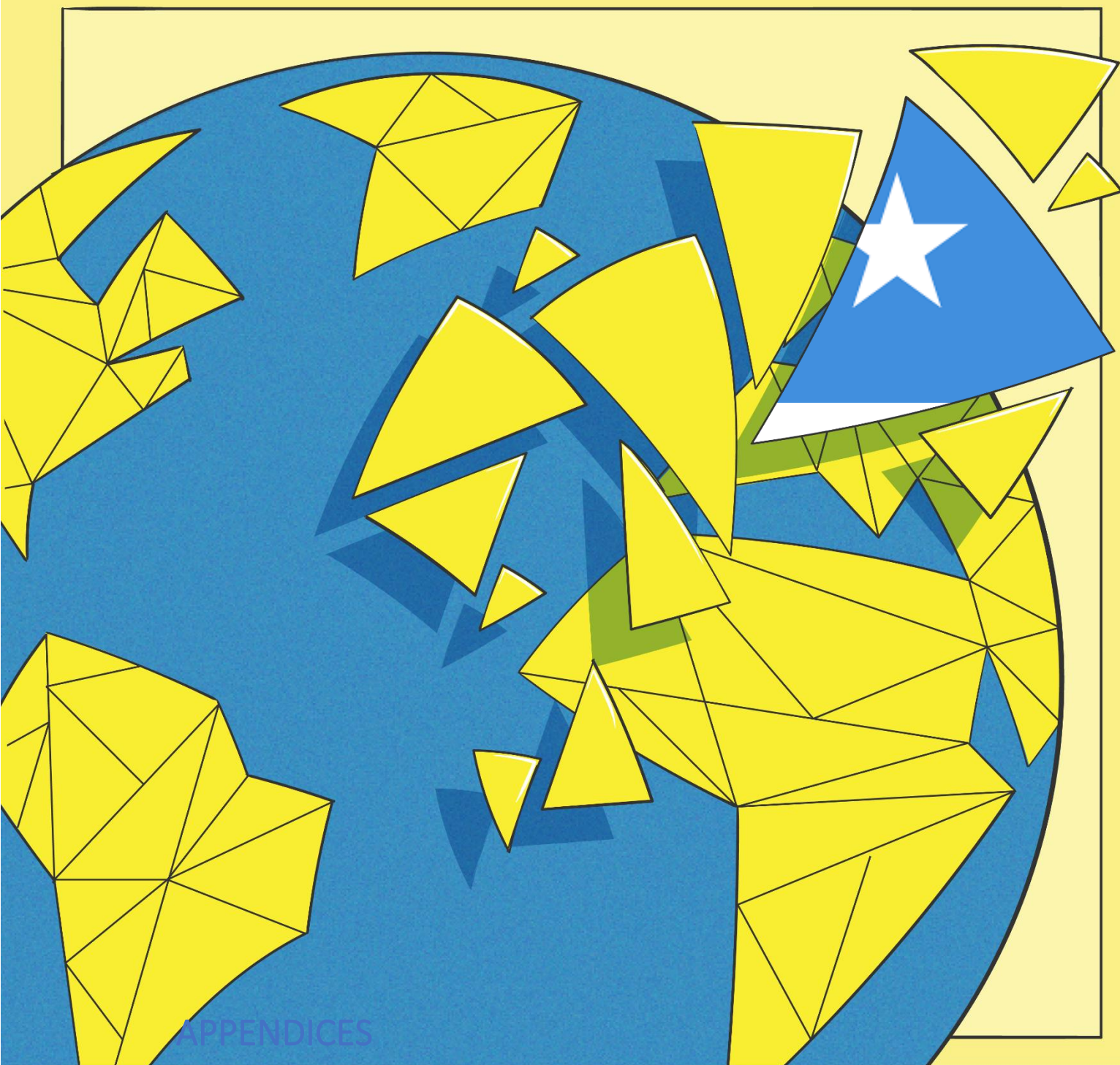


Country Strategy Evaluation

# Somalia 2020 - 2024

EvO/2025/11

Volume II – Annexes



APPENDICES

June 15th, 2025

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# INTRODUCTION

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The Volume II of UNHCR Somalia Country Strategy Evaluation report includes the annexes that provide supplementary data and supporting material for the analysis conducted during the initial desk review in September 2024. The desk review included:

