar to host community:	91.9	92.2	92.5	97.5	96.9	81.3 *	91.9	93.5	90.8	91.7
% of co-op members who indicate refugees are well-integrated with host community:	87.2	93.2 *	92.5	95.0	93.8	100.0	85.1	90.9	86.5	93.6 *
N (sample size)	385	385	40	40	32	32	154	154	157	157

Note: Stars denote a statistically significant difference of at least 10% level between groups.

Table 38: Cooperative member challenges between BL (TANGO data) and EL

Indicator	Total		Prosopis		Solar		Meat		Agriculture	
	BL	EL	BL	EL	BL	EL	BL	EL	BL	EL
Limited experience	25.0	3.1 *	15.0	0.0 *	37.5	3.1 *	n/a	2.6	n/a	4.5
Didn't know right people	2.8	n/a	5.0	n/a	0.0	n/a	n/a	n/a	n/a	n/a
Other work obligation	4.2	0.3 *	7.5	2.5	0.0	0.0	n/a	0.0	n/a	0.0
Family obligation	2.8	0.0 *	5.0	0.0	0.0	0.0	n/a	0.0	n/a	0.0
Unequal access to inputs	n/a	4.7	n/a	7.5	n/a	6.3	n/a	3.2	n/a	5.1
Discrimination	n/a	9.1	n/a	12.5	n/a	18.8	n/a	6.5	n/a	8.9
Others	2.8	6.0	0.0	5.0	6.3	6.3	n/a	1.9	n/a	10.2
N (sample size)	72	383	40	40	32	32	n/a	154	n/a	157

Note: Stars denote a statistically significant difference of at least 10% level between groups.

n/a means data not collected or available

Table 39: Shocks experienced during the last three years as reported in the EL, by cooperative

Indicator	Total		Prosopis		Solar		Meat		Agriculture	
	BL	EL	BL	EL	BL	EL	BL	EL	BL	EL
% of HHs who experienced shocks in the last three years										
Excessive rain	n/a	0.8	n/a	0.0	n/a	0.0	n/a	0.0	n/a	1.9
Drought	n/a	35.2	n/a	25.0	n/a	50.0	n/a	35.7	n/a	34.4
Landslide	n/a	0.3	n/a	0.0	n/a	0.0	n/a	0.0	n/a	0.6
Crop diseases	n/a	12.8	n/a	0.0	n/a	0.0	n/a	1.3	n/a	29.9
Livestock diseases	n/a	21.9	n/a	10.0	n/a	18.8	n/a	31.8	n/a	15.9
Illness due to covid	n/a	4.4	n/a	2.5	n/a	0.0	n/a	6.5	n/a	3.8
Theft or destruction of livelihood assets										
Violence/Insecurity	n/a	3.4	n/a	0.0	n/a	0.0	n/a	1.3	n/a	7.0
Decrease of food/cash assistance from WFP	n/a	0.0	n/a	0.0	n/a	0.0	n/a	0.0	n/a	0.0
Increased food price	n/a	33.4	n/a	37.5	n/a	31.3	n/a	31.2	n/a	35.0
Unavailability of livelihoods inputs	n/a	80.4	n/a	90.0	n/a	93.8	n/a	83.8	n/a	72.0
Increase in livestock input prices	n/a	3.7	n/a	0.0	n/a	3.1	n/a	5.8	n/a	2.5
Decreased demand of ag products	n/a	12.3	n/a	10.0	n/a	9.4	n/a	18.2	n/a	7.6
Serious illness (non-Covid)	n/a	1.6	n/a	0.0	n/a	0.0	n/a	1.9	n/a	1.9
Decreased movement due to Covid										
Total number of shocks	n/a	9.1	n/a	5.0	n/a	21.9	n/a	9.7	n/a	7.0
Decreased movement due to Covid	n/a	1.0	n/a	2.5	n/a	0.0	n/a	1.3	n/a	0.6
Total number of shocks	n/a	2.20	n/a	1.83	n/a	2.28	n/a	2.29	n/a	2.20
N (sample size)	n/a	383	n/a	40	n/a	32	n/a	154	n/a	157

n/a means data not available.

Note: Stars denote a statistically significant difference of at least 10% level between groups.

