

# Inception report [Draft for Consultation] Evaluation of the UNICEF L3/L2 Response to the Drought in the Horn of Africa (September 2022-September 2023)

Countries concerned: Ethiopia, Kenya and  
Somalia (L3 response); Djibouti and Eritrea (L2  
response)



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## Evaluation carried out by:

- Michele Tarsilla, PhD (Team Leader, UNICEF EO, Embedded)
- Silva Ferretti (Senior Community Engagement and Humanitarian Evaluation Consultant)
- Erin Tettenson (Senior Consultant - Synthesis of Findings Expert)
- James Wicken (Senior Climate Emergency Evaluation Consultant)
- Valentina Prospero (UNICEF Evaluation Specialist, Embedded)
- **National consultants in Ethiopia:** Mr. Fiseha Terefe Yinesu, Mr. Essa Chanie Mussa
- **National consultants in Kenya:** Mr. George Otieno Opiyo, Mr. Daniel Kangogo
- **National consultants in Somalia:** Ms. Ambia Guhad Noor, Mr. Muktar Abdi Husein, Mr. Abduljalil Abdullahi Ali

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## List of Acronyms

AAP – Accountability to Affected Population  
AoR – Area of Responsibility  
ASALs - Semi-Arid Lands  
AMP – Annual Management Plan  
CCCs – Core Commitments for Children  
CEED - climate, environment and disaster risk reduction  
CERF - Central Emergency Response Fund  
CEAP - Corporate Emergency Activation Procedure  
CLA – Cluster Lead Agency  
CLAC - Climate Landscape Analysis for Children  
CO – Country Office  
COAP – Country Office Annual Report  
CP – Child Protection  
CPD – Country Programme Document  
CtA – Call to Action  
DHS – Demographic and Health Surveys  
DPAM – UNICEF Division of Data, Analytics, Planning and Monitoring  
ED – Executive Director  
EMOPS – Emergency Operations  
EMT – Emergency Management Team  
Eps - Emergency Procedures  
EPF - Emergency Programme Fund  
ESARO – UNICEF East and Southern Africa Regional Office  
ESS – Environmental and Social Standards  
FAO – Food and Agriculture Organization  
FEWS – Famine Early Warning Systems  
FGD – Focus Group Discussion  
FO – Field Office  
GBV – Gender-based Violence  
HAC - Humanitarian Action for Children Appeal  
HoA – Horn of Africa  
HCT – Humanitarian Cash Transfers  
HD – Human Development  
HQ - Headquarters  
HR – Human Resources  
IASC – Inter-Agency Standing Committee  
IDPs - Internally Displaced Persons  
IOM – International Organization for Migration  
IP – Implementing Partner  
IPC - Integrated Food Security Phase Classification  
KII – Key Informant Interview  
OCHA - United Nations Office for the Coordination of Humanitarian Affairs  
OECD – Organization for Economic Co-operation and Development  
PD – Programme Document  
PCA – Programme Cooperation Agreement  
PSNP - Productive Safety Net Programme  
PSEA - Prevention of Sexual Exploitation and Abuse  
RCCE – Risk Communication and Community Engagement  
RO – Regional Office

SAM - Severe Acute Malnutrition (SAM)  
SBC – Social & Behavioral Change  
SDG - Sustainable Development Goals  
Sitrep – Situational Report  
SOP – Standard Operating Procedures  
SP – Strategic Plan  
SNNP - Southern Nations, Nationalities and Peoples (Regional State in Ethiopia)  
TBC – To be confirmed  
ToR – Terms of Reference  
UNDSS - United Nations Department for Safety and Security  
UNHAS – UN Humanitarian Air Service  
UNHCR – UN High Commissioner for Refugees  
WASH – Water and Sanitation, Hygiene  
WFP – World Food Programme  
WHO – World Health Organization

# 1. INTRODUCTION

This inception report is the first of four deliverables envisaged within the scope of the evaluation of the UNICEF response to the drought in the Horn of Africa. This document presents the key highlights of the desk review undertaken by the evaluation team during the month of August 2023. It builds on over 70 documents and a dozen interviews that the different team members had with key actors of the response. Besides providing an overview of the response, as understood by the evaluation team to date, this inception report provides detailed information on the evaluation questions (some of the original questions included in the ToR were refined further and some new questions were added), the corresponding methodological approach, along with the list of sites where the fieldwork is planned to take place and a workplan outlining the different activities scheduled during each phase of the evaluation process. This inception report aims to bring all the Evaluation Reference Group members on the same page and benefit from their suggestions and comments on how to strengthen the relevant and utility of this evaluation.

## 2. CONTEXT OF THE EVALUATION

### *The Drought in the Horn of Africa: a quick overview*

The roots of the latest drought crisis in the Horn of Africa (HoA) run deep. Multiple overlapping crises— including conflict, climate-related disasters and disease outbreaks—have converged in drought-affected areas, with catastrophic consequences. Inflationary and market pressures compounded by the war in Ukraine and the lingering economic effects of COVID-19 further exacerbate the situation. Perhaps most significantly, affected populations are still reeling from the impacts of previous droughts, notably in 2016-2017 and 2010-2011. Herds and pastures had yet to rebound. Livelihoods and assets had not yet been fully restored. Many children who dropped out of school to help support their families did not return to the classroom. Each iteration of the drought crisis has left families more vulnerable than the one before; indeed, in some ways, the 2021-2023 drought can be viewed less as a discrete emergency than a particularly dramatic peak in a protracted, escalating crisis that has no clear beginning and, unfortunately, no imminent end. This complexity, in addition to being devastating for children and their families, poses significant challenges for the response.

The earliest warnings of an impending drought crisis came in August 2020, when the Famine Early Warning System Network FEWS NET issued an alert for the Horn of Africa warning of deteriorating food security and predicting a second season of below-average rainfall for the March to May 2021 season.<sup>1</sup> By the end of 2021, drought had officially been declared in Kenya and Somalia.<sup>2</sup> The rains would underperform again in October-December 2021, in the spring and fall of 2022, and for a fifth consecutive time in October-December 2022, with large swaths of all three countries projected to remain in crisis (Integrated Food Security Phase Classification [IPC] 3<sup>3</sup> or higher) through the end of

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<sup>1</sup> Famine Early Warning System Network, '[Forecast Below-average Rainfall in Late 2020 and Early 2021 Likely to Drive High Food Assistance Needs](#)', FEWS NET, Nairobi, 13 August 2020.

<sup>2</sup> United Nations Office for the Coordination of Humanitarian Affairs, '[Horn of Africa Drought: Regional Humanitarian Overview and Call to Action](#)', OCHA, Geneva, November 2022.

<sup>3</sup> [The Integrated Food Security Phase Classification \(IPC\)](#) help describe the 5 different levels or phases of severity of acute food insecurity, (1) Minimal/None, (2) Stressed, (3) Crisis, (4) Emergency, (5) Catastrophe/Famine.

2023.<sup>4</sup>

As of Q4 2023, according to the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), some 31.9 million people are in need of humanitarian assistance in Ethiopia, Kenya and Somalia, of whom 23.5 million are in crisis (IPC3+). Some 4.3 million children and 743,000 pregnant and lactating women are acutely malnourished, and 25 million people are living with daily household water insecurity. Measles and cholera outbreaks in drought-affected areas pose grave risks to children, especially those under the age of five, and more than 4 million children are at risk of dropping out of school.<sup>5</sup> The figure below provides an overview of the areas which the UNICEF L3 drought response focused on.

### *Compounding crises, increasing complexity*

The drought crisis occurs against a backdrop of extreme vulnerability. In **Somalia**, decades of conflict, displacement and fragile social services have taken a devastating toll on children and their families. The country has one of the highest under-5 mortality rates in the world, estimated at 121.5 per 1,000 live births, and preventable illnesses are responsible for nearly half of deaths in children under 5 years of age. Poverty is widespread and deep, particularly for rural and nomadic households and internally displaced persons (IDPs): 69 per cent of households live below the income poverty line, and social protection systems are nascent or absent. In addition to protection concerns such as violence, exploitation and abuse, child marriage, female genital mutilation (FGM) and child labour, the country has the highest total number of grave violations against children in the world, including ongoing recruitment and use of children in armed forces and groups. An estimated 3 million children have been out of school as of 2020.<sup>6</sup>

**Ethiopia** has made important strides toward the Sustainable Development Goals (SDGs), halving monetary poverty between 1995 and 2015 and achieving substantial declines in infant and child mortality. However, the country ranks 175<sup>th</sup> out of 191 countries in the Human Development Index, and much of the population, especially in rural areas, remains deeply impoverished. More than half of children under age 1 are not fully vaccinated, and the baseline prevalence of stunting and wasting remains concerning even in the absence of drought. Social protection in Ethiopia is relatively strong: the country's Productive Safety Net Programme (PSNP) reaches 8 million chronically food insecure rural people with food, cash and public works, and the Urban Productive Safety Net Project covers another 600,000 destitute households and children living in street situations in 11 cities.<sup>7</sup> These systems have a certain degree of shock-responsiveness, providing surge rations and covering additional households during times of crisis, which has proven to be key in past drought emergencies. However, they do not cover all vulnerable populations.<sup>8</sup>

Although **Kenya** is classified as a lower-middle-income country, more than half of children live in households experiencing multidimensional poverty. The most severe levels of child poverty are found in arid and semi-arid lands (ASALs)—precisely those areas that are most prone to cyclical, climate-related events such as floods and drought, contributing to food insecurity, high levels of malnutrition and illness, and disruption of livelihoods. In Kenya, as elsewhere, it is the most vulnerable households who bear the brunt of these climate-related shocks.<sup>9</sup>

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<sup>4</sup> Famine Early Warning System Network, [East Africa page](#), FEWS NET, Nairobi, consulted August 2023.

<sup>5</sup> OCHA, Regional Humanitarian Overview and Call to Action.

<sup>6</sup> United Nations Economic and Social Council, '[United Nations Children's Fund Country Programme Document: Somalia](#)', E/ICEF/2021/P/L.3, United Nations, New York, 14 December 2020.

<sup>7</sup> United Nations Economic and Social Council, '[United Nations Children's Fund Country Programme Document: Ethiopia](#)', E/ICEF/2021/P/L.7, United Nations, New York, 15 May 2020.

<sup>8</sup> Slim, Hugo, '[IASC Real-Time Evaluation of the Humanitarian Response to the Horn of Africa Drought Crisis in Somalia, Ethiopia and Kenya: Synthesis report](#)', IASC, Geneva, 2012.

<sup>9</sup> United Nations Economic and Social Council, '[United Nations Children's Fund Country Programme Document: Kenya](#)', E/ICEF/2022/P/L.16, United Nations, New York, 20 April 2022.

## Cross-border characteristics

### Conflict & Insecurity

Compounding this fragile equation are multiple overlapping and mutually reinforcing crises. **Conflict and insecurity** are a key feature of the humanitarian landscape in the Horn of Africa, driving displacement, increasing humanitarian needs and complicating humanitarian access. While it is tempting to view this mainly as a concern in Somalia, in fact all three countries are considered to have ‘high’ or ‘very high’ humanitarian access constraints.<sup>10</sup> Conflict takes various forms, from large-scale military operations (Ethiopia, Somalia) to communal conflict (all three).

In southern and central Somalia, conflict and insecurity saw a sharp increase in 2022 and 2023. Government operations against Al-Shabaab have created a volatile landscape for humanitarian access, opening up new areas while rendering others inaccessible. Attacks affecting schools, health facilities and water points are common. They have also resulted in serious protection concerns, including multiple grave violations against children—about 60 per cent of them occurring in zones classified ‘Priority 1’ for the drought response.<sup>11</sup> Elsewhere, increased competition for natural resources and economic rents continue to generate conflict at the local and sub-clan level.<sup>12</sup>

In Ethiopia, the two-year conflict in the north had important consequences for the drought response. Afar region, heavily affected by the drought, saw humanitarian access severely curtailed. In addition, the conflict absorbed the attention of the government, whose strong commitment and response to previous drought emergencies has been so crucial to saving lives.<sup>13</sup> The initial desk review, conducted in the context of the inception phase of the evaluation, suggests that some stakeholders within UNICEF felt the conflict was distracting to donors as well, reducing the funding available for the drought response.<sup>14</sup> At the same time (and perhaps not coincidentally), long-simmering conflicts elsewhere in the country began to flare up, notably in Oromia and Somali regions—both heavily drought-affected. Indeed, the OCHA-produced humanitarian access snapshot for Ethiopia from July-December 2022 shows high numbers of security incidents throughout the country, with some of the highest concentrations in Somali region and Oromia—including along one of the main supply routes into/out of Addis Ababa, impacting the mobilization and distribution of relief supplies.<sup>15</sup>

In Kenya, armed clashes between communities, including in drought-affected pastoral counties such as Garissa, Samburu, Turkana, West Pokot and Baringo, began escalating in the second half of 2022.<sup>16</sup> Long a feature of the region, cycles of revenge attacks are often connected to livestock raids. Here, the line between communal violence and criminality/banditry is blurry, but the results are the same: displacement, protection concerns, loss of life and livelihoods, and denial of humanitarian access.

### Migration & Displacement

Further complicating the picture, some of these conflicts have **important cross-border dimensions**, including incursions from foreign actors (e.g., Al-Shabaab activities in Ethiopia), refugee flows, and

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<sup>10</sup> ACAPS, [Humanitarian Access Overview](#), ACAPS, Geneva, 2023, consulted September 2023.

<sup>11</sup> As reported by Somalia country office, Emergency Management Team meeting, 26 January 2023.

<sup>12</sup> United Nations Office for the Coordination of Humanitarian Affairs, ‘[Somalia Humanitarian Needs Overview 2023](#)’, OCHA, Geneva, 2023.

<sup>13</sup> Slim, Hugo, IASC RTE, 2012.

<sup>14</sup> UNICEF Emergency Management Team and Regional Emergency Management Team meetings, 2022.

<sup>15</sup> United Nations Office for the Coordination of Humanitarian Affairs, ‘[Ethiopia Humanitarian Access Snapshot, July-December 2022](#)’, OCHA, Addis Ababa, 2022.

