

Annex 3

UNICEF L3/L2 Horn of Africa Response Evaluation - Key Informant Interview (KII) Guide

1. These are semi-structured interviews that will be tailored to the organizational, sectoral and responsibilities of the Key Informant Groups (Detailed in matrix below).
2. In developing these questions, the Evaluation Team has tried to balance the time burden Vs participatory approach for the evaluation stakeholders/informants.
3. As there will be some KII with members of the affected questions (service users), questions will be presented here too.

Before you start: Please read this Confidentiality and Consent Script (*in Italics below*) to the Informant:

The narrative is for use in KIIs with UNICEF Staff at HQ, Regional Office (RO), Country Office (CO), Field Office (FO), as well as with UNICEF implementing partners (both national/international NGOs and governmental authorities).

Before starting the KII, please make sure to clarify the following:

- Who you are
- Where you are from
- What you are speaking to them about

“My name is [NAME] from [UNICEF Evaluation Team/XX], and I am conducting a study about the support provided by UNICEF to people in need in the areas in your country Ethiopia, Kenya and Somalia) affected by the drought. I was given your contact details by UNICEF. I would like to speak to you for about one hour and ask some questions about your experience as [a person receiving UNICEF support / a person working with UNICEF / a person knowledgeable about UNICEF’s response to the drought].”

- **You will need to check the participant is over 18**
- **You will want to check that the location for the interview is appropriate, especially if talking through sensitive subjects. If conducting the interview face to face it should be somewhere comfortable for the participant without fear of eavesdropping.**
- **For vulnerable adults and children, the interview should never be alone with the participant, either having an assistant, or conduct the interview in view of other people.**
- **If not conducting the interview in person check that the participant is able to participate freely.**

*“Before we start the interview, I just wanted to check you are over 18? **If the answer is no, terminate the interview.***

“Are you somewhere private and where you can speak freely. I’m asking this for your comfort and safety ? Are you happy to talk now? If not, are you able to go somewhere else? If not, I will call you back later.”

- **Background of the project**

*“You were selected as someone who has experienced UNICEF activities in response to the drought and is in contact with individuals and communities who receive its assistance. Your answers are important to help us understand how UNICEF activities are supporting vulnerable populations in your region/country. **You will not receive any compensation for your participation in this conversation.**”*

- **Highlight how you will be taking the data down and what it will be used for**
- **Emphasize confidentiality**

*We will be taking notes and using audio recording for this discussion so that we can go back later to remember everything that was discussed. **All answers will be kept confidential** and we will not share them with anyone, including UNICEF or the local authorities. **We will never identify you in any report.** We do not anticipate any risks associated with participating in this discussion.*

- **Highlight voluntary participation, right to decline participation, right to refuse a question and right to stop the interview**
- **If they are receiving support from the client/ org emphasise that this will not impact their support**

Your participation in this discussion is voluntary and you are free not to take part. If you don’t want to take part in this interview, or decline to answer a question, or stop the discussion, you can freely do so and nothing bad will happen. If you receive support from UNICEF, this will continue. At any point you may choose not to respond to a question and if you wish to end the discussion at any time, you may freely do so.

The interview will take 1 hour of your time.

- **Check understanding and consent**

*Do you have any questions for me at this point? By agreeing to participate in the interview you indicate that you understand the information I have just said. **Are you happy to respond to my questions?***

[Note for researchers: Throughout the interview, you need to pay attention to whether the respondent sounds uncomfortable and ask them if they want to continue the interview. If they aren't comfortable anymore, you need to finish the interview even if you haven't covered all the questions]

If you have any concern about this evaluation or would like to reach out to discuss any of the topics covered during this interview/ focus group discussion/online survey, please reach out to the Evaluation Team Leader (Michele Tarsilla) at mtarsilla@unicef.org or call the following number (*to be established in each one of the field mission countries*)