- Analysis of UNHCR operational context in Somalia.
- Mapping of global, regional and national policies and strategies.
- Analysis of UNHCR Policies and Guidelines (including strategy and programming in Somalia and the major programming shifts during the evaluation period).
- Initial review of UNHCR Somalia Financial and Human Resources.
- Analysis of UNHCR Somalia Results monitoring and reporting (including two RMSs).
- Mapping of partnerships.
- Mapping of normative documents.
- Identification of data gaps for the data collection phase.
- Government of Somalia pledges in the Global Refugee Forum 2019 and 2023.
- Timeline of UNHCR Somalia strategy and key planning and programming documents.
- Initial review of the Results Monitoring Surveys.
- Initial review of UNHCR Somalia Partner Annual Reports.
- Initial review of UNHCR Somalia Annual Reports.
- Initial review UNHCR Somalia Participatory Assessments.
- Timeline of key contextual events.

# APPENDIX 1 – TERMS OF REFERENCE

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Key Information at glance about the evaluation	
Title of the Evaluation:	Country Strategy Evaluation
Country:	Somalia
Timeframe Covered:	2020-24
Type of Evaluation:	Country Strategy Evaluation
Evaluation commissioned by:	UNHCR Evaluation Office
Evaluation Manager	Malene Nielsen <nielsenm@unhcr.org>
Date	06.04.2024

## 1. Introduction

1. UNHCR's country operations around the world aim to work effectively to pursue protection and solutions, to support the inclusion of internally displaced, refugees and stateless people in national and local services, and make it possible for displaced populations to contribute to societies and economies.
2. To help inform learning and strategic planning processes, UNHCR's Evaluation Office (EvO) began rolling out Country Strategy Evaluations (CSEs) in 2019<sup>1</sup> CSEs Typically focus on UNHCR's strategic positioning, comparative advantage, relevance, organizational results and performance and partnerships over a period of 35 years. They have a strong emphasis on learning and are intended to be forward-looking in their orientation. During the period 2022-24, UNHCR started rolling out Multi-Year Strategy-Plans (MYSP)<sup>2</sup>. These have replaced the annual operational plans that previously constituted the main planning documents. Focusing on the period 2020-24 and taking an in-depth look at the current MYSP, the findings and recommendations from this CSE are expected to inform the planning of UNHCR Somalia's second MYSP beginning at the end of 2024 – beginning of 2025.
3. These Terms of References (ToR) lay out the background for this formative CSE in Somalia, its overall objectives, its purpose, scope, intended users, and envisioned methodological approach that will guide the design and implementation of the evaluation.

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<sup>1</sup> The terminology for these evaluations changed in 2020 from Country Portfolio Evaluations to CSEs. Completed CSEs include Angola, Afghanistan, Iraq, Mauritania, Mali, Morocco, South Sudan, Sudan, and Zambia, among other

<sup>2</sup> In Somalia, the MYSP spans the years 2023-25. The country operation in Somalia had a 1-year interim strategy in 2022