<sup>16</sup> United Nations Children’s Fund, ‘Kenya Drought Situation Report No. 1’, UNICEF, Nairobi, June 2022; Interpeace, ‘[Stabilising the North Rift: Lessons learned from the peacebuilding experience of NCIC and Interpeace](#)’, Interpeace, Nairobi, 2023.

conflicts involving pastoralists and agro-pastoralists over resources.

For humanitarian actors, the challenges arising from these conflicts go beyond increased humanitarian needs and security/access concerns; they have implications for risk management, principled humanitarian action, reaching the most vulnerable, and 'do no harm', among other issues. Even where access is physically possible, the manner in which aid is delivered—in which areas and to whom, based on what information—is both affected by, and potentially affects, conflict dynamics. Early evidence suggests some UNICEF country offices (COs) are aware of these challenges and have taken steps to address them (see below), though it is too early to assess the results of those efforts.

**Displacement** is another key feature of the overlapping crises in all three countries. As of July 2023, Kenya was host to more than 600,000 refugees, mainly from Somalia but also from South Sudan, the Democratic Republic of Congo and Ethiopia. Almost half (42.4 per cent) reside in Dadaab refugee camp near the Somali border, while another 15 per cent reside in urban areas (mainly Nairobi).<sup>17</sup> Ethiopia also hosts a sizeable number of Somali refugees (more than 276,000 as of July 2023).<sup>18</sup> Within Somalia, there are more than 3.9 million internally displaced persons (IDPs), with more than 1.5 million displacements occurring in 2022 alone, of which the vast majority were attributed to drought.<sup>19</sup> In Ethiopia, IDP numbers have reached a record 3.9 million, of whom 717,000 were displaced due to disasters (primarily drought).<sup>20</sup>

### Outbreaks

Drought conditions and displacement have also led to **outbreaks of disease**, notably cholera/acute watery diarrhea (AWD) and measles. As of end 2022, some 700 cholera cases had been reported in Ethiopia, and more than 7,300 cases of measles reported in Oromia, Somali, SNNPR, Afar and Amhara.<sup>21</sup> Over the same period in Somalia, some 15,390 suspected measles cases had been identified, and 11,345 cases of cholera had been reported.<sup>22</sup> UNICEF Kenya reported 10,886 cholera cases as of May 2023.<sup>23</sup>

### Climate Change

Further compounding all of these is the **climate change crisis**. According to the World Weather Attribution project<sup>24</sup>, climate change has made events such as the current drought in the HoA much stronger and more likely: “a conservative estimate is that such droughts have become about 100 times more likely”.<sup>25</sup> In recent months, the drought emergency has been accompanied by an heightened risk of flooding and new evidence suggests that wild swings from severe drought to heavy rain are becoming more common.<sup>26</sup>

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<sup>17</sup> United Nations High Commissioner for Refugees, 'Figures at a Glance: Kenya', UNHCR, Geneva, <https://www.unhcr.org/ke/figures-at-a-glance>, consulted September 2023.

<sup>18</sup> USA for UNHCR, 'Somalia Refugee Crisis Explained', USA for UNHCR, Washington, D.C., 17 July 2023.

<sup>19</sup> United Nations Children's Fund, 'Somalia-REMT\_Presentation\_SCO', presentation in EMT meeting, 14 November 2022.

<sup>20</sup> Internal Displacement Monitoring Centre, country profiles, Ethiopia and Kenya, IDMC, Geneva, <https://www.internal-displacement.org/countries>, consulted September 2023.

<sup>21</sup> United Nations Children's Fund, 'Ethiopia Humanitarian Situation Report No. 12', UNICEF, Addis Ababa, December 2022.

<sup>22</sup> UNICEF, Somalia REMT presentation 14 November 2022.

<sup>23</sup> United Nations Children's Fund, 'Kenya Humanitarian Situation Report No. 5', UNICEF, Nairobi, 7 July 2023.

<sup>24</sup> [World Weather Attribution – Exploring the contribution of climate change to extreme weather events](#)

<sup>25</sup> World Weather Attribution, '[Human Induced Climate Change Increased Drought Severity in Horn of Africa](#)', WWA, London, 27 April 2023.

<sup>26</sup> Qing, Y., Wang, S., Yang, ZL. et al. Soil moisture–atmosphere feedbacks have triggered the shifts from drought to pluvial conditions since 1980. *Commun Earth Environ* 4, 254 (2023).

Importantly, these overlapping crises—drought, conflict, displacement, disease outbreaks and climate change—are not merely concurrent but are mutually reinforcing. For example, conflict leads to displacement, with IDPs and refugees placing additional strain on already-stressed water points in host communities. Displacement and acute water stress heighten the risk of disease outbreaks, and competition over already-scarce resources may flare into new conflict. Responding to all these crises simultaneously places enormous strain on the humanitarian response system, leaving agencies in perpetual ‘firefighting mode’ and reducing the scope for addressing underlying causes and proposing sustainable solutions.

### 3. EVALUATION OBJECT

The following section presents the key components of the UNICEF L3 response to the drought in the HoA, including programmatic activities and related funding. Some preliminary achievements (by sector and country) are also presented, based on the desk review conducted by the team during the inception phase.

#### The UNICEF response to the drought

For the reasons explored below (see ‘Timeliness’ section), identifying a clear start date for the UNICEF drought response is challenging. UNICEF situation reports suggest that the affected COs were already responding to drought-related impacts by the second quarter of 2021, and the 2022 Humanitarian Action Report (HAC) for Kenya, issued in January of 2022, devotes considerable attention to the drought emergency in that country.<sup>27</sup> The clearest signal of organizational scale-up came in February 2022, when UNICEF issued its first regional ‘Call to Action’ for the drought crisis, appealing for \$119.5 million “to provide **lifesaving** support to 20 million high-risk people, half of them children, in Ethiopia, Kenya, Somalia and Eritrea”. The appeal emphasized the impacts of the crisis in terms of severe household water insecurity and acute malnutrition among children, as well as the risk of children dropping out of school, losing access to health facilities, and being at heightened risk of violence, exploitation, abuse, and harmful practices such as child marriage and child labor.

Notably, **the regional appeal also included a sizable resilience and climate change component**. The Call to Action firmly placed climate, environment and disaster risk reduction (CEED) at the heart of the response.<sup>28</sup> Articulated in terms of “resilience”, the appeal emphasized the need for “continued investment in resilience system strengthening ... to help communities prepare and be better able to handle increasing climate-related emergencies”. Accordingly, it **included an additional request of \$275 million to scale-up “resilient, climate-smart” activities**.<sup>29</sup> While resilience was construed relatively narrowly in this first iteration of the Call to Action, referring mainly to climate-resilient water systems, it was expanded in subsequent iterations of the document to include systems strengthening in nutrition and health as well as support to social protection (May 2022), and systems strengthening in child protection and education (July 2022). The ‘frontloading’ of a sizeable resilience component, in parallel with the life-saving component, is an unusual feature of this appeal; understanding the rationale behind this decision, and the impact it had on resource mobilization, will be part of the evaluation’s inquiry.

The UNICEF East and Southern Africa Regional Office (ESARO) re-issued multiple iterations of the

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<https://www.nature.com/articles/s43247-023-00922-2>

<sup>27</sup> United Nations Children’s Fund, ‘[Humanitarian Action for Children 2022: Kenya](#)’, UNICEF, New York, 2022.

<sup>28</sup> Evident in naming the appeal “Horn of Africa Drought Crisis: Climate change is here now”.

<sup>29</sup> United Nations Children’s Fund, ‘Regional Call to Action: Drought in the Horn of Africa’, UNICEF, Nairobi, February 2022.

Call to Action, as the situation further deteriorated and the number of people in need continued to grow. Less than two months after the first appeal, on 7 April 2022, the organization activated its Corporate Emergency Level 2 Scale-up Procedure (L2) for the Horn of Africa drought crisis, covering Somalia, Kenya, Eritrea and Djibouti.<sup>30</sup>

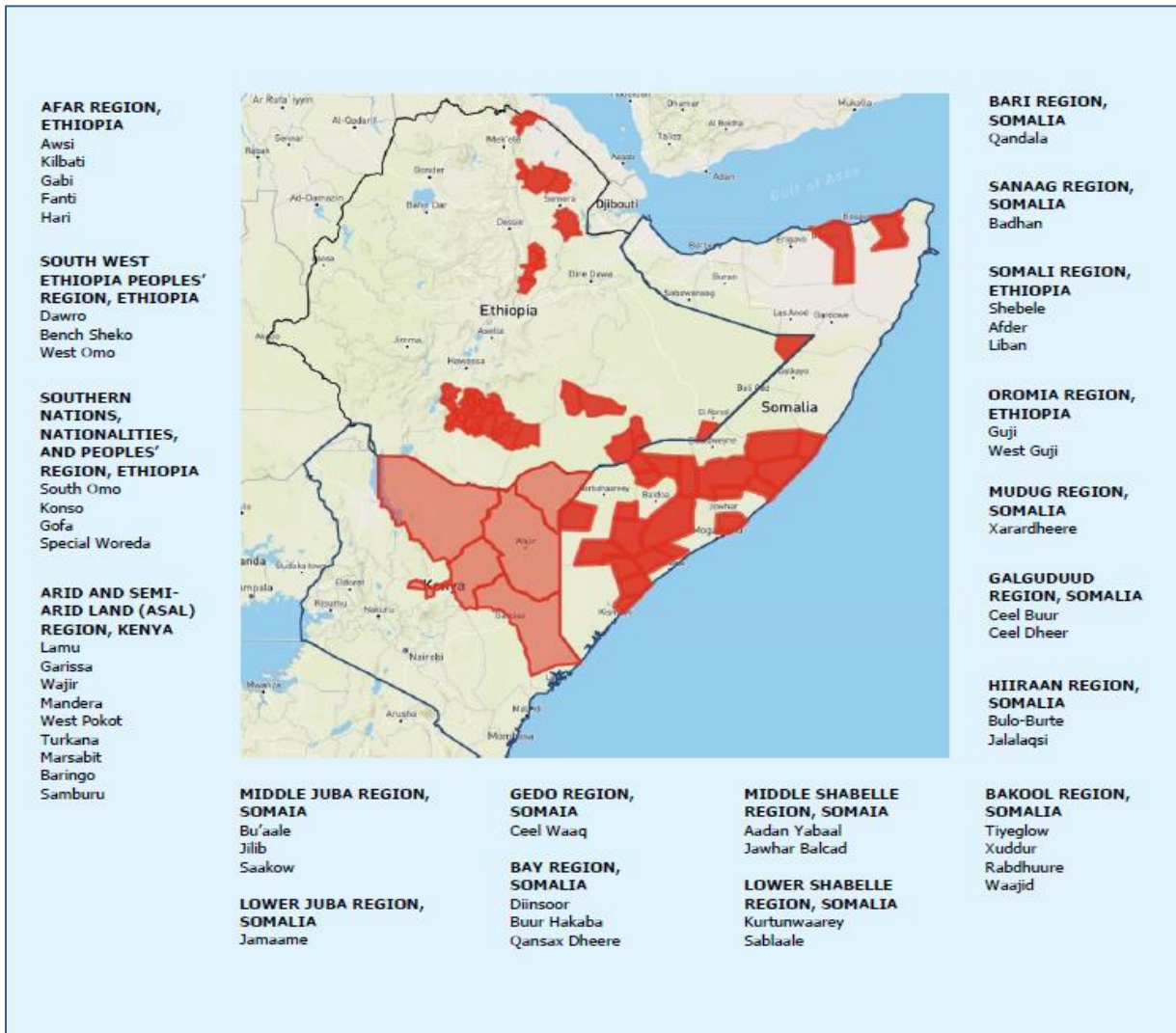
On 13 September 2022, the UNICEF Executive Director announced the triggering of the Level 3 (L3) Corporate Emergency Activation Procedure (CEAP) for the Horn of Africa drought crisis for six months (from 14 September 2022 to 13 March 2023), covering the drought-affected regions of Somalia, Ethiopia and Kenya.<sup>31</sup> In March 2023, the L3 was further extended for another six months. It is worth mentioning that, as per the UNICEF ED's announcement, nation-wide coverage of the extension in Ethiopia would override the L3 CEAP "sustain phase" in place for the country's Northern region, which remained in effect until 6 September 2023, when it was formally deactivated. At that time, Ethiopia transitioned to a L2 CEAP for a six-month period, until 5 March 2024. Figure 1 and Figure 2 show, respectively, an overview of the areas which the UNICEF L3 drought response prioritized and the key dates of the drought crisis.

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<sup>30</sup> Ethiopia already had a Level 3 activation in place due to the conflict in the north.