CCC COMMITMENTS	EVALUATION QUESTIONS	Sub-questions	KII Question	Key Informant Group
GLOBAL STANDARDS AND PRINCIPLES				
Humanitarian principles	1.1. To what extent did UNICEF make efforts to be recognized as a neutral, impartial, independent humanitarian actor?		<ul style="list-style-type: none"> • What efforts (if any) are being made by UNICEF to ensure that its response to the drought in the HoA be guided by the humanitarian principles? • To what extent do you consider UNICEF response to the drought in the HoA to be driven by genuine humanity concerns and to what extent do you perceive it to be neutral, impartial and independent? • What advocacy strategies (if any) has UNICEF pursued to strengthen a collective approach to a principled humanitarian response to the drought in the HoA? 	<p>UNICEF staff</p> <p>UNICEF staff, IPs, in-country authorities</p> <p>UNICEF staff</p>
OVERARCHING COMMITMENTS				
Preparedness	2.1 How well have UNICEF preparedness efforts informed and supported the delivery of the response?	a) What preparedness measures had HQ/RO and the five UNICEF COs (Ethiopia, Kenya and Somalia; Eritrea and Djibouti) undertaken right after the L3/L2 activation? To what extent did these measures facilitate the response?	<ul style="list-style-type: none"> • What decisions did the five UNICEF CO make right after the L2/L3 scale up to better anticipate and respond to the needs of the affected populations in drought-prone areas in their respective countries? • To what extent did your response to the drought in the HoA adhere to the Minimum Preparedness Standards (MPS) as per the UNICEF Procedure on Preparedness for Emergency Response and the Guidance Note on Preparedness for Emergency Response in UNICEF? 	<p>UNICEF staff</p> <p>In-country authorities</p> <p>UNICEF staff</p>

		<p>b) To what extent did early warning systems and lessons learned from previous crises inform UNICEF preparedness plans?</p>	<ul style="list-style-type: none"> • When developing UNICEF preparedness plans to the drought in the HoA, To what extent did you refer to (a) early warning systems (internal, external) and (b) lessons learned from past crises in key UNICEF documents? • To what extent did your CO/FO organize one or more learning events (and developed related knowledge products) to capture the key achievements and challenges encountered during the roll-out of previous responses? 	<p>UNICEF staff IPs, in-country authorities</p> <p>UNICEF staff IPs, in-country authorities</p>
Coordination	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?	<p>a) To what extent were the UNICEF emergency procedures (EP) known, used and relevant to the design and successful implementation of the response?</p>	<ul style="list-style-type: none"> • What was the level of knowledge of the Emergency Procedures within your team? • How many people in your team had been sensitized on EP (by levels and function) at the beginning of the response? • How did you use (if any way) the EP during the implementation of the drought response? • To what extent do you acknowledge the EP contribution to the success of the response? • What were the key Bottlenecks identified with regards to the use of the EP and the translation of their use to concrete results for the affected populations? • How clear were the response accountability lines across levels? 	<p>UNICEF staff</p> <p>UNICEF staff</p> <p>UNICEF staff</p> <p>UNICEF staff, IP, governmental authorities</p> <p>UNICEF staff, IP, governmental authorities</p> <p>UNICEF staff</p>
		<p>b) To what extent did Emergency Procedures (not only the simplifications, prioritizations, and streamlined processes but also the different requirements entailed by their application) contribute to a more efficient response?</p>	<ul style="list-style-type: none"> • To what extent do you acknowledge the EP contribution to more efficient and effective delivery on the ground? • How would you say UNICEF has performed on a variety of fronts (HR, finance, supply, coordination, PSEA) if compared to previous crises (2011, 2017) 	<ul style="list-style-type: none"> • UNICEF staff, IP, governmental authorities • UNICEF staff (those with a certain level of historical level), IPs
	2.3. To what extent have HQ, regional		<ul style="list-style-type: none"> • Evidence of compliance with CCC benchmarks on coordination and leadership 	<ul style="list-style-type: none"> • UNICEF staff, IPs, governmental authorities