## 2. UNHCR Global Background

4. In 2023, UNHCR estimated, that approximately 130,7 million people — refugees, stateless persons, returnees, asylum seekers, internally displaced people (IDPs) and others of concern — around the world will be displaced<sup>3</sup>. The number, which has more than doubled over the past two decades<sup>4</sup> is overwhelming and calls for the need to revisit some of the traditional approaches to the provision of protection and assistance and the search for solutions.
5. The adoption of the New York Declaration in September 2016 ushered UNHCR and partners into a new era of collaboration, as States agreed to address and resolve refugee flows through a new model—the Comprehensive Refugee Response Framework (CRRF)—that places the rights, interests, and potential of refugees and of their hosts at the heart of a multi-dimensional response extending beyond humanitarian action. Building on lessons learnt through the practical application of the CRRF, the Global Compact on Refugees (GCR) provides a platform through which UNHCR can reinforce existing and build new partnerships to improve responses to refugee situations. Furthermore, important developments linked to UN Reform, the Sustainable Development Goals (SDGs) and Agenda 2030 are also fundamentally reshaping the way UNHCR works.
6. At the global level, there has been an appetite for new approaches that go beyond traditional humanitarian action, and in UNHCR, as elsewhere, the impetus of working on the nexus has gained importance including the importance of connecting work on the nexus with climate realities and a conflict sensitive approach. The 2030 Agenda for Sustainable Development, adopted by world leaders at the UN General Assembly in September 2015 with its commitment to ‘leave no-one behind’, provides a powerful basis for the inclusion of refugees, the internally displaced and stateless people in economic development planning, as well as in all other measures taken by states to achieve the SDGs.
7. In January 2019, the High Commissioner announced that UNHCR would move its Regional Bureaus to the field, setting in motion a far-reaching and consequential transformation for the organization<sup>5</sup> that is now being consolidated. With a second line role, Regional Bureaus are defined by oversight, provision of technical support to country offices and regional-level coordination, and by setting regional strategies and priorities, managing performance and compliance, and identifying and monitoring emerging issues and risks. Furthermore, the new Regional Bureaus are anticipated to become critical hubs for collaboration and strategic engagement and for addressing cross-cutting operational challenges. It was by mid-2020, that a new decentralized organizational structure was almost in place with the following vision in mind:
  - Ensure more effective protection to refugees and people of concern in ways that promote the exercise of fundamental rights, facilitate access to opportunities and assistance, and empower them to seek their own solutions.
  - Respond faster and in a more flexible way, especially at the onset of emergencies.
  - Align with UN system reform and engage more with the UN Country Teams towards collective outcomes.
  - Better integrate regional dynamics into annual and multi-year strategic planning and work more effectively with regional stakeholders, sister UN agencies and partners development actors and private sector interlocutors, towards inclusion of refugees and others of concern within host communities.
  - Ensure consistent support to country offices (COs), including the ability to course correct as new challenges and opportunities emerge, translate global priorities into

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<sup>3</sup> UNHCR's Global Appeal 2024

<sup>4</sup> UNHCR's Global Appeal 2021: <https://www.unhcr.org/globalappeal2021>

<sup>5</sup> UNHCR has seven Regional Bureaus, which were previously located within Headquarters in Geneva. The Regional Bureau for the East and Horn of Africa and the Great Lakes (EHAGL) covers: Burundi, Djibouti, Eritrea, Ethiopia, Kenya, Rwanda, Somalia, South Sudan, South, Tanzania and Uganda and is based in Nairobi, Kenya