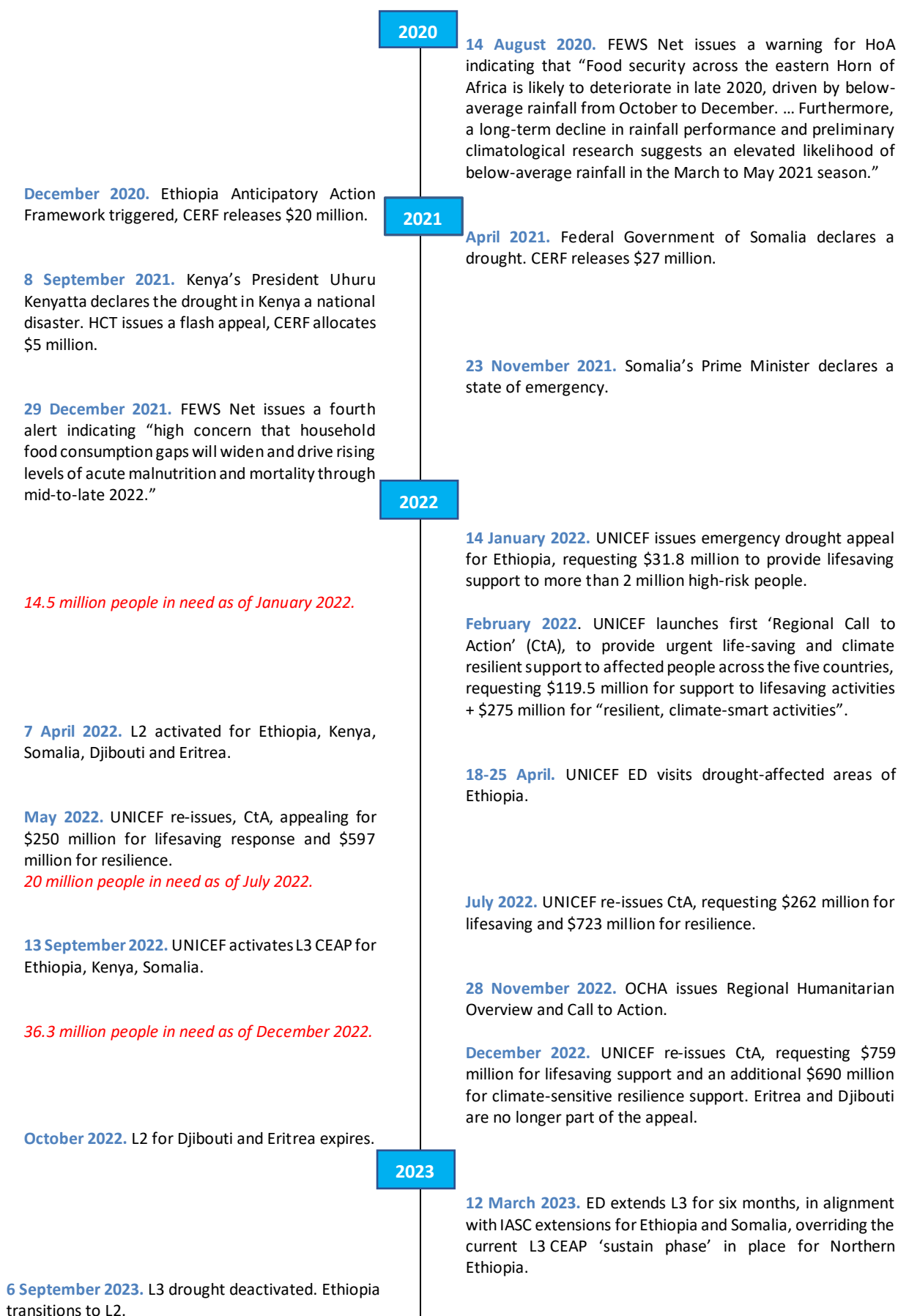
<sup>31</sup> The UNICEF Corporate Emergency Activation Procedure details steps and accountabilities and decision-making at each level of the organization, and measures to be activated in the event of a L3 emergency. See United Nations Children's Fund, 'UNICEF Procedure on Corporate Emergency Activation for Level 3 Emergencies', UNICEF, New York, 2019.

Figure 1 Priority Locations of UNICEF drought response (Regional Call to Action)



Source: UNICEF Regional Call to Action (December 2022)

Figure 2 Timeline of the Horn of Africa drought crisis



**The most recent iteration of the Call to Action, issued in December 2022, requested \$759 million to provide life-saving support to 16.6 million high-risk people**, including 12.2 million high-risk children, in Ethiopia, Kenya, and Somalia, and an **additional \$690 million for climate-sensitive resilience support, for a total of \$1.45 billion**. By the end of 2022, donors had provided around 60 per cent of the requested funding for the emergency response. However, this figure disguises **huge imbalances in funding, both among sectors** (with nutrition receiving the vast majority) and between countries, with Somalia receiving the most funding and Kenya the least.<sup>32</sup> In addition, although more detailed investigation into funding is required, **it appears the resilience component received very little support** (\$38.9 million were received out of the requested \$260 million, thus marking a 85% gap as of December 2022)

As of 6 September 2023, over 5.9 million people had been reached with access to safe water, 3.7 million women and children had received healthcare services and over 1.45 million children had been treated for severe acute malnutrition (SAM) across Ethiopia, Kenya and Somalia.<sup>33</sup> As reported through the regional humanitarian dashboard (see figure 3), as of December 2022, the COs collectively had reached 100 per cent of the regional targets in health, psychosocial support, and humanitarian cash transfers, and 99 per cent of the target for treatment of SAM. UNICEF also performed relatively well in terms of access to water, reaching 61 per cent of the target. The achievements in health, water and psychosocial support are particularly notable in relation to the funds received for these sectors, which was generally low in all three countries. Performance against targets was less strong in addressing gender-based violence (55 per cent) and access to education (13 per cent).

Behind these regional averages lie **varying levels of achievement at the country office level**. For example, while Ethiopia achieved 100 per cent of its response target for cash transfers, Somalia only reached 11 per cent, while Kenya reached 36 per cent—a distribution that is broadly consistent with the funding received for those sectors in the various COs. Somalia performed relatively well in terms of access to education (43 per cent), while achievement in Kenya and Ethiopia was very low—again, consistent with the funding situation for education, with Somalia receiving far more resources for education than the other two COs.

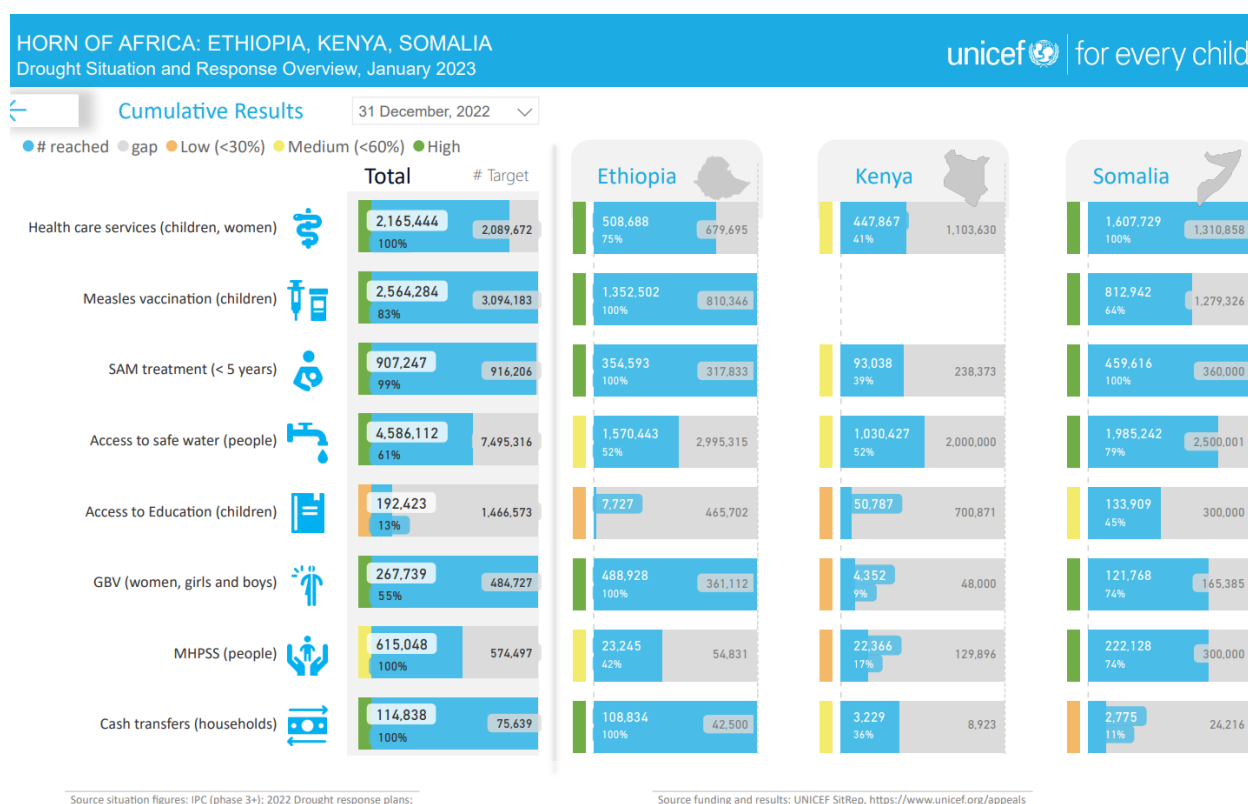
Furthermore, these quantitative figures, while useful, have important limitations. In the first instance, it is unclear to what extent disaggregated data—for example on gender, children with disabilities, marginalized populations, etc.—are available, as these have not yet been shared with the evaluation team. Moreover, quantitative results alone cannot capture the quality of the response. To assess these aspects, the evaluation will draw upon site visits, interviews and other data-collection instruments. In addition, further analysis may be required in areas where achievement vastly exceeded targets (for example, cash assistance in Ethiopia) in order to understand how targets were set, and to what extent they were calibrated to needs, capacities and opportunities for response.

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<sup>32</sup> United Nations Children’s Fund, ‘Regional Call to Action: Drought in the Horn of Africa’, UNICEF, Nairobi, December 2022.

<sup>33</sup> Email from Ted Chaiban, Deputy Executive Director of Humanitarian Action and Supply Operations, 6 September 2023.

Figure 3 UNICEF performance against targets, as of December 2022



Source: UNICEF ESARO

Figure 4 Describing the UNICEF drought response in the HoA

The regional Call to Action emphasized multi-sector response plans including WASH, health, nutrition, education, child protection and humanitarian cash transfers. However, particular priority was placed on the **WASH response** (and in particular access to safe water) as well as on **prevention and treatment of severe acute malnutrition (SAM)**, reflecting both the needs on the ground as well as UNICEF positioning as cluster/sector lead in these sectors. The importance UNICEF placed on its WASH and nutrition interventions was reflected in the funding requests for all five countries, in which WASH and nutrition were the top budget lines, in some cases by a large margin. Indeed, these two sectors alone accounted for more than 50 per cent of the total funding request for the “lifesaving” component of the drought response in each of the five countries; in Somalia, they accounted for more than 70 per cent.<sup>34</sup>

As noted in the Call to Action: “**Addressing household water insecurity** is the core driver of the regional drought response in 2023”. The emphasis was on maintaining, rehabilitating and expanding existing water sources and systems, while drilling high-performing and climate-resilient boreholes in strategic locations, with the aim of phasing out water trucking. UNICEF also provided hygiene kits, water purification tablets, and jerrycans to displaced populations and at-risk groups, along with key institutions such as schools and health and nutrition facilities. As the response progressed, cholera outbreaks in Ethiopia, Kenya and Somalia also required a WASH response.

Another top priority throughout the region was ensuring the **procurement and distribution of therapeutic supplies for children, support for the prevention and treatment of acute malnutrition, and promotion of appropriate maternal, infant, and young child nutritional support**. UNICEF supported screening and early case identification of children and women with acute malnutrition via integrated outreach programmes and mobile health and nutrition teams at the community level. The UNICEF

<sup>34</sup> As of July 2022. See UNICEF Regional Call to Action, July 2022. These proportions have shifted over time, but WASH and nutrition continue to be the two most significant budget lines throughout the response to date.

response also included supporting access to primary health care through mobile health and nutrition teams, and ensuring routine immunization as well as responding to measles outbreaks in Ethiopia and Somalia through emergency vaccination campaigns.

**Humanitarian cash transfers** were an important element of the response in several countries. In Ethiopia, Kenya and Somalia, UNICEF aimed to supplement national social protection systems to reach those who were not already receiving support. In Ethiopia, UNICEF provided a ‘one-off’ grant targeting IDPs and host communities, who might not otherwise have received support. In northern Kenya and Somaliland, UNICEF provided cash transfers to affected families over a six-month period to improve household consumption, while linking families to available nutrition and health services. UNICEF also supported social protection interventions to cover some of the direct costs of schooling for vulnerable drought-affected families, such as mandatory enrolment fees, student learning materials and end-of-year examination fees.

In **child protection**, the response focused on enhancing community-based protection mechanisms, supporting case management and mental health and psychosocial support, family tracing and alternative care for unaccompanied and separated children, and implementing gender-based violence risk mitigation measures. The response also sought to establish community-based complaint mechanisms for the prevention of sexual exploitation and abuse (PSEA) and access to survivor assistance, as well as capacity-building of staff and partners.

Within these relatively broad strokes lies considerable diversity at country level, particularly in terms of implementation modalities. Further exploring this diversity, and understanding the strengths, challenges, innovations and lessons learned in each context, will be a key aim of the evaluation.

## Emerging themes from initial desk review of key documentation (inception phase)

The evaluation team spent over one month reviewing key programme documents pertaining to the HoA drought response and held a series of preliminary interviews with key UNICEF staff engaged in the response efforts.<sup>35</sup> With the understanding that data collection for the evaluation is still in its early stages, the following section presents some of the key themes that have been emerging from this initial desk review (for each identified theme, the corresponding CCC is also indicated). This process has also allowed the evaluation team to refine some of the evaluation questions, as outlined in the evaluation ToR.

The themes presented here should be interpreted with appropriate caution. Given the scope of the emergency, involving three (plus two) countries, and the quantity of documentation produced in an L3 response, it was not possible to systematically review *all documents* provided to the evaluation team prior to the development of the inception report.

### Theme 1: Timeliness (Related CCC commitments: Preparedness; Quality of response)

Given the cyclical nature of droughts in the Horn of Africa, the question of timeliness, and the extent to which UNICEF was prepared for the latest one, takes on added relevance. At the same time, it is also more challenging to parse, since it depends on how the ‘beginning’ of the crisis is defined. To illustrate the issue, consider the UNICEF Somalia situation report from March 2021, in which “the impact of delayed and erratic rains in the *Deyr* season [were] becoming more apparent with water shortages and displacements continued to be reported in many communities”, while at the same time, “UNICEF’s ongoing humanitarian action focuse[d] on an integrated, inclusive, and multi-sectoral *response to residual drought impact*, displacement, conflict, disease outbreaks and seasonal floods (emphasis added)”.<sup>36</sup> In other words, UNICEF Somalia was simultaneously responding to previous droughts and

<sup>35</sup> The team was able to review dozens of documents for each country, as well as documentary and video evidence generated at the regional, headquarters (internal) and global (external) levels.

<sup>36</sup> United Nations Children’s Fund, ‘Somalia Humanitarian Situation Report No. 3’, UNICEF, Mogadishu, March 2021.

preparing for an impending drought.