	<p>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?</p>		<ul style="list-style-type: none"> • To what extent HQ and RO have engaged in integrated/multisectoral advocacy and resource mobilization efforts? • To what extent has the programming of the response been convergent at CO level? • How many meetings have you held (or participated in) to plan jointly and share information as well as good practices about the response within your (Division (in HQ) or sections (in RO and CO) as well across levels? • To what extent have you formulated a joint contingency or response plan/ activities for cross-border issues (e.g., refugee flows, unaccompanied and separated children, insecurity, cholera, etc.) • What contribution (if any) has such coordination had on the success of the drought response? • To what extent do you see the drought UNICEF response as being well coordinated internally? 	<ul style="list-style-type: none"> • UNICEF staff • UNICEF staff • UNICEF staff • UNICEF staff • UNICEF staff • IPs, Governmental authorities
	<p>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?)</p>		<ul style="list-style-type: none"> • How do you rate the staff deployed for CLA function (cluster coordinators and IMOs)? • How rapidly has staff been deployed to boost the response? • To what extent UNICEF has fulfilled the six core functions defined by the IASC • How do you rate UNICEF as CLA? 	<ul style="list-style-type: none"> • UN Partners, IP partners, governmental authorities, UNICEF staff • UN Partners, governmental authorities, UNICEF staff • UNICEF staff, UN partners, IP governmental authorities • Cluster members
<p>Humanitarian Access</p>	<p>2.5. To what extent has UNICEF been able to reach those most in need (children with disabilities; IDPs;</p>		<ul style="list-style-type: none"> • How has UNICEF complied with humanitarian access standards? • To what extent has UNICEF invested to ensure humanitarian access (including the hiring of a humanitarian access specialist, the costs of coordination meetings to discuss humanitarian access with IP) 	<ul style="list-style-type: none"> • UNICEF Staff, IP • UNICEF Staff, IP

	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?		<ul style="list-style-type: none"> • To what extent has UNICEF made use of Minimum Quality Standards and Indicators for Community Engagement? • To what extent has your programme analysis taken into account conflict dynamics, political economy, gatekeeping, patterns of marginalization and exclusion? • To what extent has UNICEF led advocacy with all parties for humanitarian access, as well as with high-level political actors (regional organizations, special representatives/envoys, national governments, etc.). 	<ul style="list-style-type: none"> • UNICEF Staff, IP • UNICEF staff • UNICEF staff, IPs, governmental partners
<p>Accountability to affected populations, community engagement for behaviour and social change, and protection from sexual exploitation and abuse</p>	<p>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?</p>	<p>a) To what extent did affected populations have the opportunity to share feedback and complaints and was feedback, in turn, acted upon?</p>	<ul style="list-style-type: none"> • To what extent has UNICEF response fostered the participation of the affected populations in the response, by also providing access to life saving information and make some feedback mechanisms available? • To what extent have you reported systematically on AAP? • What is the objective of the of the complaint feedback mechanisms among both IP and members of the affected population? • To what extent were complaint feedback mechanisms available AND used in the response implementation sites? • What adjustments (if any) were introduced in the implementation of the response in response to the complaints ? • How do you rate UNICEF work on AAP? 	<ul style="list-style-type: none"> • UNICEF staff, IPs, governmental partners • IPs • IPS • UNICEF staff, IPs, members of the affected population, governmental authorities • IPs, members of the affected population, governmental authorities • IPs, governmental authorities
		<p>b) How accessible and safe were these mechanisms) including for PSEA), also in light of the different cultural and security</p>	<ul style="list-style-type: none"> • How easily are AAP mechanisms accessible to the affected populations (including for PSEA)? • Is there any safety guidelines in place pertaining to the use of such mechanisms? 	<ul style="list-style-type: none"> • IPs • UNICEF staff, IPs