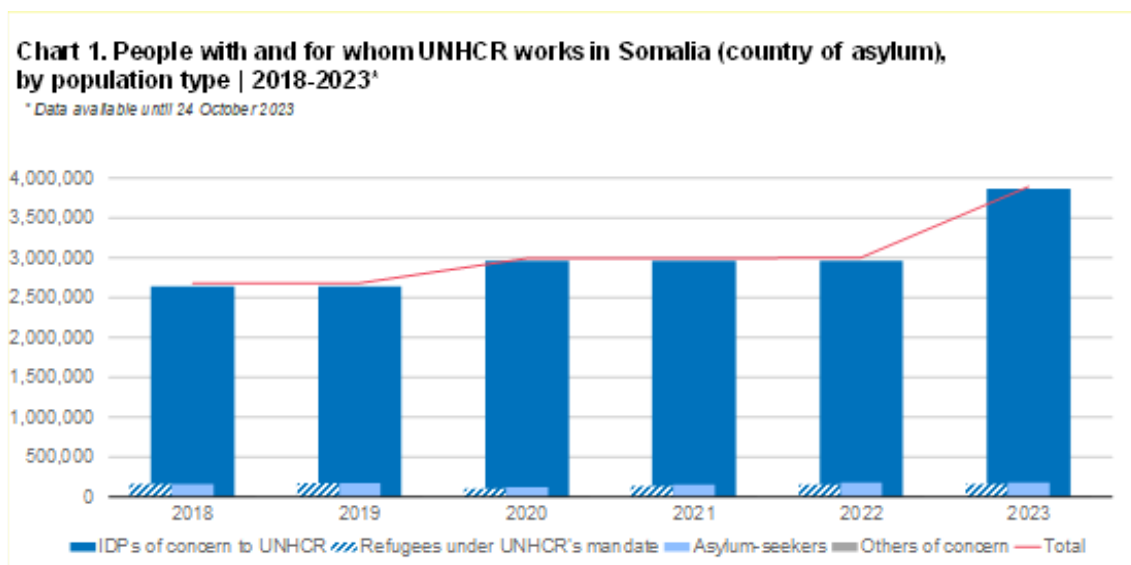
regional and country specific strategies, and foster greater programmatic integrity and value for money.<sup>6</sup>

8. In line with these transformative developments, UNHCR has also been undertaking an ambitious internal change referred to as the Business Transformation Process involving six major adjustments expected to: improve programme management and partnerships; financial and human resources; supply chain management; external engagement and resource mobilization. These changes include, among other, the establishment of revitalized visions for Human Resources, Data Management, and Results-Based Management and decision-making processes. Evaluations of UNHCR's COs can provide much needed evidence to inform adjustments and implementation of the above-mentioned transformations, commitments, and strategic priorities.

### 3. Country Context and UNHCR's Operation in Somalia

#### 3.1.1 Operational Context

9. With a population of roughly 17.6 million<sup>7</sup>, and six federal member states (FMS), Somalia borders Djibouti to the northwest, Ethiopia to the west, Kenya to the southwest, the Gulf of Aden to the north and the Indian Ocean to the east. Somalia currently hosts 3.9 million Internally Displaced People (IDPs) — an estimated 3 million climate induced and 0.9 conflict induced – 39,000 refugees (refugees and asylum seekers), and 176 other people of concern<sup>8</sup>. When the country operation (CO) drafted its 2023-25 MYSP, 62 per cent of refugees were classified as Yemeni (prima facie recognition), 32 per cent as Ethiopian, and the remaining individuals as originating from more than a dozen countries while 98 per cent of asylum seekers were observed to be originating from Ethiopia<sup>9</sup>. While refugee numbers have increased slightly during the past years, in October 2023, refugees and asylum seekers only constituted, respectively, 0.4% and 0.5% of the total number of displaced while the number of IDP has risen steadily, and between 2022-23, significantly, due to the recent drought<sup>10</sup> and conflict (ref. table 1 below).



<sup>6</sup> UNHCR Update on Decentralization and Regionalization (2020): <https://www.unhcr.org/5d1b87787.pdf>

<sup>7</sup> The WB data portal for Somalia

<sup>8</sup> UNHCR Population Statistics, 24 February 2024.

<sup>9</sup> UNHCR MYSP 2023-25.

<sup>10</sup> The Inter-Agency Standing Committee Principals activated the humanitarian system-wide Scale-Up protocols in Somalia in August 2022 to support the ongoing drought response and famine interventions in the country. The Scale-Up was deactivated in October 2023 (IAHE TOR, March 2023).