One approach to this dilemma is to use official government declarations of disaster or drought as a proxy for the 'beginning' of the crisis. This is not without problems, depending as it does on the capacities and political will/sensitivities of governments. Using this imperfect benchmark, **the initial desk review suggests that UNICEF country offices in Ethiopia, Kenya and Somalia were aware of, and responded to, the droughts in their respective countries well in advance of any official declarations** at the central government level, and nearly one year before the regional Call to Action was issued.<sup>37</sup> Situation reports from all three countries refer to prepositioned supplies, standby partnerships, and other preparedness measures. The extent to which minimum preparedness standards were systematically met, as required in the revised UNICEF Emergency Procedures, has yet to be assessed by the evaluation team.

### **Theme 2: Quality versus coverage (CCC commitment: Quality of response)**

Another dilemma that seems to have arisen was the balance between timeliness, coverage and quality.<sup>38</sup> As the number of people in need continued to increase, meeting all three of these priorities concurrently became ever-more challenging, particularly in light of funding limitations and access constraints. As noted above, the evaluation team has not yet had the opportunity to delve into gauging the quality of the response. However, some preliminary interviews with UNICEF staff and the desk review **appear to suggest some concerning gaps**. Relatedly, ensuring programme integration and a holistic approach (in areas such as integrated nutrition response, CEED, WASH in schools) appears to have been a challenge. Country offices themselves noted the need for increased focus on quality and integrated programming, particularly as of mid-2022; the extent to which this awareness translated into effective remedial action has yet to be analyzed. As noted above, assessing quality is not easily done through use of quantitative indicators, which tend to focus on coverage and reach. Further investigation will be required in order to meaningfully assess this dimension, including by taking CCCs benchmarks (those found under the CCC's sectoral commitments).

### **Theme 3: Humanitarian access (CCC commitments: Humanitarian access; Equity)**

Evidence reviewed to date suggests that the issue of **access, including the extent to which UNICEF was able to reach the most vulnerable, has played a major role in the coverage and quality of the response**. This finding is not a surprise, but it underlines the importance of investigating this aspect thoroughly during the evaluation, including the extent to which UNICEF was proactive in ensuring staff presence at the field level, advocating for humanitarian access with all parties, and building the capacities of local partners to implement a principled and quality response in areas UNICEF staff were unable to deploy. The picture emerging from the initial document review is mixed. On the positive side, there are examples of creative initiatives, such as UNICEF Ethiopia's decision to conduct its own security risk assessment to access certain areas rather than waiting for a protracted process through the United Nations Department for Safety and Security (UNDSS),<sup>39</sup> and UNICEF Somalia's initiative to commission an analysis and associated recommendations on reaching marginalized populations in Baidoa and Mogadishu. On the other hand, repeated exhortations by senior managers to "get our people out there" suggest at least a perception in some quarters of the organizations that more could have been done. No information was found in the desk review to date on how the needs of the people most in need were identified, who was targeted within communities and whether their needs were met.

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<sup>37</sup> See, for example, United Nations Children's Fund, 'Kenya Humanitarian Situation Report, 30 June 2021', UNICEF, Nairobi, June 2021; United Nations Children's Fund, 'Ethiopia Country Office Humanitarian Situation Report, March 2021', UNICEF, Addis Ababa, March 2021; UNICEF Somalia situation report no. 3, 2021.

<sup>38</sup> This issue was raised frequently in Emergency Management Team meetings, particularly as the response matured.

<sup>39</sup> UNICEF Emergency Management Team meeting 26 January 2023.

#### Theme 4: Resilience and CEED (CCC commitment: Linking humanitarian and development programming, resilience and climate change)

External communications (situation reports, press releases, appeals) and internal planning documents at all levels of the organization made frequent reference to the concept of “resilience”, often invoking climate change. This is consistent with the organization’s stated goals in relation to resilience and as well as climate, energy, environment and disaster risk reduction (CEED), as articulated in its Strategic Plan, 2022–2025 (SP), the UNICEF Procedure on Linking Humanitarian and Development Programming, the Emergency Procedures, and the CCCs, among others. In the SP, CEED is considered both cross-cutting as well as having a dedicated result area in Goal Area 4,<sup>40</sup> committing the organization to strengthening the services and systems that children need to survive, grow and thrive to be resilient in the face of climate and environmental threats and to reducing harm to the environment by implementing environmental and social standards for programming.<sup>41</sup>

However, despite these high-level commitments as well as a number of new global documents on CEED produced in the last year, the initial desk review has **not identified a cohesive UNICEF strategy on CEED** and has also not identified a definition of CEED. Based on the desk review and a small number of initial key informant interviews, **it appears the CEED concept is not currently being used as part of strategizing and developing plans for the response to the drought in the Horn of Africa. Instead, strategy and planning for the response is being set using programme areas** (WASH, health, education, child protection, social protection, etc.) and these programmes are integrating CEED elements into response activities to a greater or lesser degree.

Amongst the programmes, clear guidance on the shift towards climate resilience was set for WASH in the *UNICEF Guidance Note: How country and regional offices can shift to climate-resilient WASH programming* (2020) and the *UNICEF–Global Water Partnership Strategic Framework for WASH Climate Resilient Development* (2017, revised in 2022). At country level, it appears members of the WASH team have been tasked to lead the country office climate-related activities, with some specialist climate expertise being recently added to the three COs, but not always engaging in response activities. As such, early indications are that **CEED is not adequately resourced commensurate with the rapidly increasing focus on CEED-related activities, with most CEED-related activities conducted as part of the WASH response, and water supply in particular.**

Similarly, with regard to resilience, while the annual work plans and drought response plans of the three COs refer to resilience to greater or lesser extents, the degree of emphasis varies among sectors. The initial desk review has not yet identified an overarching resilience strategy in any of the COs. In general, **even in sectors where resilience is present at the results level, it is less prominent or absent at the activity and indicator levels.** Targets related explicitly to CEED have not been identified to date through the desk review. It has also proven **difficult to track from an expenditure perspective**, as activities are not coded as “resilience” or “CEED” as such. (Indeed, it is not always obvious which activities are part of the drought response, and which are ‘regular programming’.) The desk review found that almost all the documented CEED-related innovations delivered as part of the response are in the area of climate-resilient water supply.

The box below presents initial insights related to CEED based on the document review and a limited number of key informant interviews held with UNICEF staff working on climate and WASH in each

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<sup>40</sup> Goal Area 4 tracks a) child-friendly climate, environment and DRR government policies; b) UNICEF implementation of cross-sectoral child-sensitive programming; c) strengthening of systems for disaster preparedness and support to young people to be climate and environmental champions.

<sup>41</sup> United Nations Children’s Fund, ‘Climate, Energy, Environment and DRR (CEED) in UNICEF’s 2022–2025 Strategic Plan’, UNICEF, New York, 2022.

Country Office during the inception phase of the evaluation. The evaluation team used these preliminary insights to refine the evaluation questions related to CEED and develop the line of enquiry that will be pursued during upcoming phases of the evaluation process.

Figure 5 Key Highlights on CEED emerged during the inception phase

**1. Meeting the CEED related needs of people most in need:** Climate Landscape Analysis for Children (CLAC) assessments have not yet been undertaken in the five countries and planning is underway to make these assessments in Ethiopia and Somalia. Kenya is part of a global UNICEF pilot to undertake the Child Climate Risk Index – Disaster Risk Model<sup>42</sup> at the sub-national level and this will provide data on children’s exposure and vulnerability to climate hazards at the county level (sub-national level) and is seen by the Country Office as a springboard to scaling up climate related activities.

No information was found in the desk review to date on how the needs of the people most in need were identified, who was targeted within communities and whether their needs were met. Based on the small number of key informant interviews conducted to date, it appears that targeting for WASH activities is geographic and coordinated with OCHA and through the WASH cluster mechanisms in Ethiopia and Somalia and the national and county coordination mechanisms in Kenya (where there is no Cluster). Drought and flood affected hot-spot areas are identified using government data and information from early warning systems and in coordination with Cluster partners UNICEF identifies the geographic areas where it will focus life-saving WASH activities, leveraging the presence of partners. For the longer-term climate-resilient water supply activities, in Kenya UNICEF supports government to map non-functional water supply systems and prioritise borewells for rehabilitation; and in Ethiopia and Somalia GIS and remote sensing are used to identify high yield water sources in drought prone areas.

**2. Costs and efficiency of CEED related activities:** The desk review has not identified any data relating to unit costs of CEED interventions delivered as part of the response. Initial key informant interviews indicate that a limited amount of unit cost data may be available with Country Office staff for activities such as emergency hygiene kits, water trucking and toilet construction; however, these are traditional emergency WASH activities and not CEED-related activities. Data on unit costs from CEED related interventions from other UNICEF emergency responses that could be used in a comparison has also not been identified and is likely not yet available given the relatively new nature of the CEED activities within UNICEF. The Ethiopia Country Office has undertaken financial lifecycle analysis and environmental analysis (with a focus on carbon emissions) to make the investment case for climate resilient solarized water supply systems versus tradition diesel powered water supply systems. In light of these initial finding on data availability, the evaluation team intends to refine the focus of this question to a) examine measures taken to reduce costs and maximize value for money of CEED related activities; and b) calculate the unit costs of the main CEED related interventions delivered as part of the response to establish a benchmark for use in future evaluations.

**3. CEED related innovations:** The desk review found that almost all the documented CEED related innovations delivered as part of the response are in the area of climate-resilient water supply. The innovations that receive the greatest attention in the documentation are a) the use of a methodology (first developed in Ethiopia, and now used in Somalia) to improve the success rate of water supply drilling through GIS, remote sensing and testing

<sup>42</sup> <https://www.unicef.org/documents/CCRI-DRM>

wells that has led to a drilling success rate of over 90% (up from 50%); b) changing the energy source for pumps on water supply systems from diesel to solar for new and rehabilitated water supply systems c) use of conflict sensitive approaches to determine the location of new wells and sanitation infrastructure.

**4. Environmental footprint<sup>43</sup>:** The desk review has not identified any reporting by UNICEF on the environmental footprint of the response. The only documentation found on environmental footprint relates to energy and water audits for the Country Office buildings. Country Offices have established Climate Committees or Green Teams however the focus of these teams appears to be on greening office operations as opposed to greening the emergency response. Information on activities implemented as part of the emergency response with the greatest environmental footprint will be sought through key informant interviews, with initial interviews highlighting that water trucking is likely to be one of the activities with the greatest footprint. In terms of activities to reduce environmental impacts, Country Offices, with support from the Regional Office, have been conducting Environmental and Social Safeguard<sup>44</sup> assessments of some activities; the evaluation team are yet to ascertain for which interventions this assessment is conducted. The Ethiopia Country Office developed and is now piloting a modified version of the ESS that can be used by Field Office staff or partner staff (as opposed to an external consultant) to conduct a rapid ESS assessment in humanitarian response situations. Country Offices, with support from the Regional Office, are introducing sizing tools to appropriately size solar energy equipment for water supply systems and healthcare facilities (for example for lighting and running fridges). In terms of water supply activities, Country Offices are transitioning from life-saving water trucking activities and diesel operated water pumping systems, with a high environmental footprint, to solarised water supply systems and recent assessments in Ethiopia demonstrate the reductions in carbon emissions from this approach.

#### **Theme 5: Risk management and ‘no regrets’ (CCC commitment: Administration and finance, including risk management)**

A key component of preparedness and anticipatory action is the ‘no-regrets’ approach. As defined in the revised [UNICEF Emergency Procedures](#) (2021)<sup>45</sup>, this means the organization will err on the side of deploying more capacity and mobilizing more resources in support of the response, even if this proves to have been unnecessary after the fact.<sup>46</sup> This principle emerged as a key lesson from the Horn of Africa drought crisis in 2010-2011,<sup>47</sup> and features prominently in a number of the organization’s core procedures governing emergency response.

**Early evidence suggests a clear commitment at the corporate level to the ‘no-regrets’ approach, along with a strong sense of urgency**, particularly after the declaration of the L2 in April 2022. UNICEF made extensive use of its Emergency Programme Fund (EPF) and other crisis modifiers, as mandated in the Emergency Procedures, including dedicating resources for the prevention of sexual exploitation and abuse (PSEA) and for human resources surge response.<sup>48</sup> As of November 2022, \$22 million in

<sup>43</sup> “Environment footprint” is used to refer to all the impacts which humanitarian aid can have on the environment, including through its carbon footprint - based on *Environmental footprint of humanitarian assistance: Scoping review*. Samantha Brangeon, Frances Crowley, 2020. Groupe URD.

<sup>44</sup> “Environmental and social safeguards (ESS) is the term used for policies and measures designed to ensure that development projects promote social well-being and protect the environment while avoiding or minimizing adverse impacts.” – UNICEF CEED Global Annual Results Report 2022. In 2022, 21 UNICEF country offices were using the ESS system.

<sup>45</sup> [f1f3fd\\_a94c6e99568c492f885edd5188e87dc5.pdf \(unicef.org\)](#)

<sup>46</sup> United Nations Children’s Fund, ‘[The Emergency Procedures](#)’, UNICEF, New York, 2021.

<sup>47</sup> Slim, Hugo, IASC Real-Time Evaluation of the Horn of Africa Drought Response, 2010-2011, synthesis report.

<sup>48</sup> UNICEF Emergency Management Team meeting 22 September 2022.

internal resources had been redirected to the response, including through EPF and global humanitarian thematic funding.<sup>49</sup> In Regional Emergency Management Team meetings, UNICEF senior management emphasized ‘no regrets’ and the need for the organization to be bold and take risks during what was perceived as a critical window of opportunity save lives.<sup>50</sup> The extent to which this message was taken to heart at the country level has not yet been fully assessed by the evaluation team. It appears that at least some of the funding made available to COs for a ‘no regrets’ posture was not always utilized in a timely manner.<sup>51</sup> The extent to which risk appetite within UNICEF was passed along to its partners, including through the use of simplified procedures and crisis modifiers at country level, has also not yet been assessed.