		specificities of each context?	<ul style="list-style-type: none"> To what extent has the response followed EP and meet the specific CCC PSEA benchmarks (access to reporting, referral and investigation of PSEA)? 	<ul style="list-style-type: none"> UNICEF staff, IPs
PROGRAMME APPROACHES				
Quality of programmes	3.1. To what extent was the response planned and adapted over time to meet the needs of the affected populations?	a) To what extent did the five concerned countries plan and adapt their response over time to meet the needs of the affected populations?	<ul style="list-style-type: none"> How have the needs of the drought-affected populations evolved over the course of the response? How (if in any way) has the UNICEF response to drought been adapted according to the evolving needs? How transparent and well communicated were the adjustments of the response targets based on the evolving needs? 	<ul style="list-style-type: none"> UNICEF staff, IPs, governmental authorities UNICEF staff, IPs, governmental authorities UNICEF staff, IP
		b) In light of evolving needs on the ground, adapting roles, structures and infrastructure may take place, what have been the costs (financial or otherwise) or benefits of making such adjustments?	<ul style="list-style-type: none"> What were the costs and benefits (if any) that accompanied the adaptation of the response to the evolving needs? To what extent were the funds repurposed within the scope of the response? What Lessons did you learn mainly with respect to the achievements and costs/challenges of implementing your activities on the ground? 	<ul style="list-style-type: none"> UNICEF staff, IPs, governmental authorities UNICEF staff IPs
	3.2. To what extent was the response timely?	a) To what extent were financial resources and supplies disbursed and distributed in a timely fashion?	<ul style="list-style-type: none"> How long did you need to wait (day/months) between the <u>expected</u> timing of funds disbursement and supplies delivery and the <u>actual dates</u> of provision of funds and supplies over to you? To what extent do you rate the timing of the response adequate? What were the main internal and external enablers/barriers to the timeliness of the response? 	<ul style="list-style-type: none"> IPs, governmental authorities IPs, partners participating in clusters IPs, UNICEF staff, governmental authorities

	3.3. To what extent did the response achieve its (intended targets and) overall objectives, including in terms of coverage and quality?	a) To what extent did the five concerned countries attain their expected coverage targets and quality requirements?	<ul style="list-style-type: none"> • To what extent did you adapt the response coverage targets over time (and why)? • How would you rate the reach of the response against both UNICEF targets and the total population in need for nutrition, health, WASH, education, child protection and social protection • What were the key enabling and hindering factors with regard to the response coverage? • What are the sectors that benefited from the most support and what are those that seemed somehow more neglected than others? • To what extent did you take quality requirements into account during the planning and implementation of your response activities (by sector)? • To what extent did your activities meet the CCCs/Sphere standards (by sector) 	<ul style="list-style-type: none"> • UNICEF staff, IPs • UNICEF staff, IPs, governmental authorities, • UNICEF staff, IPs • UNICEF staff • UNICEF staff, IPs • UNICEF staff, IPs
		b) What were the factors (internal and external to UNICEF) that affected the performance of the response, including its UNICEF leadership?	<ul style="list-style-type: none"> • What UNICEF organizational processes as well as contextual factors either contributed or hindered the success of the humanitarian response in the Horn of Africa, including its UNICEF leadership? 	<ul style="list-style-type: none"> • UNICEF staff, IPs, governmental authorities, UN development partners
		c) To what extent have there been unintended consequences (positive or negative)?	<ul style="list-style-type: none"> • What (if any) are the unexpected / unintended (positive and negative) consequences of the response? 	<ul style="list-style-type: none"> • UNICEF staff, IPs, governmental authorities, UN development partners
Multisectoral and	3.4. To what extent		<ul style="list-style-type: none"> • To what extent is the programming of your response integrated? Did your section implement 	<ul style="list-style-type: none"> • UNICEF staff, IPs

<p>integrated programming</p>	<p>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?</p>		<p>any activity with other sections?</p> <ul style="list-style-type: none"> • What duplication of efforts did you observe in the course of the response? • To what extent the HoA response narrative, including resource mobilization efforts, refer to the integration of programmes and operations? 	<ul style="list-style-type: none"> • UNICEF staff, IPs, governmental authorities • UNICEF staff
<p>Equity</p>	<p>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?</p>		<ul style="list-style-type: none"> • To what extent has data been available (throughout the response) pertaining to the needs of vulnerable groups within the affected population? • What corrective actions/activities/strategies (if any) have been implemented to respond to the needs of marginalized and excluded groups? • To what extent has the Drought response tackled and removed some of the barriers hindering the access to basic services among the most in need within the affected population? 	<ul style="list-style-type: none"> • UNICEF staff, IPs • UNICEF staff, IPs • UNICEF staff, IPs