Table 40: Non-livelihood and indirect benefits for energy cooperative members between BL and EL

Indicator	Total		Prosopis		Solar	
	BL	EL	BL	EL	BL	EL
% of respondent who perceive less GBV because of their membership*	62.5	87.5 *	62.5	87.5 *	n/a	n/a
% of respondents who report the co-op has reduced conflict with host and refugee members:	84.7	86.1	77.5	85.0	93.8	87.5
% of respondents who report the co-op has reduced conflict among refugee members:	90.3	90.3	85.0	90.0	96.9	90.6
N (sample size)	385	385	40	40	32	32

*The members answered this question generally, in consideration of all members of their cooperative.

Note: Stars denote a statistically significant difference of at least 10% level between groups.

Table 41: Streetlights maintained led to increased sense of personal security

Indicator	Repairing and maintaining community streetlights has increased the sense of personal security within the refugee community	
	Count	Percentage
Strongly Agree	10	31.25
Agree	18	56.25
Neither agree nor disagree	3	3.13
Disagree	1	3.13
Strongly Disagree	0	0
Don't know	2	6.25
Did not answer	0	0
N (sample size)	32	

Table 42: Cooperative provides a safe space for members' children

Indicator	The cooperative/processing centre (or farming area) provides a safe space for members' children while they work % (n)			
	Prosopis	Solar	Meat	Agriculture
Strongly Agree	15% (6)	n/a	11.7% (18)	12.7% (20)
Agree	62.5% (25)	n/a	44.2% (68)	69.4% (109)
Neither agree nor disagree	5% (2)	n/a	11.0% (17)	5.1 (8)
Disagree	12.5% (5)	n/a	27.9% (43)	8.9% (14)
Strongly Disagree	2.5% (1)	n/a	4.6% (7)	2.6% (4)
Don't know	2.5% (1)	n/a	0.7% (1)	1.1% (2)
Did not choose to answer	N/A	n/a	0	N/A
N (sample size)	40	Not asked	154	160

Table 43: Recovery from shocks experienced over the last 3 years

Type of shocks	Total EL	Prosopis	Solar	Meat	Agri
Increase in food prices					
Did not recover	27.7		33.3	21.4	50.0
Recovered some, but worse off than before	14.9			14.3	25.0

Recovered to same level as before	48.9	100.0	66.7	53.6	16.7
Recovered and better off	8.5			10.7	8.3
N (sample size)	47	4	3	28	12
Decrease in food/cash assistance from WFP					
Did not recover	28.6			33.3	25.0
Recovered some, but worse off than before	35.7			22.2	75.0
Recovered to same level as before	35.7		100.0	44.4	
N (sample size)	14		1	9	4
Drought					
Did not recover	56.3	80.0	81.2	63.0	38.9
Recovered some, but worse off than before	12.6	10.0		11.1	18.5
Recovered to same level as before	29.6	10.1	18.7	24.1	40.7
Recovered and better off	1.5			1.9	1.9
N (sample size)	135	10	16	54	54
Livestock Diseases					
Did not recover	53.9			42.9	66.7
Recovered some, but worse off than before	7.7			14.3	
Recovered to same level as before	23.1			28.6	16.7
Recovered and better off	15.4			14.3	16.7
N (sample size)	13			7	6
Increase in livestock input prices					
Did not recover	8.6		14.3	13.3	
Recovered some, but worse off than before	25.7		42.9	26.7	18.2
Recovered to same level as before	62.9	100.0	42.9	60.0	72.7
Recovered and better off	2.9				9.1
N (sample size)	35	2	7	15	11

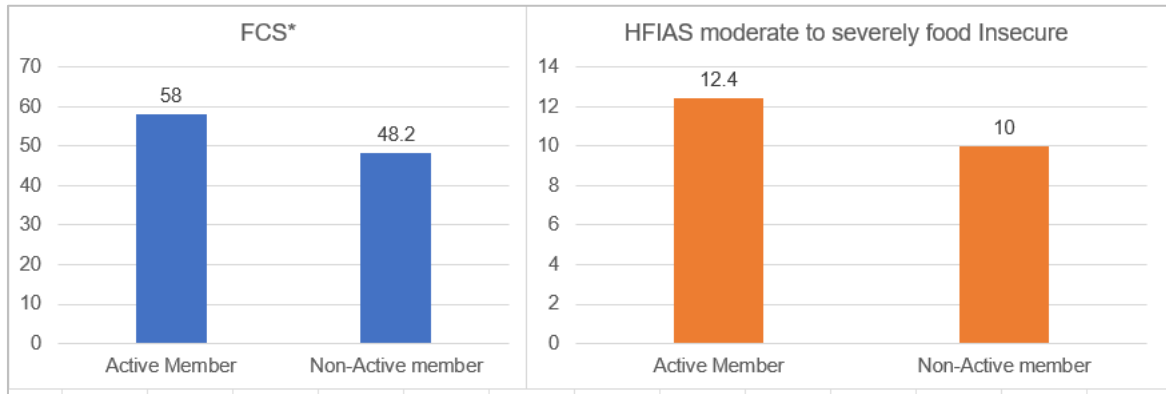
Table 44: Food Consumption Score by Camp