#### **Theme 6: Resource mobilization in relation to needs (CCC commitments: Resource mobilization; Communications and advocacy)**

Mobilizing adequate funding in proportion to needs and planned response is a challenge in many emergencies. That said, funding gaps have loomed particularly large for UNICEF in the Horn of Africa drought response. By the fourth quarter of 2022, the response in Kenya was still 72 per cent underfunded. Ethiopia was 47 per cent underfunded, and even Somalia, which was comparatively better resourced, had a shortfall of \$32.1 million out of a total requirement of \$222.3 million. Moreover, as noted above, huge disparities between sectors were apparent in all three countries. As of October 2022, **Water, sanitation and hygiene (WASH)—critical in a drought response—was 92 per cent underfunded in Ethiopia, and 90 per cent underfunded in Kenya. Education, health and child protection attracted very little funding in both countries, and social protection was critically underfunded in Kenya and Somalia.**<sup>52</sup> Longer-term funding, in particular for climate change and resilience programming, was extremely hard to come by. Video evidence from Emergency Management Team meetings reveals a **palpable sense of frustration that funding could not keep pace with the needs**, or with the type of programming required to break the drought cycle. Donor diversity (or the lack thereof) was also a concern, with much of the funding coming from a single donor (USAID). This must be viewed as an important factor constraining the UNICEF response.

A related dilemma seems to have emerged regarding ‘the narrative’, or the most effective way to frame the crisis from an advocacy and resource mobilization perspective. As in past drought emergencies in the Horn, there was a tendency among donors, the media, and even some early warning actors to frame it as primarily a “food security crisis”.<sup>53</sup> **A clear UNICEF narrative to nuance this perception was not always evident.** There is a difficult balancing act between, on the one hand, drawing attention to unmet needs in all sectors, while at the same time being very clear in articulating lifesaving priorities. The organization may have suffered from some mixed messaging in this regard.

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<sup>49</sup> UNICEF Emergency Management Team meeting 14 November 2022. Note this amount does not include funds reprogrammed at the country level.

<sup>50</sup> See, for example, UNICEF Regional Emergency Management Team meeting 19 April 2022.

<sup>51</sup> UNICEF Emergency Management Team meetings 22 September 2022 and 14 November 2022.

<sup>52</sup> United Nations Children’s Fund, ‘[Horn of Africa: Ethiopia, Kenya and Somalia Drought Situation and Response Overview, October 2022](#)’, UNICEF, Nairobi, 23 November 2022.

<sup>53</sup> See, for example, FEWS NET alerts.

## 4. PURPOSE OF THE EVALUATION

As indicated in the evaluation ToR, the evaluation is intended to serve both accountability and learning purposes. It fulfils the **requirement of the UNICEF Evaluation Policy (2018, and forthcoming 2023 revision)** whereby all L3 emergencies must be evaluated and, as such, is expected to account for the results and resources employed in the course of the response to the UNICEF Executive Board, funding partners and communities - including boys, girls, women, caregivers affected by the drought.

On the learning front, as also confirmed by the preliminary consultations with key response actors within UNICEF during the inception phase, the evaluation is expected to provide the concerned UNICEF Country Offices (Ethiopia, Somalia, Kenya, Djibouti and Eritrea), the East and Africa Regional Office (ESARO) and HQ divisions (as well as actors on the ground) with robust evidence to **support programming strategy and operational planning, while also more directly shaping the on-going drought response in the Horn of Africa**. The evaluation also aims to distill **lessons learned** and generate **actionable recommendations** to inform UNICEF efforts across **future L3 emergencies** (for instance, with respect to UNICEF policies, Emergency Procedures, guidance, and systems). This is all the more relevant given the imminent/forthcoming new appointments in UNICEF leadership (i.e. EMOPS Director and Regional Director for ESARO).

On the accountability front, the evaluation aims to provide robust evidence on the extent to which the UNICEF response to the drought in the Horn of Africa: a) attained its envisaged objectives and targets; b) responded to the needs on the ground; and c) complied with the CCCs benchmarks and a few other standards/procedures (including the Emergency Procedures).

Given the contextual differences of the countries affected by the drought, the evaluation is expected to distil lessons for **each context**, as feasible, while also generating insights that account for the **cross-regional** nature of the response and the **multi-faceted and concurrent crises** that affect the region.

The following table outlines the list of the key evaluation stakeholders (hereby referred as ‘evaluation users’) and the different ways in which they are expected to use the evaluation’s findings, conclusions and recommendations. The table is expected to be refined further during the inception phase. By providing clarity on the expected uses of the evaluation, the table will facilitate the evaluation team in the generation of recommendations that are relevant and useful to UNICEF.

**Table 1 Users and Uses of Evaluation**

Expected Users	Expected Uses <i>(To what end the different evaluation stakeholders will use the evaluation findings, conclusions and recommendations)</i>
<b>UNICEF CO/FO</b>	
<ul style="list-style-type: none"> <li>UNICEF <u>C</u>ountry Offices/ Ethiopia, Kenya, Somalia, Eritrea and Djibouti</li> </ul>	<ul style="list-style-type: none"> <li>Enhance programming decisions, targeting, and prioritization to ensure that the needs of the most vulnerable are being met, and that UNICEF’s value proposition is being maximized.</li> <li>Enhance efforts in resource mobilization, advocacy strategy, stakeholder relations and negotiating capacity for access in country.</li> <li>Better monitor and balance risks with the need to implement a “No Regrets” approach, as well as the desire to implement efficiently and effectively.</li> </ul>
<ul style="list-style-type: none"> <li>UNICEF <u>F</u>ield Offices in affected countries: Ethiopia, Kenya, Somalia, Eritrea and Djibouti</li> </ul>	

Expected Users	Expected Uses <i>(To what end the different evaluation stakeholders will use the evaluation findings, conclusions and recommendations)</i>
	<ul style="list-style-type: none"> <li>• Make the response ‘fit for purpose’ given the rapidly evolving context.</li> <li>• Enhance the country-level advocacy and resource mobilization strategy</li> </ul>
<b>UNICEF Regional Office (ESARO)</b>	
<ul style="list-style-type: none"> <li>• Senior Management and Sections</li> </ul>	<p>Overall use:</p> <ul style="list-style-type: none"> <li>• Prioritize technical support to concerned CO.</li> <li>• Enhance RO advocacy and resource mobilization strategy.</li> <li>• Adapt RO engagement with regional partners to make the response ‘fit for purpose’ given the rapidly evolving context.</li> <li>• Mainstream good practices and lessons learned in future programming and technical assistance work</li> </ul>
<b>UNICEF HQ</b>	
<ul style="list-style-type: none"> <li>• UNICEF Office of Emergency Operations (EMOPS)</li> <li>• UNICEF Programme Group (PG)</li> <li>• Data, Analytics, Planning and Monitoring (DAPM)</li> <li>• Private Fundraising and Partnerships (PFP)</li> <li>• Public Partnerships Division (PPD)</li> <li>• Division of Human Resources (DHR) and Supply Division (SD)</li> <li>• Advocacy/Communication</li> <li>• Others, as appropriate</li> </ul>	<p>Overall use:</p> <ul style="list-style-type: none"> <li>• Enhance UNICEF accountability for the effectiveness of a corporate L3 response vis-à-vis the affected populations, donors and the Executive board.</li> <li>• Mainstream good practices and lessons learned in future programming and technical assistance work.</li> <li>• Improve/adapt policies, procedures and practices (including technical support to RO and CO) in emergency response.</li> <li>• Prioritize technical support to concerned CO.</li> <li>• Enhance HQ advocacy and resource mobilization strategy</li> </ul>
<ul style="list-style-type: none"> <li>• Host Governments – Ethiopia, Kenya, Somalia</li> </ul>	<ul style="list-style-type: none"> <li>• Learn from the UNICEF experience to better prepare for future emergencies</li> </ul>
<ul style="list-style-type: none"> <li>• Members of the Affected Population</li> </ul>	<ul style="list-style-type: none"> <li>• Learn how well UNICEF delivered on the response and how information provided fed into the findings.</li> <li>• Share messages/insights across their networks, apply learning to preparedness activities in the future, inform the next emergency</li> </ul>
<b>Other UN agencies, NGOs, and interested Member States</b>	<p>Overall use:</p> <ul style="list-style-type: none"> <li>• Build on lessons learned and replicate good practices identified during the evaluation to increase the effectiveness and efficiency of the work of UNICEF and other local humanitarian actors</li> </ul>
<b>Donors</b>	<ul style="list-style-type: none"> <li>• Understand the degree to which UNICEF is learning from the response and that the funds provided are directed and used as intended.</li> <li>• Recognize the limitations of the response in light of funding gaps and future needs.</li> <li>• Inform future orientations and budget allocations of respective Member States</li> </ul>

Expected Users	Expected Uses <i>(To what end the different evaluation stakeholders will use the evaluation findings, conclusions and recommendations)</i>
UNICEF Executive Board	<ul style="list-style-type: none"> <li>• Confirm whether UNICEF chose the right corporate priorities for the L3.</li> <li>• Learn whether the response was aligned with UNICEF’s mission and policies; how it can improve in the future</li> </ul>

## 5. OBJECTIVES OF THE EVALUATION

As indicated in the evaluation ToR, the **objective** of this evaluation is to provide a comprehensive assessment of UNICEF’s overall response to the drought-affected areas in the Horn of Africa since the L2 activation in April 2022 (for Ethiopia, Kenya, Somalia, Djibouti and Eritrea) and the subsequent upgrade to the L3 activation for Ethiopia, Kenya and Somalia in September 2022.

The evaluation, more specifically, aims to gauge the response **against UNICEF’s mandate, corporate commitments (CCCs, including quality), stated objectives and humanitarian evaluation criteria**, including relevance/ appropriateness, effectiveness, efficiency, coherence/ coordination, coverage, and sustainability/connectedness. The evaluation will also attempt to gauge, as feasible, some of the **key outcomes** of the response.

**Specific objectives** of the evaluation include the following (it is worth noting that the evaluation questions will cover all the objectives listed below):

1. Assess the extent to which UNICEF adhered, both operationally and programmatically, to the **Core Commitments for Children in Humanitarian Action (CCCs)**, and demonstrated its commitment to the **Protection from Sexual Exploitation and Abuse (PSEA)** across its programming and throughout the response.
2. Examine the extent to which the UNICEF response not only attained its envisaged targets but also **effectively and efficiently responded** to the actual humanitarian needs of the most affected populations on the ground in a **timely and integrated manner**, by also identifying gaps and appropriate strategies to improve operational coverage, quality and effectiveness. The evaluation will also aim to understand the extent to which AAP was mainstreamed in to programming and effective mechanisms were put in place to respond to local community concerns.
3. Assess the extent to which **the Emergency Procedures (EPs)** have been applied/implemented and have supported the response. This implies assessing the use of the simplifications and streamlined processes required by the EPs (the removal of locally developed rules, SOP, etc.) and the extent to which the simplifications were effective in supporting a timelier response. The assessment of the level of application of the EPs should also take into consideration the use of UNICEF’s “**no regrets**” approach according to operational, programmatic, contextual and institutional risks.
4. Assess the extent to which emergency **preparedness, early warning** systems and organizational readiness have enabled the COs to respond more effectively, including through the incorporation of humanitarian lessons learned, the use and deployment of the Emergency Preparedness Platform (EPP)HR/surge capacities, and the establishment of social protection/shock responsive systems and risk management measures. In gauging preparedness, the evaluation is also expected to assess the extent to which the **previous L2 activation helped the scale up and the L3 response**.
5. Examine the factors (both internal and external to UNICEF) that have either enabled or hindered the response (e.g., the **IASC system-wide scale-up, the EPs, the previous L2 CEAP, access/security constraints**, other crises, affecting the regions, concurrent to the drought etc.);

6. Assess the extent to which HQ, RO and the concerned COs coordinated with each other vertically (across different levels of the Organization) and horizontally (among their respective division/sections) towards the successful implementation of the response.
7. Examine the extent to which the COs have **systematically and meaningfully integrated gender, equity, disability, the centrality of protection and climate change considerations** during the design, implementation and monitoring of the response. The evaluation should be informative about how the drought and its subsequent effects have affected different categories of people and the extent to which UNICEF has, in turn, incorporated this knowledge in its response.
8. Assess the extent to which UNICEF demonstrated robust **leadership** across its efforts, including vis-à-vis its **cluster lead agency role (CLA)**; and how well it has **coordinated and collaborated** with partners and authorities; and
9. Gauge UNICEF's **advocacy role** and engagement at the **inter-agency level** and broader context.

Based on the above, the evaluation is expected to identify gaps, distil lessons and make recommendations for adjusting and improving **preparedness and response for a timelier, more efficient and equitable** provision of assistance/service delivery which, in turn, will better meet the needs of children, and reduce their vulnerabilities and risks. By identifying areas that require more focus in the near future, the evaluation is expected to have an instrumental role in informing donors' funding of the response.

## 6. SCOPE OF THE EVALUATION

### 6.1. Thematic Scope

The evaluation will cover all of UNICEF's key programmatic areas engaged in preparedness and response efforts (WASH, Education, RCCE, Child Protection, Social protection, Nutrition, Health and SBC). It will also assess, from an operational standpoint, the availability and management of supplies, human and financial resources and partnerships which feed into the response. Advocacy, communications and fundraising will also be assessed, to the extent to which they were factors that affected (facilitated/hampered) the response. The evaluation will cover UNICEF's role as cluster lead, as relevant, as well as its responsibilities to respond to the needs of affected populations in sectors where it has no cluster leadership obligations.

It is worth noting that the depth of the analysis will be contingent on the timing of this exercise. As explained further in the methodology section below, the evaluation aims to yield real-time data analysis with ongoing validation of findings by members of the affected population and key evaluation stakeholders/users.

### 6.2. Geographic Scope

The evaluation is conceived as one multi-country evaluation, with a primary focus on the drought-affected areas of the Horn for which the L3 was activated, from the L2 CEAP (Ethiopia, Kenya and Somalia),<sup>54</sup> and a secondary focus on Eritrea and Djibouti (L2 CEAP). While the program document review will cover the response in all the areas in the 5 concerned countries where the response took place, fieldwork will take place in 2-3 specific areas in each of the three L3 countries (Ethiopia, Kenya and Somalia). For more details on the process followed to identify the data collection sites, please refer to the section on sampling.