<p>Linking humanitarian and development, resilience and climate change</p>	<p>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.?</p>		<ul style="list-style-type: none"> • To what extent has your CO undertaken a conflict analysis and how, if any way, has the latter affected the HDP planning of programme analysis including overlapping drivers of vulnerability, risk, and exclusion including conflict, marginalization, displacement, disaster risk? • What are some examples of the response being adopted in response to the evolving conflict situation? • To what extent did you include climate change considerations in the planning and implementation of your response? 	<p>UNICEF staff</p> <p>UNICEF staff, IPs</p> <p>UNICEF staff, IPs, governmental authorities</p>
	<p>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?</p>		<ul style="list-style-type: none"> • To what extent have you referred to the CCC benchmarks on linking humanitarian to development programmes? • How clear is your team's/organization's understanding of what the operationalization of the humanitarian-development-peace nexus means in the Horn of Africa overall and sectorally? • To what extent has your programme analysis and planning explicitly included risk-informed programming approaches? • To what extent have you been able to mobilize of multi-year funding? • How much flexible (non-earmarked) funding have you used to implement resilience activities? • How much multi-year funding and flexible funding did UNICEF pass to IPs? • To what extent have advocated to donors, development actors and financial institutions to support resilience programming? • To what extent has resilience strengthening been built into the system for early recovery? 	<ul style="list-style-type: none"> • UNICEF staff, IPs • UNICEF staff, IPs • UNICEF staff, IPs • UNICEF staff • UNICEF staff • UNICEF staff • UNICEF staff, donors • UNICEF staff, IPs

Localization	3.8. To what extent did UNICEF rely on local partners when planning and delivering the response?	<p>a) To what degree has the UNICEF response contributed to strengthening preparedness, resilience and response efforts among: a) national governments; b) local organizations; and c) communities?</p> <p>b) How do UNICEF compliance procedures enable or constrain the localization agenda?</p> <p>c) To what degree does UNICEF see benefits and challenged in advancing the Localization agenda?</p>	<ul style="list-style-type: none"> • To what extent has local actors’ capacity (if any) changed in the area of preparedness, resilience and emergency response? • What capacity-building efforts have been made by UNICEF in favour of local organizations? • To what extent is contingency/preparedness capacity available among partners? • To what extent do local partners demonstrated to know how to anticipate and/or respond to the effects of an emergency? • To what extent have you fostered longer-term strategic partnerships that aim to build systems and processes mirroring the ambition and goals of the local or national partners? • To what extent has the decision-making power of local and national actors within partnership increased? • How funding have you directed to L/NNGOs in the course of the response? 	<ul style="list-style-type: none"> • IPs, UNICEF staff • IPs, UNICEF staff • IPs, UNICEF staff • IPs, UNICEF staff • IPs, UNICEF staff • IPs, UNICEF staff • UNICEF staff, IPs
		<p>d) To what extent did UNICEF build local partner capacity in the preparedness phase?</p>	<ul style="list-style-type: none"> • To what extent have local actors’ capacity (if any) increased in the area of preparedness, resilience and emergency response? • To what extent do you believe IPs possess the sufficient capacity to manage the security risks adequately? 	<ul style="list-style-type: none"> • UNICEF staff, IPs • UNICEF, IPs
		<p>e) To what extent did UNICEF rely on local partners for early warning?</p>	<p>To what extent did your local partners provide valuable information on needs and upcoming risks in the affected areas</p>	<ul style="list-style-type: none"> • UNICEF staff
SECTORAL COMMITMENTS				