Camp	Mean FCS of top 20% of Camp Populations (July 2022)	Mean FCS at Endline for Refugee Members (Feb 2023)
Bokolmayo	51.6	61.1
Melkadida	59	59.5
Kobe	64.6	57.5
Hilaweyn	53.3	57.3
Buramino	53	52.6

Note: 2022 FCS data only contains the top 20% due to the WFP ration reduction, and no other recent FCS data available at the time of the draft report.

Source: WFP 2022 SENS Data Melkadida and TANGO's data analysis

Figure 11: Food security measures at endline: active versus non-active members



Note: Stars denote a statistically significant difference of at least 10% level between groups.

Table 45: Camp Mean FCS score when WFP rations are at 84%

Camp	Mean FCS June 2023 (UNHCR)	Mean FCS February 2023 (TANGO)
Bokolmayo	48.9	61.1
Melkadida	35.1	59.5
Kobe	37.0	57.5
Hilaweyn	46.6	57.3
Buramino	35.0	52.6
Overall	40.3	57.2

Source: General camp population FCS from UNHCR SENS Survey as compared to the endline survey with cooperative participants.

Referenced Data from Project BPD:

Table 46: Cooperative membership overview

Cooperative Type	% of Male			% of Female			% of Refugee			% of Host community		
	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021
Solar	78%	81%	82%	22%	19%	18%	67%	69%	72%	33%	31%	28%
Cookstove	100%	No Data	26%	0%	No data	74%	0%	No Data	86%	100%	No data	14%
Prosopis			7%			93%			100%			0%
Slaughterhouse		53%	53%		47%	47%		90%	88%		10%	12%
Meat Seller	41%	29%	17%	59%	71%	83%	81%	85%	87%	19%	15%	13%
Milk	0%	0%	0%	100%	100%	100%	91%	92%	88%	9%	8%	12%
Livestock Trading	80%	78%	77%	20%	22%	23%	53%	50%	65%	47%	50%	35%
CAHWS	91%	88%	87%	9%	12%	13%	68%	69%	66%	32%	31%	34%
Gum and Incense	No data	70%	65%	No data	30%	35%	No data	51%	54%	No data	49%	46%
Active Ag Members	71%	73%	63%	29%	27%	37%	51%	48%	43%	49%	52%	57%
Shoat			48%			52%			48%			52%
Total	61%	67%	55%	39%	33%	45%	64%	54%	56%	36%	46%	44%

Note: This cooperative membership data uses December of that year's membership count, or the month closest to it, except for Agriculture, which uses data from the first cropping season of each year.

Table 47: Business Performance data overview

Cooperative Type	Revenue (ETB)			Expenses (ETB)			Profit (ETB)			Profit (ETB) by Month (All of cooperatives of type)		
	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021
Solar	206,535 (5, except Buramino 3 months)	418,245	1,891,115	107,039	317,850	1,547,382	33,976	100,395	343,733	9,906	27,888	28,644
Cookstove	-	71,400	455,000	-	35,050	300,009	-	8,800	154,991		800	14,090
Prosopis			493,210			233,570			259,640			25,964
Slaughterhouse		270,170	940,530		179,647	732,080		90,523	208,450		14,600	17,665
Meat Seller	13,822,791	9,736,300	43,700,742	10,383,579	8,336,390	37,608,538	2,447,900	1,399,910	6,092,204	203,992	225,792	507,684
Milk	2,409,601	1,721,870	15,762,550	1,474,988	1,391,378	13,386,561	609,839	330,492	2,342,914	50,820	53,305	195,243

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Livestock Trading	9,124,918	7,741,430	43,365,209	5,657,555	6,680,880	38,452,679	2,089,040	1,060,550	4,912,530	174,087	171,056	409,378
CAHWS	561,680	388,732	2,522,208	-	166,875	2,016,005	-	221,857	506,203		35,783	42,184
Gum and Incense	-	154,427	949,500	-	90,460	300,910	-	63,967	648,590		17,769	54,049
Active Ag Members		16,247,169	8,725,814								16,247,169	8,725,814
Shoat		50,127	323,750		41,780	253,660		8,347	70,090		1,391	8,761
Total	26,125,525	36,799,870	119,129,628	17,623,161	17,240,310	94,831,394	5,180,755	3,284,841	15,539,345	n/a	n/a	n/a

Source: Business performance data.