10. Since Somalia gained its independence from British and Italian rule in 1960, the country has been marked by tensions and conflict such as the one that erupted in Lascanod, in February 2023, or the recent fight against Al-Shabaab<sup>11</sup> led by the 2022 selected President, Hassan Sheikh Mohamud. Somalia is also severely affected by climate realities that have caused both drought and floods and unpredictable weather conditions that exacerbate inter clan rivalries and political tensions<sup>12</sup>, affect the socio-economic situation of the Somalis and generate displacements. As a result, the country has had a long-term presence of international and regional peace keeping and humanitarian missions<sup>13</sup>. Internal political tensions are also fuelled by geopolitics such as with the recent establishment of a Memorandum of Understanding between Somaliland and the Government of Ethiopia on seaport access in the Gulf of Aden<sup>14</sup>, or relations with the Arab Peninsula.<sup>15</sup> An important development refers to the establishment of a federal state structure in 2012, with formation of Federal Member State (FMS) administrations.<sup>16</sup> However, it is noted there remains a lack of clarity on the legal and constitutional framework codifying relations between Federal Government of Somalia (FGS) and FMS levels<sup>17</sup>, which, at times, may also cause tensions.
11. With the Ninth Somalia National Development Plan (2020-24), Somalia politically commits to developing local and national institutions, laws, and policies bringing an agenda of inclusive politics and reconciliation, security and the rule of law, and economic and social development linking the above to human rights and protection, and emphasizing the empowerment of women, youth, and other marginalized groups<sup>18</sup>. To this end, the UN Sustainable Development Cooperation Framework (2021-2025), or (UNCF), represents the commitment of the FGS and the UN to work together to achieve peace, stability, and prosperity for all Somalis in support of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals.
12. **At the 2019 Global Refugee Forum, the FGS made pledges to implement during the 9th Development Plan implementation period.** The commitments are summarized in Box 1 below.

**Box 1. 2019 Government of Somalia pledges**

**Commitments made involved:**

- |  |  |
|--|--|
| <ol style="list-style-type: none"> <li>1. Relocation and Reintegration for 5,000 Refugees, 25,000 Refugee Returnees (4,000 HH) and 50,000 IDPs (80,000 HH) within 5 years (based on NDP9 timeframe) across Federal Member States, including provision of protection and basic services.</li> <li>2. Creation of 250,000 new jobs within 5 years (25% for IDPs &amp; Refugee Returnees) by creating an environment that enables the private sector to create jobs in following sectors that hold the greatest potential for both value added and employment growth in the short to medium term. A) Agriculture: fisheries, meat and milk, fruits, sesame B) Light manufacturing: agro food, leather, renewable energy C) Construction (public works and housing)</li> </ol> | <ol style="list-style-type: none"> <li>3. Find a permanent solution for the recurring flood/drought cycle that leads to displacement along the Shabeelle and Jubba River regions within 5 years through realignment of resources from the federal government and humanitarian/development support into sustainable development undertakings. Strengthening the provision of durable solutions to all displaced populations and refugee returnees through developing an inclusive and rigorous National Durable Solutions Strategy, and reinforcing the National Durable Solutions Secretariat, including strengthen coordination mechanisms in the Federal Member States to implement impactful durable solutions activities.</li> <li>4.</li> </ol> |
|--|--|

13. Realization of policy and other formal commitments are, however, influenced by the socio-economic status quo, among other. Somalia is classified as a [Low-Income Country](#). It ranks 1<sup>st</sup> out of 179 on the [Fragile State Index](#). Despite improvements in the past decade, the quality of basic social services in Somalia suffers due to human and financial resource constraints, and physical and financial barriers limit access to existing services<sup>19</sup> both for displaced populations

<sup>11</sup> Somalia: Making the Most of the EU-Somalia Joint Roadmap, The Crisis Group, 30 January 2024

<sup>12</sup> Climate Change and Conflict in Somalia, the Crisis Group, November 2022.