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?	a) To what extent has programming drawn on a viable base of timely evidence, supported by ongoing monitoring?	<ul style="list-style-type: none"> • How robustness are the methodologies used to measure needs? • How frequently have needs assessments been throughout the response? • How often could you undertake monitoring missions and TPM 	<ul style="list-style-type: none"> • UNICEF staff, IPs, governmental authorities, UN partners • UNICEF staff, IPs, governmental authorities, partners • UNICEF staff, IPs, governmental authorities, partners
		b) To what extent were investments made in gender evidence and analysis?	<ul style="list-style-type: none"> • To what extent have you incorporated gender analysis in the programme analysis and design of the response? • To what extent has gender-disaggregated data been available for planning and monitoring purposes? • How would you rate the level of your CO gender capacity (number, level, type of staff), including the availability of a gender strategy? 	<ul style="list-style-type: none"> • UNICEF staff, IPs • UNICEF staff, IPs • UNICEF staff
OPERATIONAL COMMITMENTS				
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?		<ul style="list-style-type: none"> • What safeguards (if any) have you put in place to curb the risks associated with the response, with a focus on: <ul style="list-style-type: none"> – Fiduciary risks among partners (both NGOs and government entities) – Do no harm among IP and affected populations? • To what extent has UNICEF proactively adopted a range of strategies to mitigate risk which includes acceptance through community engagement? 	<ul style="list-style-type: none"> • UNICEF staff • UNICEF staff, IPs

	5.2. To what extent has UNICEF allocated financial resources according to a) needs and b) quality concerns?		<ul style="list-style-type: none"> • To what extent is there a link between the level of the investments made during the response (by sector/geographical area) and the corresponding needs? • To what extent is the response on the ground meeting the CCC quality benchmarks? 	<ul style="list-style-type: none"> • UNICEF staff, IPs • UNICEF staff, IPs
Humanitarian cash transfers	5.3. To what extent have cash transfers been distributed to those most in need?	a) What are good practices in the area of cash transfers that ought to be replicated in the future and what are some limitations that deserve being better anticipated in the near future?	<ul style="list-style-type: none"> • To what extent has the targeting of the cash transfer interventions was needs-based? • To what extent have cash transfers been able to reach the most vulnerable? • What are some of the Good practices identified in the planning, targeting, distribution and monitoring of the cash transfers delivery? 	<ul style="list-style-type: none"> • UNICEF staff, IPs • UNICEF staff, IPs, • UNICEF staff, IPs
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?		<ul style="list-style-type: none"> • What challenges have you encountered to ensure a timely deployment of surges • How well did the surge deployed in your CO meet your needs? • To what extent did regular programme staff engage in the L3 response? • To what extent did the response achieve the CCC and EP benchmarks for surge? 	<ul style="list-style-type: none"> • UNICEF staff • UNICEF staff, IPs • UNICEF staff, IPs • UNICEF staff, IPs
Communications and advocacy	5.5. To what extent did communications and advocacy contribute to the success of the response?	a) To what extent was there a clear narrative on the greatest needs on the ground and other key priorities of the response (across the three CO and	<ul style="list-style-type: none"> • To what extent did the narrative around the drought response evolved as the situation evolved (as needed/ appropriate)? 	<ul style="list-style-type: none"> • UNICEF staff, IPs, governmental authorities