### 6.3. Chronological scope

The evaluation will cover the overall UNICEF response to the L3 emergency in Ethiopia, Kenya and Somalia from the time immediately preceding its activation in September 2022, until the time of data collection. It will also cover the UNICEF L2 response not only in Eritrea and Djibouti but also, to the larger extent possible in Ethiopia, Kenya and Somalia over the period 7 April-12 October 2022.

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<sup>54</sup> The evaluation will also enable a quick review of the preceding L2 phase as much as possible.

## 7. EVALUATION CRITERIA AND QUESTIONS

Building on both the program document review and the consultations held with staff at HQ, RO and CO levels during the inception phase, the evaluation team reformulated the 29 evaluation questions, originally included in the evaluation ToR, with a view to more directly match them with the entirety of the **UNICEF Core Commitment for Children (CCCs)**, which will be used as the overarching framework for the evaluation.

Table 2 presents the restructured evaluation questions and clarifies the linkages between the OECD-DAC criteria-based questions and the CCCs. Overall, all the original evaluation questions have been confirmed, although some of them have been slightly refined. In addition, a few new questions were added, namely in the areas of Climate, Environment, Energy and Disaster Risk Reduction (CEED), localization, humanitarian cash transfers and adaptation of the response according to needs. This led to the identification of a total of 49 questions (32 key questions and 15 sub-questions). For a full list of sub-questions please refer to the annexed Evaluation Matrix.

For the sake clarity, and as per the original evaluation ToR, below is a definition of the 6 OECD-DAC criteria used by the evaluation team to guide their line of inquiry. It is worth noting that a seventh criterion (gender, equity and human rights) was added to the list of the selected OECD-DAC criteria.

- **Relevance/appropriateness:** the evaluation will reflect on the extent to which the UNICEF programmatic and operational response to the drought in the HoA was aligned with the needs of local populations, as well as the CCC requirements, humanitarian principles and the Emergency Procedures' mandatory actions and simplifications.
- **Efficiency:** the evaluation will gauge the extent to which the quantity, quality and timeliness of the financial, human and physical resources used in the response were justified (especially when compared with other similar interventions) and the extent to which they contributed to the attainment of the response's expected objectives.<sup>55</sup> As part of this analysis, the evaluation will weigh these considerations against the 'no-regret's approach taken throughout the response. In addition, the evaluation will look at the timeliness of the response and the allocation of specific duties and responsibilities that were put in place, assessing the rationale for delegating tasks to individuals in key areas such as internal and external communication, coordination and collaboration.
- **Effectiveness:** the evaluation will assess the extent to which the response attained its expected objectives /outcomes;<sup>56</sup> and will look at the factors (internal and external to UNICEF) that affected the performance of the overall response.
- **Coherence/coordination:** the evaluation will examine the extent to which UNICEF coordinated effectively internally (including across different levels of the organization), as well with and vis-a'-vis other humanitarian partners/actors. The evaluation will also gauge if and how the response was consistent with the wider goals and frameworks in concerned countries and across the region, including in the context of the response to other concurrent emergencies (e.g., cholera, conflict, displacement etc.);
- **Coverage:** the evaluation will look at how successful UNICEF has been in reaching the most vulnerable groups of the population; and highlight any limitations in delivery; and
- **Connectedness/sustainability:** the evaluation will assess the extent to which the response was carried out in a context that takes longer-term and interconnected problems into account (nexus).

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<sup>55</sup> Evaluation of Protection in Humanitarian Action, ANLAP, (2018).

<sup>56</sup> Evaluation of Humanitarian Action Guide Sept 2016. Found at: <https://www.alnap.org/help-library/evaluation-of-humanitarian-action-eha-guide>

**Table 2 Evaluation Questions**

<b>CCC COMMITMENTS</b>	<b>EVALUATION QUESTIONS</b>	<b>OECD/DAC/ALNAP Criteria</b>
<b>Humanitarian principles</b>	1. To what extent did UNICEF make efforts to be recognized as a neutral, impartial, independent humanitarian actor?	<b>Relevance/ Appropriateness</b>
<b>OVERARCHING COMMITMENTS</b>		
<b>Preparedness</b>	2.1 How well have UNICEF preparedness efforts informed and supported the delivery of the response?	<b>Relevance / Appropriateness</b>
<b>Coordination</b>	2.2 To what extent did the Emergency Procedures (EP), which calls for greater coordination across the different levels of the Organization during the development and implementation of the response, add value to the response?	<b>Relevance / Appropriateness / Efficiency</b>
	2.3 To what extent have HQ, regional office and the concerned country offices coordinated with each other vertically (across different levels of the organization) as well as horizontally (among their respective division/sections or among the concerned COs) towards the DESIGN of the response?	<b>Effectiveness</b>
	2.4 How well has UNICEF fulfilled its cluster lead/co-lead agency (CLA) role and responsibilities (not only in terms of coordination but also in terms of strategic visioning/leadership?)	<b>Effectiveness</b>
<b>Humanitarian Access</b>	2.5 To what extent has UNICEF been able to reach those most in need (children with disabilities; IDPs; unaccompanied/separated children; affected populations in hard-to-reach areas; marginalized and excluded populations) also in light of security/access constraints and risk mitigation needs?	<b>Coverage/Equity</b>
<b>Accountability to affected populations, community engagement for behaviour and social change, and protection from sexual exploitation and abuse</b>	2.6 To what extent were the affected populations (especially women and girls and other vulnerable groups) informed, involved and took part in the different stages of the response?	<b>Effectiveness/ Appropriateness</b>
<b>PROGRAMME APPROACHES</b>		
<b>Quality of programmes</b>	3.1 To what extent was the response planned and adapted over time to meet the needs of the affected populations?	<b>Relevance / Appropriateness</b>
	3.2 To what extent was the response timely?	<b>Efficiency</b>
	3.3 To what extent did the response achieve its (intended targets and) overall objectives, including in terms of coverage and quality?	<b>Effectiveness</b>
<b>Multisectoral and integrated programming</b>	3.4 To what extent were the different sections in RO and COs in the three concerned countries as well the different divisions in HQ fully engaged in the response and working closely with each other to IMPLEMENT a more holistic and more cost-effective response?	<b>Effectiveness/ Efficiency</b>
<b>Equity</b>	3.5 To what extent were issues of gender, disability inclusion, equity and protection systematically and meaningfully integrated in the design, implementation and monitoring of interventions?	<b>Relevance / Appropriateness/ Gender, Equity and Human rights</b>

CCC COMMITMENTS	EVALUATION QUESTIONS	OECD/DAC/ALNAP Criteria
Linking humanitarian and development, resilience and climate change	3.6 To what extent has the drought response taken into account other emergencies and overlapping drivers of vulnerability that affect the HoA, including conflict, grave violations, climate change, displacement etc.?	Appropriateness/ Connectedness
	3.7 To what extent is the UNICEF response addressing the immediate humanitarian needs, while also supporting the achievement of long-term development goals to reduce the needs, vulnerabilities and risks for children?	Appropriateness/ Connectedness
Localization	3.8 To what extent did UNICEF rely on local partners when planning and delivering the response? What was the choice of partners? ?	Relevance/ Appropriateness
<b>SECTORAL COMMITMENTS</b>		
Needs assessments, planning, monitoring and evaluation	4.1 How consistently and accurately have needs been assessed at the outset and during the response, including with the participation of the affected populations?	Relevance/ Appropriateness /Gender. Equity and Human Rights
<b>OPERATIONAL COMMITMENTS</b>		
Administration and finance, including risk management	5.1. How well has UNICEF identified, managed and mitigated risks in its response (including relative to its 'scale-up' response and the increased level of scrutiny deriving from it) and to the affected populations, children in particular?	Relevance/ Appropriateness
	5.2. To what extent has UNICEF allocated financial resources according to a) needs and b) quality concerns?	Efficiency
Humanitarian cash transfers	5.3. To what extent have cash transfers been distributed to those most in need?	Effectiveness
Human resources	5.4. To what extent has UNICEF allocated human resources (including through surge and repurposing of staff) that were: a) Sufficient in number b) Appropriate, and c) Timely in deployment/distribution?	Efficiency
Communications and advocacy	5.5. To what extent did communications and advocacy contribute to the success of the response?	Effectiveness
Partnerships with governments and civil society organizations for programme implementation	5.6. To what extent has UNICEF collaborated and coordinated with partners (IPs, authorities, IFIs, other UN agencies, international partners, other implementing actors) in responding to the emergency?	Effectiveness
Resource mobilization	5.7. What could have been done differently to maximize the resources made available for the response?	Efficiency
Supply and logistics	5.8. To what extent has the supply function contributed to the response, especially in the areas of planning, prepositioning, warehouse capacity, supply route assessments, procurement of LTA-holding and other providers; environment footprint	Efficiency
<b>CEED<sup>57</sup></b>		

<sup>57</sup> Based on the strategic document "A livable planet for every child: UNICEF's strategy at a glance for Climate, Environment, Energy and Disaster Risk Reduction (2022-203)", the domains of CEED are understood to be Climate, Environment, Energy and Disaster Risk Reduction.

CCC COMMITMENTS	EVALUATION QUESTIONS	OECD/DAC/ALNAP Criteria
The following questions are related to a key element of the CCCs Programme Approaches (Environmental Sustainability and Climate Change).		
<b>Needs assessments, planning, monitoring and evaluation</b>	6.1. What can we learn about the extent to which the CEED interventions address the needs of those most in need?	<b>Effectiveness/Coverage</b>
<b>CCC Programme Approaches/ Commitments (Quality of Programmes)</b>	6.2. To what extent did UNICEF develop a cohesive strategy (HQ, RO and CO) for CEED to contribute to and guide the design and delivery of the CEED related activities to address the climate emergency in the Horn of Africa?	<b>Effectiveness /Relevance/Appropriateness/Equity</b>
	6.3. To what extent were the envisaged targets related to CEED met? What were the unexpected outcomes of the interventions implemented in the area of CEED?	
<b>CCCs Operational Commitments (Administration and finance, including risk management)</b>	6.4. How do the costs of the CEED interventions implemented as part of the L3 Horn of Africa compare with those of similar interventions that pursue the same outcomes/results, (e.g., by comparing outcomes/results with spending on different types of interventions)?	
<b>CCC Programme Approaches/ Commitments (Quality of Programmes)</b>	6.5. What are the specific domains of CEED <sup>i</sup> where the greatest areas of improvement were identified and what were the most innovative solutions delivered by UNICEF related to CEED to address identified challenges and contribute to the improvement of the response?	<b>Effectiveness</b>
<b>CCCS Programme Approaches (Community Engagement for Social and Behavioural Change and Linking Humanitarian and Development)</b>	6.6. To what extent are communities and support systems showing resiliency, including climate resilience, and learning in light of sequential droughts?	<b>Connectedness /Effectiveness</b>
<b>CCCs Programme Approaches (Environmental Sustainability and Climate Change).</b>	6.7. What was the response's environmental footprint and, where significant, how could it be reduced?	<b>Effectiveness</b>

Although no in-country mission will take place in either Eritrea or Djibouti, the evaluation team will undertake a document review and conduct some interviews with key response actors in these 2 countries. A series of focused questions will guide the line of inquiry in each of the two countries, as summarized below.

**Driving questions for UNICEF DJIBOUTI response:**

1. Why was Djibouti declared an L2 and not an L3, as the other countries? What discordance in the process?
2. How did Djibouti perform, given the capacity of the UNICEF office in the country and considering it was the first time a CEAP was triggered?
3. What worked well? What could have been done better (especially in terms of preparedness)?

4. How did the humanitarian coordination work in the country? How did it impact the response?

**Driving questions for ERITREA response\***

1. To what extent was UNICEF Eritrea CO effective in working with the Government, considering the operating environment?
  - a. To what extent was it efficient? Coherent with the Government? Effective in using governmental partners and not 'traditional' development partners?
2. What worked? What lessons can we build upon for the future?
3. What recommendations for future similar responses at different levels (HQ VS RO Vs CO?)

**\*Notes:**

- *In Eritrea the implementation of the drought response is done through the Government – no CSOs involved*
- *The Government of Eritrea has not declared an emergency for the drought*
- *Sanctions on Eritrea add to the complexity of the response*

## 8. METHODOLOGY

### 8.1. Evaluation Approach

This evaluation will be utilization-focused, CCC-oriented and agile participatory.

The evaluation's utilization focus will translate into ensuring that relevant evidence informs the evaluation questions, addressing the evidence needs of the various users.

The evaluation's strong CCCs' orientation will provide a legitimate principled/normative basis to gauge the UNICEF response, both from a programmatic and operational standpoint, in a solid manner. As seen above, the evaluation questions are organized around the CCCs (namely its overarching commitments, its programme approaches -with a special unprecedented focus on Environmental Sustainability and Climate Change- and, lastly, its sectoral commitments) rather than the OECD-DAC criteria (although for each question, the corresponding OECD criteria is yet indicated).

The evaluation's 'participatory agile' approach will entail engaging with and leveraging the expertise of members of the affected population and national authorities with a view to promote, in a consultative manner, close to real-time sensemaking of the insights generated through data collection. It is a rather innovative approach that promotes the localization of evidence generation and accountability to affected populations in ways that other conventional evaluation approaches are unable to do and thus attempts to 'give back' to those same communities as well. Further, while identifying real-time challenges and opportunities for corrective action, the approach has also the potential to generate strategically and operationally- relevant learning as the response to the drought unfolds and evolves. This approach will rest on the adaptation of a methodology (the Clients Journey approach') that has been amply used in marketing in the past and was recently utilized within the scope of several humanitarian evaluations. For more details on what the evaluation team has renamed "Client/Stakeholder Journey approach", see the presentation of the approach in the next section.

The evaluation will follow a mixed methods approach and will be grounded in a concurrent triangulation design: it will rely simultaneously on both primary data collection (predominantly qualitative) and analysis of secondary data (both qualitative and quantitative data). Analysis of qualitative and quantitative data will be conducted in parallel and key findings will be triangulated to provide credible answers to the different evaluation questions. In this vein, it is relevant to note that each question will be answered through at least 3 different methods (and not simply three different resources ascribed to the same method). Otherwise said, any given question will be addressed through a series of key informant interview, a series of focus group discussion and some direct observation.