<sup>13</sup> UN Operation in Somalia UNOSOM I 1992–93 and UNOSOM II 1993–95 , African Union Mission to Somalia AMISOM 2007-21 and the African Union Transition Mission in Somalia ATMIS 2022-24

<sup>14</sup> Somalia, Somaliland and the Explosive Port Deal, the Crisis Group, 7th February 2024

<sup>15</sup> Somalia and the Gulf Crisis, the Crisis Group, June 2028.

<sup>16</sup> Somalia UNSDCF 2021-25.

<sup>17</sup> Ibidem.

<sup>18</sup> UNHCR MYSP 2023-25.

<sup>19</sup> Somalia UNSDCF 2021-25

and hosts. With a [life expectancy rate](#) at birth of 55 years, in 2021, Somalia's score on the [Human Development Index](#) was 0.38 in 2022 placing it as low.<sup>20</sup>

14. Somalia is a signatory to several regional conventions, i.e., the Djibouti Declaration (2017), the Nairobi Declaration (2017) and the Kampala Declaration (2020). In 1978, it acceded to the 1951 Convention relating to the Status of Refugees and its 1967 Protocol<sup>21</sup>, however, it is not a party to the 1954 Convention on Statelessness and the 1961 Convention on the reduction of Statelessness. However, in June 2021, the Federal Government of Somalia (FGS) launched a National Action Plan to End Statelessness (2021-2024).<sup>22</sup>A 2019 Refugee Act providing legal frameworks for the rights and protection of refugees in Somalia was approved by the Council of Ministers in March 2023 and finally endorsed by the President in February 2024, and a draft Somali IDP Act that provides a comprehensive framework for the protection and assistance of IDPs within Somalia, addressing protracted displacement is with the federal parliament for further deliberations.

### 3.1.2 Strategic and Operational Overview

15. During the period under evaluation, UNHCR's main planning documents refer to its MYSP 2023-25 and an Interim Strategy covering the year 2022. The MYSP comes with four impact statements covering protection, solutions, assistance, and empowerment. For each impact statement (aligned with UNHCR's corporate strategy entitled, Strategic Directions 2022-26), there is a narrative Theory of Change (TOC). Like the MYSP, the Interim Strategy 2022 also has four impact statements, each with several related outcome and output statements, however, it doesn't come with a narrative TOC for each impact area, as for interim strategies, this was not compulsory. UNHCR has also contributed to the UNSDCF where it contributes to two of four strategic priorities on, respectively, *Security and Rule of Law* and *Social Development*. UNHCR also contributes to the Humanitarian Response Plan 2023 under which a chapter is dedicated to the Refugee Response. Annex 1 summarizes the strategic objectives, results areas, and the overall focus alongside key areas of work associated with the operation plans for 2020-21, the 2022 Interim Strategy and the MYSP 2023-25.

### 3.1.3 Budgets

16. Chart 2 below provides an overview of budgeting, funding and expenditure trends across the refugee programmes, stateless programmes, reintegration projects, and projects for IDPs<sup>23</sup>, between 2020 and 2023 and budgetary figures associated with, respectively, the operational plan (OP) (estimated needs) and operational level (allocated funding level) covering the same period. Annex 2 provides an overview of budgetary trends between 2020-23 and allocation of OL per impact and outcome areas. As should be evident, UNHCRs ask for support to IDPs (needs) has increased reflecting IDP numbers as per Table 1 above, however, the allocation to UNHCR's IDP response has decreased alongside budget allocations to the refugee and reintegration programmes.