Table 48: Agriculture BPD by status

	2020 membership	2020 Revenue	2020 Per-capita	2021 membership	2021 Revenue	2021 Per-capita
Refugee	155	3,395,284.93	21,905.06	177	4,938,795.00	27,902.80
Host	277	12,803,099.32	46,220.58	232	3,923,309.00	16,910.81

5.2. Sustainability Mapping by Activity

This table was developed with SOMEL teams during the validation mission

Phase 3 outputs	Sustainability potential?			Assumptions? (risks/opportunities)	Next steps? (exit, handover, or sustain)
Solar energy (including all system equipment and tools)		X (2-4 years)	X (5 years)	Batteries need replacement every 2.5 years. Systems will downgrade with partial replacement. Loans are not currently acceptable. Thus, the cooperatives could function for 2-4 years on their own with that downgrade. Within five years the night customers will no longer be possible and backup generators may fill gaps. With the administration fees of 18%, it is not expected the members will be retained at that time.	Ongoing support or handover is necessary to maintain asset investment – to be determined. AfDB/GoE initiatives may be sources of external support, or other OP initiatives.
Prosopis/Cookstove Cooperatives (including processing/business centres equipment)		X		UNHCR support until 2024 will allow enough savings for cooperatives to buy their own materials. Demand will continue to be CBI/voucher dependent. Assumption: that the market exists; risk: prices of cookstoves are increasing. Opportunity for supply chains for cookstoves to be developed outside of the region. Buramino Cookstoves cooperative behind in functioning.	Increased SOMEL accompaniment until end 2024 , including need for marketing strategies. May still be voucher-dependent and low-income earning.
Meat, Milk, Livestock Trader, Shoat (etc.) Cooperatives (including assets: business centre or market stalls, equipment)	X			Continue to provide training in Phase 4 and monitor the pace of transition; focusing on sufficient savings including emergency fund, adaptation decisions and financial inclusion training. Woreda cooperative promotion office capacity support, and guidance for livestock sector from woreda/regional government will provide ongoing support.	Exit possible after Phase 4 , with ongoing woreda support.
CAHW Business Groups	X			Business group maintained for collective purchases and coordination for distributing business. Expected to be linked into SHARPE and to continue as service provider with other livestock sector cooperatives. Assumption that they can overcome challenges with vaccine supply with woreda support, shock responsive measures are in place, and ongoing upskilling provided by Veterinarians Without Borders (VWB).	Exit possible after Phase 4 , with ongoing Woreda and VWB support.

Agriculture cooperatives (infrastructure: pumps, pump house, generators, canals, etc.)			X	Maintenance and control of assets are the main risk. Assumption that IFC initiative will take place and 7-9 cooperatives will join. Cooperatives are not commercially viable in current model; likelihood that the cooperatives would cease to exist, and landowners would shift to a commercial entity and take over the assets.	Exit necessary but current model will not be sustained.
Financial Services - Savings	X			Assumption that current and new FSPs will continue to operate in the camps and host communities providing formal savings access. UNHCR should continue to monitor refugee satisfaction and improve access for women. Challenges around loans for refugees may continue without a country-wide agenda for advocacy on financial inclusion (FI).	Exit possible after Phase 4; transition to country-wide agenda for refugee FI.
Environment activities: (Area enclosure, camp greening, wind break structures, flood control)	X			Very limited budget overall, implemented without the expectation of continued budget. E.g., Agro-forestry used drought resistant species, 75% of which have survived. Host communities trained to build the structures and assumption is they can be maintained by them. Other assumptions that any needed external funds will come from other donors or overseen through TORs with government.	Handover possible after Phase 4 – some maintenance of structures by cooperatives and communities, with ongoing support from GoE plans
Other activities: gum and incense, nursery, biogas, slaughterhouse, construction, etc.				These additional activities were excluded from the agreed scope of the evaluation, but the evaluation advises SOMEL undertake similar discussions for each.	Transition to be determined by SOMEL.

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