#### The Clients/Rights-Holders Journey Approach

The evaluation of the UNICEF L3 drought response in the Horn of Africa aims to assess the experiences that primary stakeholders, especially the most vulnerable and marginalized affected community members, have of the drought and, in turn, of the UNICEF response. At the heart of our analysis is the "rights-holder/client journey" approach<sup>58</sup>, which aims to achieve a community-centric understanding of the response.

The approach starts by identifying the different 'journeys' of primary stakeholders that are worth delving into, and further maps out, documents and articulates a related set of interactions and experiences, analysing and compiling narratives with a view to shed light on the whole assistance received. In the process, inputs and

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<sup>58</sup> Clients' journeys have been used to evaluate humanitarian assistance over the last few years. For example, clients journeys have been recently used in Somalia by Ground Truth – an initiative promoting Accountability to Affected Population - for research on Cash assistance – following similar studies in [Kenya and Iraq](#). In [Bangladesh](#), this approach was used to explore health services.

feedback are sought in real time from evaluation stakeholders `so as to validate the evaluation team’s preliminary findings and conclusions.

By shifting the perspective – and by better understanding the user's experience – the response can be improved, enhancing responsiveness to the needs and aspirations of people affected by the crisis. In this evaluation, we'll harness the client journey approach, while emphasising that affected populations are more than mere clients and, in fact, primarily "rights-holders."

**Justification of the Client/Rights holder Journey Approach:**

It is process-oriented and rights-holders centric: It is grounded in the experience of people, and in the understanding that it is not only the “what” (i.e., the deliverables – and possibly their use) that matters in assistance, but also the “how” (i.e. the process of delivery, the involvement and role of local actors, the feeling and perceptions that shape the experience, the power of the different stakeholders). Pivotal aspects such as feedback mechanisms, beneficiary emotions, and levels of participation are carefully looked at.

It recognises the diversity of the response – and the underlying operational opportunities and challenges: Assessing client journeys allows for consistency and alignment when looking at diverse interventions – by using the same framework and lines of questioning. It is valuable for drawing comparisons and identifying common themes that often hold important operational learning. It also provides insights into integration or coordination efforts and the coherence of the overall intervention.

It can be powerfully communicated and supports cross-learning: The approach lends itself to powerful and practical communication of findings, putting at the centre the experience of the affected populations, in a compelling way. With the client journey approach, lessons learned from one sector can be applied to others, fostering cross-learning and innovation across the response and the stakeholders involved.

It can powerfully inform organisational aspects: Whilst centred on the rights-holders experience, the journey can shed light on organisational objectives and practices (e.g., preparedness, coordination, use of resources, capacities...) and, in a virtuous cycle, it provides a profound understanding of how they shape the beneficiaries' experience. All this helps offer a comprehensive view that is both beneficiary-centric and organization-aligned.

**Key Phases of the Client/Rights holder journey Approach**

The **Client/Rights holder journey** approach is structured around four phases, as illustrated below:



<p>1. Outline the offer of services</p> <p>Implementing partners and UNICEF CO/FO staff outline the services/aid provided in a given context. This phase is expected to present the assistance provided in conventional ways, such as by sectors, from the implementers' perspective – or flagship programming.</p>	<p>2. Identify personae* and their likely experience</p> <p>Implementing partners and UNICEF CO/FO are prompted to change their viewpoint. They're asked to consider/describe how the assistance appears from the client's perspective and to outline the expected client journey. This step is pivotal in the entire process.</p>	<p>3. Document real client/rights holders experiences ('journey')</p> <p>We engage directly with rights-holders (and other stakeholders involved in the provision of assistance) to understand their first-hand experiences.</p> <p><i>For more details, see the box below</i></p>	<p>4. Consolidate and share findings</p> <p>The evaluation team collaborates with evaluation stakeholders to consolidate findings. Opportunities to present, validate, enrich them with input from local stakeholders are sought.</p>
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*Personae* are the typologies of stakeholders that the evaluators will seek to interact with, with a view to gauge their relevant 'journeys'. The identification of the *personae* will be a participatory process that will also build on programmatic/strategic evidence available on the types of individuals that were targeted by the response. For

more details on the identification of the *personae*, please refer to the related section in the sampling strategy section below.

Figure 6 More details on Step 3 of the Rights Holder's Journey Approach (Documenting Real Client Experiences)

This specific step of the rights-holder/client journey will help understand:

- How rights-holders of the response on the ground learn about assistance ('Awareness')<sup>59</sup>;
- Their contribution to defining assistance received
- How they access and use services/assistance received ('First Access'<sup>60</sup>; and 'Use'<sup>61</sup>)
- What they experience during their Repeated Access to services <sup>62</sup>
- To what extent they have become agents of outreach for the services in questions <sup>63</sup>
- The avenues available for them to give feedback on received services ('Feedback'<sup>64</sup>).

The following figure summarizes the key steps of every individual's journey:

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graph LR; A[AWARENESS] --> B[FIRST ACCESS]; B --> C[USE]; C --> D[REPEATED ACCESS]; D --> E[OUTREACH]; E --> F[FEEDBACK]
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The steps presented above have been purposely designed to evaluate the UNICEF L3 Emergency response based on an initial review of interventions (adapting the typical stages of a client journey to better match humanitarian assistance). Not every journey will encompass all the steps. Some might be emphasised more than others. Steps highlighted in dark blue are fundamental and should be present in every journey, while those in light blue might not be relevant for all.

## 8.2. Data collection methods and tools

As already mentioned at the beginning of the methodology section, the evaluation will use a **mixed methods approach** i.e., will rely on the combined use of qualitative and quantitative approaches to answer the evaluation questions.

<sup>59</sup> This stage explores how rights-holders first become aware about the aid, of its delivery mechanisms, and about the organizations behind it (their vision, stance, roles). Ideally, this stage should also include mechanisms allowing clients have a say in shaping the assistance, ensuring that the aid is tailored to their specific needs and circumstances.

<sup>60</sup> The first access stage focuses on how the rights-holders access aid - for the first time. It's particularly significant for one-off aid provisions or when the initial access involves unique processes, such as registration - not repeated in subsequent interactions

<sup>61</sup> With respect to the use stage, the emphasis is on how rights-holders utilize the provided aid and their perception of its value. When used, is aid helpful, relevant, and adequate for their needs? Did it contribute to strengthen their resilience?

<sup>62</sup> Many humanitarian services require rights-holders to engage multiple times, be it monthly distributions or regular clinic check-ups. This stage examines the experience of clients as they repeatedly access these services, highlighting the nuances of retention and continued engagement. It might also check if exit strategies are set and suited to clients.

<sup>63</sup> Some humanitarian efforts aim to broaden their impact. Satisfied or keen clients often play a role in this by actively promoting the service within their communities, whether it's through increasing self-help group memberships or acting as local champions.

<sup>64</sup> Analogous to the "customer care" phase in commercial contexts, this stage is dedicated to understanding the feedback mechanisms in place. It's about ensuring that beneficiaries have avenues to share their experiences, voice concerns, and suggest improvements.

**Key methods will include the following:**

- a) **A desk review** of secondary resources, including relevant administrative data and documents from UNICEF HQ, ROs and COs, as well as the IASC and OCHA. In the case of UNICEF internal resources, these will include the following: UNICEF Humanitarian Action for Children (HAC); Sitreps; Country Office Annual Reports (COARs); Annual Management Plans (AMPs); Country Programme Documents (CPDs); workplans; contingency plans; audit reports; risk assessment reports, sectoral and functional monitoring data (e.g., HR/DPAM/Supply Division etc. from Insight). This method will cover all 5 countries in the Horn of Africa (Somalia, Ethiopia, Kenya, Eritrea, Djibouti).
- b) A series of **case studies** will be generated across Ethiopia, Kenya and Somalia. The case study data collection will be conducted by pairs of evaluators/researchers (Team 1, Team 2) assigned to different sites. In each of the 3 L3 countries, approximately 4 communities affected by the drought will be selected for data collection. Case studies will be informed by interviews and focus groups with key individuals. This data will complement other methods employed (for more details, please see below).
  - o Given the aim to keep the data collection highly participatory, the evaluation will gather the views of diverse stakeholders/social groups identified within the affected population (what was referred to earlier as *personae*). To this end, and to the extent possible, special consideration will be given to gathering inputs from the most vulnerable (e.g., displaced populations; people with disabilities; hard-to reach communities; populations who have remained in their places of origin; unaccompanied/separated children; returnees; resettled communities etc.).
- c) **Key-informant Interviews (KIIs) and Focus Group Discussions (FGDs)** with key individuals involved in the humanitarian response will include:
  - o UNICEF representatives at HQ, ROs, COs, FOs.
  - o Local governmental authorities.
  - o Implementing partners.
  - o Other humanitarian stakeholders
  - o Local community members (women, youth, children)/ leaders
- d) Timelines, transect walks, role-playing, art and drawing may complement the FGD and KII to recount the individuals' journey. The choice of the tools will depend on the nature of the journey and the stakeholders.
- e) An **online survey** of UNICEF staff at HQ, RO and CO/FO levels as well as key staff and implementing partners (this will be especially relevant in those area where field visits will not be feasible due to security issues)
- f) **Analyses of external admin** data/secondary datasets (e.g., DHS, satellite data for climate shocks etc.), depending on availability; correlation analyses with UNICEF activities/financial investments could be explored (tbc); and
- g) Analysis of data from existing AAP mechanisms, if present/as feasible.

With the support of colleagues from the UNICEF Evaluation Office, the evaluation team is looking into the feasibility of assessing outcomes and impact of the UNICEF response to the drought in the HoA. This angle of the analysis will build on secondary data and will be rolled-out in parallel to the primary data collection efforts in the field. For more details, see the box below.

Figure 7 Data Analysis support provided by the Evaluation Office

### Quantitative Methodology

The quantitative assessment of UNICEF's response to the Horn of Africa drought will involve the analysis of secondary data from various sources. The primary objective of this analysis is to evaluate the effectiveness of UNICEF's drought interventions in the region, helping shed light on its outcomes and impact, especially in terms of mitigating the consequences of the drought.

Examples of data sources for this analysis may include UNICEF reports, national statistical offices, and international organizations like WFP, FAO, and WHO, providing insights into key indicators such as food security, water and sanitation, healthcare, education and child protection. The methodological steps encompass data collection, cleaning, and preparation, followed by descriptive analysis to summarize indicators, and visualize trends.

We explored numerous datasets which can offer valuable quantitative insights that speak to the the drought in the Horn of Africa. Not all datasets cover all affected countries in the same way; however, several overlap with similar indicators which can be used to develop a baseline understanding of the conditions. These datasets include those from:

- World Bank (economic, social and health indicators)
- UNDP (human development, including education and health)
- UNICEF (child health, nutrition, education, and protection)
- DHS (National Demographic Health Surveys)
- UNESCO's Institute for Statistics (education indicators, including enrollment rates, literacy rates, and education quality rates),
- WHO (health indicators, disease prevalence and health care access)
- FAO (food security, agriculture, and nutrition)

We will leverage these diverse datasets, amalgamating and providing preliminary analyses in order to gain a more comprehensive understanding of the region's challenges.

### Empirical Approach

Once datasets are identified and analyzed, we expect the findings to reveal complex connections between programmatic interventions during the drought. We believe these findings can provide us with links between education and vulnerability, health care access, and the need for child protection measures, among a few of the areas of UNICEF's work in the Horn of Africa. If data permits, longitudinal analyses will expose the long-lasting drought effects, stressing sustained support. The quantitative analysis proposed in this inception report will also identify country disparities and cross-cutting factors so that UNICEF is able to develop more effective, coordinated, and cross-sectoral interventions for the Horn of Africa's challenges.

## 8.3. Sampling strategy

The evaluation's approach to sampling (geographical sampling and sampling of informants) will be designed to ensure that evidence draws on a balanced and representative range of sources and illustrative examples, as further outlined below.

### Geographical sampling for fieldwork:

The evaluation sample has been identified based on four-stage sampling strategy, as follows.

**First Stage Sampling:** Up to three regions in each of the three concerned L3 countries were purposefully selected from the list of regions **most affected by the drought**.

**Second Stage Sampling:** Between 2 and 4 localities were purposefully identified in each of the regions retained during the earlier sampling stage. Below are some criteria that guided the selection of localities (it is worth noting that this stage of the sampling process was facilitated by a number of consultations with the CO in the three concerned countries):

- Area with the **greatest humanitarian needs**
- Area with significant **UNICEF investment** in the response
- Area characterized by a strong **programmatic convergence** across UNICEF sectors, and/or with sister UN agencies and other partners.
- Area where the response recorded **notable achievements**.
- Area inhabited by affected populations who were, or still are, **hard to reach**.
- **Area where Government response** and/or **partner presence** was particularly strong; conversely, areas where partner presence was not as strong and/or authorities were less active.
- Area where **notable gaps and challenges** in the response **were observed** and/or where there was **room for improvement**.
- Area inhabited by **specific populations that are particularly vulnerable, marginalized, or overlooked** by development and humanitarian actors or not prioritized by authorities. (This could include refugees and IDPs but should also consider other dimensions of exclusion that may be relevant to the context, for example livelihood strategy, ethnicity, age, disability, urban vs. rural, etc.)

The following table summarizes the selected regions and localities for primary data collection at the community level. For further details on the rationale for selection, please refer to the Annexes.