		across levels within the organization)?		
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?	a) In the context of collaborating with partners, what were the main strengths and weaknesses exhibited by UNICEF?	<ul style="list-style-type: none"> • What are some examples of good and innovative partnership practices implemented within the scope of the response? • What are some of the key challenges that you encountered during the forging with partnerships with governments and civil society organizations and what are some successful mitigation strategies that you have managed to put in place to address them? • To what extent has your response met the CCC benchmark on partnerships • How would you rate UNICEF support? 	<ul style="list-style-type: none"> • UNICEF staff, IPs, governmental authorities • UNICEF staff, IPs • UNICEF staff • IPs, governmental authorities
Resource mobilization	5.7. What could have been done differently to maximize the resources made available for the response?	a) To what extent did the different funding mechanisms and conditionalities/ donor allocation modalities (including timing of disbursements, eligibility funding criteria for activities and donors' thematic priorities) influence the timeliness or cost of interventions?	<ul style="list-style-type: none"> • To what extent have you reached your funding targets and what are the reasons that explain your achievements/challenges in securing the needed funding? • What are Donors' and other funding partners' thematic priorities vis-à-vis the drought response (in each one of the 5 concerned countries)? • How flexible (if any) have the funds been, which were made available for the response? • How has the funding evolved over time (by sector and donor/partner)? • What are the enabling and hindering factors in the area of resource mobilization for the drought response? 	<ul style="list-style-type: none"> • UNICEF staff • UNICEF staff, donors, IPs • UNICEF staff, donors, IPs • UNICEF staff, IPs, donors • UNICEF staff, IPs, governmental authorities
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	a) To what extent has UNICEF mobilized supplies that were: a) Sufficient in number b) Adequate in quality and distribution c) Timely in deployment/distribution?	<ul style="list-style-type: none"> • To what extent were the supplies made available during the response: a) sufficient (in number); b) adequate in quality; c) responding to the existing needs; and d) rapidly deployed? • To what extent were the prepositioned supplies (by sector/country) a) sufficient (in number); b) adequate in quality? • To what extent has your CO disposed of an up-to-date supply and distribution plans at country level, including to reach the last mile? 	<ul style="list-style-type: none"> • UNICEF staff, IPs, • UNICEF staff, IPs, • UNICEF staff

	assessments, procurement of LTA-holding and other providers; environment footprint		<ul style="list-style-type: none"> • To what extent have you relied on accurate forecasting of supply needs to facilitate supplier elasticity? • Degree of achievement of CCC benchmark on supply and logistics • What actions has UNICEF taken to green the supply chain and work more closely with local actors to decrease long distance transport? • What actions has UNICEF taken to reduce plastic (where possible), implementing a robust waste management system and choose materials with a lower carbon footprint? 	<ul style="list-style-type: none"> • UNICEF staff • UNICEF staff • UNICEF staff
CEED				
CCC Programme Approaches/ Commitments (Quality of Programmes)	6.1.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?	a) To what extent did the coordination and collaboration within and across levels of the Organization (HQ, RO and CO) contribute to the roll out of CEED related interventions to the affected populations?	<ul style="list-style-type: none"> • What could you tell me about CEED within the scope of the Drought response and what use (if any) have you made of CEED concepts? • To what extent have you coordination around CEED within your Division/Section and across the 3 levels of the Organization? 	<ul style="list-style-type: none"> • UNICEF staff • UNICEF staff
		b) To what extent did a cohesive strategy for the CEED-related interventions contribute to and guide the design and delivery of the CEED activities to address the climate emergency in the Horn of Africa?	<ul style="list-style-type: none"> • To what extent did a CEED strategy (if available) inform the design and delivery of CEED activities within the scope of the drought response? • In the absence of a strategy: <ul style="list-style-type: none"> -to what extent have you factored CEED considerations in during the design and implementation of CEED activities on the ground as part of the drought response -have you used sectoral frameworks related to transition to climate resilience approaches? -to what extent do you have specific posts dedicated to CEED in the three Cos? 	<ul style="list-style-type: none"> • UNICEF staff • UNICEF staff
		c) To what extent did the support provided by HQ and RO to the five COs on CEED as part of the L3 response contribute to the roll out of the CEED	<ul style="list-style-type: none"> • What kind of CEED technical assistance and support (if any) have HQ and RO made available to your CO which influenced the response? • If there any post dedicated to CEED in RO and HQ supporting the COs as part of the drought response? 	<ul style="list-style-type: none"> • UNICEF staff • UNICEF staff