**Table 3 List of Suggested Fieldwork sites per country (by region/locality)**

COUNTRY	REGION	LOCALITIES
SOMALIA	Southwest State; Baidoa District	• <b>Al Furqan IDP Settlement</b>
	Southwest State; Baidoa District	• <b>Bodan IDP Settlement</b>
	Dollow	• <b>Ladan IDP Settlement</b>
	Dollow	• <b>Kaxarey IDP settlement</b>
KENYA	ASAL Region; Garissa County	• <b>Balambala Sub-county (ward) and Saka Junction</b>
	Asal Region; Woreda WAGIR; District ELDAS	• <b>Bagala Outreach</b> • <b>Tito BH, Lokole Basir Ward</b>
	Turkana County; TURKANA CENTRAL Ward	• <b>Kangatosa/Kerio</b>
	Region SNNPR; Woreda South Omo; District Dassenech	• <b>Selegn and Lebemuket</b>

<b>ETHIOPIA</b>	SNNPR Region, Woreda Konso; District Karat Zuria	<ul style="list-style-type: none"> <li>• <b>2 IDP Sites/Host communities</b></li> </ul>
	Somali, Region ; Woreda AFDER; District Gode	<ul style="list-style-type: none"> <li>• <b>IDP sites in the vicinity of Gode</b></li> <li>• Farbuo. Gabicas and Barlias</li> </ul>
	Somai Region; Woreda AFDER; District Hargelle	<ul style="list-style-type: none"> <li>• <b>Hargelle</b></li> <li>• (Elkare and Cheraty in case of challenges)</li> </ul>

### **Sampling of informants:**

**Third Stage Sampling:** IPs (both national/international NGOs and governmental entities) will be identified purposefully in each one of the localities retained during the earlier phase. In deciding which partners to include in the data collection, the greatest possible effort will be made to cover as many sectors of intervention as possible, population groups engaged in the activities on the ground and diverse implementing partners (balancing between national NGOs, international NGOs, governmental entities).

**Fourth Stage Sampling:** a certain number of specific individuals will be identified during the 3-4 weeks preceding the fieldwork among both the service providers (implementing partners) and the users of the related services (members of the affected population). The identification of the users of UNICEF services will take place in the context of the “*personae* identification” phase of the Clients/Rights-Holders Journey approach mentioned earlier and presented in more detail below.

The “identification of *personae*” will entail the following 5 steps:

1. An initial list of *personae* will be identified by looking at the typologies of members of the affected population that UNICEF targets as per its mandate (e.g., young women of children under the age of 2; adolescent girls in areas with high child marriage rates)
2. A more granular and detailed list of *personae* will be obtained based on a review of the programme documents (PDs) signed by UNICEF with its implementing partners (e.g., female IDP, mother of more than two children under the age of 5 belonging of a certain ethnic group associated with a high level of vulnerability);
3. The list of *personae* will then be enriched following a series of consultations with the implementing partners operating in the communities included in the evaluation sample;
4. The list of *personae* will subsequently be finalized following a series of consultations with UNICEF SBC staff as well as Emergency and Senior management;
5. Once the list of *personae* is finalized, the individuals presenting the characteristics of the identified *personae* will need to be located on the ground, with support from the UNICEF COs and FOs, as relevant.

Some activities (e.g., planned by the SBC sections in the three concerned countries) inevitably lend themselves to an easier identification of *personae*, given their clearly defined audiences. Conversely, a borehole construction, with a relatively larger pool of expected users, will be less “conductive” to the identification of specific *personae*. This is where the evaluation team, in collaboration with key in-country stakeholders, will be responsible for deciding which profiles to focus on.

**Case Study Identification:** each community visited by the evaluation team will become a case study. While the uniqueness of each individual’s journey will be respected and celebrated, the evaluation team will make a specific effort to compare cases across communities so as to identify general patterns/trends and differences, as relevant.

**Assistance Package Selection:** Once the field data collection sites and *personae* are identified, the evaluation team will ‘zero in’ on significant assistance packages delivered as part of the response. Such packages can be represented by specialised sectoral deliverables or integrated approaches: what matters is that they should be perceived as unified and cohesive by the beneficiaries. It is foreseen that in each location, the evaluation will be able to examine one or two such packages (the point of the approach is to go deep, rather than stay at a general level only). This depends on the nature of the case studies, but also on the team setup as well as access and logistic considerations.

**Stakeholder & Location Pre-selection (this should be done remotely):** Before traveling to the field, a preliminary round of stakeholder analysis will be conducted by the evaluation team– with input from UNICEF Field and Country Offices. This will help determine potential stakeholders to meet and locations to visit. The point is to identify diverse typologies of primary stakeholders (the user *personae*) and key local actors involved in the assistance. At this stage, some interview appointments might be scheduled. However, the final selection of informants will be finalized after the field inception meeting (see below) – as it might lead to re-prioritization and adjustments.

**Inception Meeting (this could also be done remotely):** Once the evaluation team reaches the ground, it will engage in an inception meeting with local UNICEF representatives/programme implementers. This participatory session is pivotal. It is designed to reveal the “anticipated rights-holders/client journeys from the implementer’s perspective (how was the journey supposed to unfold?). It is a key opportunity not only to get insights and guidance on the journey (to fine-tune evidence-collection tools and be alerted to sensitivities) but also to learn about design perspectives, gaps, opportunities and adaptations.

**Table 4 Key typologies of respondents and Data Collection tools – indicative draft to be completed prior to fieldwork**

Data collection tools	Sampling method	Number Total	Details
<b>KII Questionnaire for UNICEF staff</b>	<i>Non-probabilistic / by reasoned choice</i>	58	<i>10 at HQ; 8 at RO; 10 CO/FO staff per L3 country and 5 CO per L2 country</i>
<b>KII Questionnaire for UNICEF Implementing partners</b>	<i>Non-probabilistic / by reasoned choice</i>	54	<i>At least 3 individuals per IP x 6 IP in each country x 3 countries</i>
<b>KII Questionnaire for authorities</b>	<i>Non-probabilistic / by reasoned choice</i>	18	<i>At least 6 in each country</i>
<b>KII with members of the affected populations*</b> <i>(details will be provided based on the personae identification process – please refer to the Client/Rights holder journey section above)</i>	<i>Non-probabilistic / by reasoned choice</i>	135	<i>10 in each one of the sites included in the fieldwork</i>
<b>Focus group discussions with members of the affected population</b>	<i>Non-probabilistic / by reasoned choice</i>	36	<i>4 in each one of the 9 sites included in the fieldwork</i>

## 8.4. Data analysis and quality assurance

Primary data collection and subsequent analysis will be **sex and age-disaggregated** to the extent

possible, so as to guarantee inclusion, accuracy and credibility of the evaluation's findings.

Data and information collected will be triangulated to ensure soundness and cross-validated at key points in time, as deemed relevant by the evaluation team, through a series of briefings with stakeholders.

Upon completion of the fieldwork in Ethiopia, Kenya and Somalia, an **exit workshop/briefing** will be organized to allow for a participatory validation of some the key preliminary findings. This will support the correction of any factual errors presented by the evaluation team as well as the sharing of additional material and resources that may help the evaluation team in drafting the evaluation report.

## 8.5. Ethical Considerations and Evaluation Principles

The evaluation team will uphold the guiding principles<sup>65</sup> of the evaluation profession through the evaluation process, including independence, impartiality, credibility, lack of conflict of interest, accountability. Below is more granular description of what each one of these guiding principles entails for the sake of the evaluation:

- a. Independence: Members of the evaluation team are independent and have not been involved in UNICEF drought response activities, nor have they been responsible in the past for the design, execution or supervision of the related interventions.
- b. Impartiality: The evaluation team will endeavor to provide a comprehensive and balanced presentation of the UNICEF response's strengths and weaknesses. The evaluation process will be unbiased at all stages, and take into account all views received from stakeholders.
- c. Transparency: The evaluation team will communicate as openly as possible the purpose of the evaluation, the criteria applied and the expected use of the results. This evaluation report aims to provide transparent information on its sources, methods and approaches.
- d. Disclosure: This report serves as a mechanism by which the findings and lessons identified in the evaluation are disseminated to policy makers, operational staff, beneficiaries, the general public and other stakeholders.
- e. Ethics: The evaluation team will respect the right of institutions and individuals to provide information in confidence, and the sources of specific information and opinions contained in this report are not disclosed, except where necessary and only after confirmation by the person consulted.
- f. Credibility: The finding, conclusions and recommendation will be based on data and observations that are considered reliable and trustworthy with respect to the quality of the instruments, procedures and analyses used to collect and interpret the information.
- g. Usefulness: The Evaluation Team will make a special effort to be as well informed as possible, and the evaluation report will aim to be relevant, timely and as concise as possible as well as beneficial as possible to the envisaged evaluation user.
- h. Conflict of interest: the appraiser has proceeded in such a way that his status does not present a conflict of interest with his role as evaluator.

## 8.6. Limitations and constraints of the evaluation

A few limitations and constraints have been identified in relation to this evaluation. A series of mitigation strategies have also been identified to mitigate the corresponding risk, as outlined in the following table

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<sup>65</sup> [https://www.unicef.org/supply/files/ATTACHMENT\\_IV-UNICEF\\_Procedure\\_for\\_Ethical\\_Standards.PDF](https://www.unicef.org/supply/files/ATTACHMENT_IV-UNICEF_Procedure_for_Ethical_Standards.PDF)

**Table 5: Limitations and Proposed Mitigation Strategies**

Limitations and Constraints of the Evaluation	Mitigation strategies identified
1. The Evaluation Team may not encounter sufficient community members to participate in the interviews	The greatest possible effort will be made to identify the respondents on the ground during the 3-4 weeks preceding the data collection
2. The weather and security situation in country may prevent/obstacle data collection	The selection of the sites covered by the fieldwork has been informed by the most recent security and weather updates. While some communities may not be visited by the international team members during their country visits, the national consultants could undertake the data collection in those places at a later stage. Similarly, a back-up plan (with alternative sites to visit) will be ready for each on the three countries
3. The pilot testing of tools and training materials for consultants may have gaps	Training of national consultants will be conducted online during the 3-4 weeks preceding the data collection. The pilot testing of tools will take place during the first country visit.
4. The governmental authorities may prevent travel	Letters of authorization to travel to the three countries will need to be obtained at least 10 days before the arrival of the international members in country
5. No in-person mission to the L2 countries	Although no primary data collection will be conducted by the evaluation team in country, a desk review and a few remoted key informant interviews will be conducted to capture the key features of the L2 countries in Djibouti and Eritrea

## 9. CONDUCT OF THE EVALUATION

### 9.1. Work plan/Timeline

Table 6 Sample Work Plan

Activity★		July 2023				August 2023				September 2023				October 2023				November 2023				December 2023			
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
<b>Phase 1</b>	<b>Start-up phase - ★ Deliverable = Inception report</b>																								
	Launch of the Evaluation/1st RG meeting	■																							
	Pre-documentary review (this will inform the sampling strategy and modification - if necessary - of the evaluation questions)		■	■																					
	Preliminary interviews with stakeholders - (including a field start-up mission if provided for in the ToR)					■	■	■																	
	Submission of the Inception Report (IR)									★															
	Comments from the Evaluation Reference Group									■	■														
	Revision and submission of the inception report based on the feedback received (this phase may include 2-3 round of revision depending on the quality and completeness of the deliverable)											■	■												
<b>Phase 2</b>	<b>Data collection and analysis</b>																								
	Preparation and confirmation of lists of names for interviews and sites to be visited during the mission.										■	■													
	Submission of data collection instruments for ethical approval										■	■													
	Training of national consultants										■	■													
	Pilot testing of data collection instruments										■	■													
	First Country Mission (Somalia)													■	■										

Activity★		July 2023	August 2023	September 2023	October 2023	November 2023	December 2023
	Second Country (Kenya)						
	Third Country mission (Ethiopia)						
Phase 3	Preparation of reports						
	Data analyses (interviews, Document review, questionnaires, etc.)						
	Formulation of results/conclusions and preparation of a PP						
	Submission of the draft evaluation report and submission to QA services (this phase may consist of 2-3 round of comments depending on the quality and completeness of the deliverable)						
	Comments provided by the Evaluation Reference Group						
	Finalization of the final evaluation report with the Executive Summary						
Phase 4	Dissemination and follow-up						
	Preparation of an action plan for implementing the evaluation						January 2024
	Restitution workshop						January 2024

★ Deliverable

## 9.2. Roles and Responsibilities of the Evaluation Team

The following table below briefly outlines the roles and responsibilities of the different members of the evaluation team.

**Table 7 Summary of Roles and Responsibilities by Team Member**

Member of the team	Role	Responsibilities
<b>Michele Tarsilla</b>	Team Leader (embedded)	Overall team lead and management; methodology design; data collection with UNICEF staff and IPs; analysis and drafting of main outputs
<b>Silva Ferretti</b>	Team member - Community Engagement and Humanitarian Evaluation Consultant	Leading the client/rightsholders journey investigation; training national consultants; pilot testing tools. Supporting methodology design, contributing to analysis discussions; drafting of main outputs;
<b>Erin Tettensor</b>	Team member – Synthesis of Findings Expert	Conducting data/desk review; supporting methodology design, contributing to analysis discussions; drafting of main outputs (remote work only)
<b>James Wicken</b>	Team member - Senior Climate Emergency Evaluation Expert	Conducting relevant lines of inquiry focused on CEED (including WASH and Climate Change), contributing to analysis discussions and drafting of outputs
<b>Valentina Proserpi</b>	Team member - Evaluation Specialist (embedded)	Supporting methodology design, data collection in Kenya and Ethiopia, analysis and drafting of main outputs; contributing to analysis discussions
<b>Essa Chanie Musa</b>	Team member - National Consultant: Ethiopia	Conducting data collection, contributing to analytical discussions, supporting drafting of outputs
<b>Fiseha Terefe Yinesu</b>	Team member - National Consultant : Ethiopia	Conducting data collection, contributing to analytical discussions, supporting drafting of outputs
<b>George Otieno Opiyo</b>	Team member - National Consultant: Kenya	Conducting data collection, contributing to analytical discussions, supporting drafting of outputs
<b>Daniel Kangogo</b>	Team member - National Consultant: Kenya	Conducting data collection, contributing to analytical discussions, supporting drafting of outputs
<b>Ambia Noor</b>	Team member - National Consultant: Somalia	Conducting data collection, contributing to analytical discussions, supporting drafting of outputs
<b>Muktar Abdi Husein</b>	Team member - National Consultant: Somalia	Conducting data collection, contributing to analytical discussions, supporting drafting of outputs
<b>Abduljalil Ali</b>	Team member – National Consultant: Somalia	Conducting data collection, contributing to analytical discussions, supporting drafting of outputs

## 10. ANNEXES

*To access the annexes, please refer to the separate document shared along with the inception report*

Evaluation Terms of Reference (also attached to the final evaluation report)

Annex 1 : Evaluation Matrix

Annex 2-6 : Data Collection Instruments

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