		related interventions?		
	6.2. What can we learn about the extent to which the CEED interventions address the needs of those most in need?	a) How were people most in need identified and how were their CEED related needs assessed?	<ul style="list-style-type: none"> To what extent were needs assessments used to guide the CEED related activities? How robust were the methodologies used to measure CEED-related needs? How Frequent were CEED needs assessments throughout the response? How Frequent were CEED monitoring missions by UNICEF STAFF and/or IP and TPM? 	<ul style="list-style-type: none"> UNICEF staff UNICEF staff UNICEF staff UNICEF staff
CCC Programme Approaches/ Commitments (Quality of Programmes)	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).To what extent did the CEED related interventions address the needs of the those most in need?	<ul style="list-style-type: none"> To what extent were CEED-related interventions designed and implemented to meet the needs of those most in need? To what extent were the targets of the CEED-interventions implemented as part of the drought response calculated based on actual needs? What are the Groups identified as the most in need vis-à-vis CEED Why were you not able to address the needs of those most in need through your CEED interventions? 	<ul style="list-style-type: none"> UNICEF staff UNICEF staff, IPs UNICEF staff, IPs UNICEF staff, IPs
		b) What were the unexpected positive and negative outcomes of the CEED related interventions?	<ul style="list-style-type: none"> What (if any) were the positive and negative outcomes of the CEED related interventions? 	<ul style="list-style-type: none"> UNICEF staff, IPs
CCCs Operational Commitments (Administration and finance, including risk management)	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)?		<ul style="list-style-type: none"> What were the costs of CEED (by response activity/sector by country) implemented by UNICEF and other Agencies in the HoA? Costs of CEED by activity/sector by country implemented by UNICEF and other Agencies in similar contexts What measures did you take to reduce costs and maximize value for money of CEED related activities? 	<p>UNICEF staff, IPs, other UN partners</p> <p>UNICEF staff, IPs</p>
CCC Programme Approaches/ Commitments (Quality of Programmes)	6.5. What are the specific domains of CEED where the greatest areas of improvement were	a) What are the specific domains of CEED where the greatest areas of improvement were identified?	<ul style="list-style-type: none"> What were the ley challenges encountered during the planning, implementation and monitoring of CEED activities? 	<ul style="list-style-type: none"> UNICEF staff, IPs

	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) What were the most innovative solutions delivered by UNICEF related to CEED to address identified challenges and contribute to the improvement of the response	<ul style="list-style-type: none"> • What were the most innovative solutions related to CEED that you have identified during the response? 	<ul style="list-style-type: none"> • UNICEF staff, IPs, governmental authorities
CCCS Programme Approaches (Community Engagement for Social and Behavioural Change and Linking Humanitarian and Development)	6.6. To what extent are communities and support systems showing resiliency, including climate resilience, and learning in light of sequential droughts?		<ul style="list-style-type: none"> • To what extent have the communities demonstrated an increased capacity to: <ul style="list-style-type: none"> -Cope with external shocks? -Adapt their behaviors and practices vis-à-vis repeated shocks? -Modify their revenues so as to satisfy their needs? -Use lessons learned while overcoming challenges in the past so as to be better prepared for the future?? -Use of early warning system to prevent future risks? 	<ul style="list-style-type: none"> • UNICEF staff, IPs, governmental authorities,
CCCs Programme Approaches (Environmental Sustainability and Climate Change).	6.7. What was the response's environmental footprint and, where significant, how could it be reduced?	a) What interventions implemented in the response had the greatest environmental footprint?	<ul style="list-style-type: none"> • What impacts has the drought response had on the environment? What are the activities that, in your opinion, have had the greatest environmental impact? 	<ul style="list-style-type: none"> • UNICEF staff, IPs,, governmental authorities
		b). For those interventions/activities with a significant negative environmental footprint, how could the response's environmental footprint be reduced?	<ul style="list-style-type: none"> • What are some good strategies that have helped reduce the response's environmental footprint? • To what extent have you been able to assess and avoid/mitigate (during design and/or implementation) the negative environmental impacts of the response activities? • What are some recommended actions to reduce the response's environmental impact further in the future? 	<ul style="list-style-type: none"> • UNICEF staff, IPs, governmental authorities • UNICEF staff, IPs • UNICEF staff, IPs. Governmental partners