Chart 2. OP, OL and expenditure of UNHCR Somalia | 2020-2023

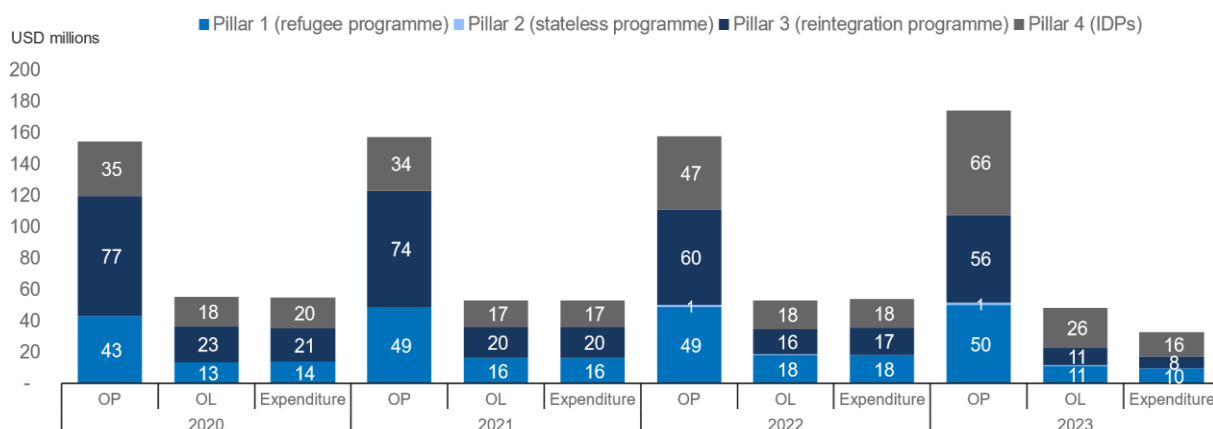
<sup>20</sup> The Human Development Index is defined on a scale from 0-1.

<sup>21</sup> Submission by the United Nations High Commissioner for Refugees for the Office of the High Commissioner for Human Rights' Compilation Report, UNHCR 2010.

<sup>22</sup> UNHCR, MYSP 2023-25.

<sup>23</sup> The evaluation team should note that with UNHCR's new RBM and approach to strategic planning (COMPASS), budgeting is linked to output level planning and tagged to operational Pillars defined by the type of people/programme UNHCR serves, i.e., Pillar 1: refugees, Pillar 2: stateless, Pillar 3: reintegration (returnees) and Pillar 4: IDPs. Annex 1 provides an overview of UNHCR's strategic orientation (objectives and results areas), operational areas of focus and main activities during the period 2020-2023.





### 3.1.4 Partnerships

17. At federal level, UNHCR's main government counterpart on protection, camp management, and the overall coordination of the refugee and IDP responses is the National Commission for Refugees and IDPs (NCRI). At the federal level, UNHCR also works with the Ministry of Interior Federal Affairs and Reconciliation (MoIFAR), Ministry of Planning Investment and Economic Development (MoPIED), the Durable Solution Secretariat (under MoPIED), and the Office of the Special Envoy for Migrants and Children's Rights (OPM-OSE).<sup>24</sup> Additionally, at state level, UNHCR works with commissions/entities mandated to coordinate refugee and IDP programmes in their respective areas of responsibilities including Somaliland National Displaced and Refugee Agency (NDRI), Galmudud Commission for Refugees and IDPs (GCRI), Jubaland Commission for Refugees and IDPs (JUCRI), Puntland Ministry of Interior, Federal Affairs and Democratization, Hirshabelle Commission for Refugees and IDPs (HCRI), Southwest Commission for Refugees and IDPs. Moreover, UNHCR engages strategically with over 20 government interlocutors some of whom are decision makers, advocates, observers, and implementers with control over inclusion of people UNHCR serves in various federal and state development plans/strategies. In 2023, UNHCR signed contract agreements with ten NGOs and nine INGOs. Among the most important implementing partners were the Norwegian and Danish Refugee Councils, Galkayo Education Center for Peace and Development (GECPD), Save the Children Somalia Woman's Development Center, African Volunteers for Relief and Development, and Humanitarian Initiative Just Relief Aid (HIJRA) that is conducting 3<sup>rd</sup> party monitoring and supporting the implementation of UNHCR's Results Monitoring Surveys conducted in, respectively, 2022 and 2023. Finally, UNHCR works with Amal Bank on Cash-based Interventions.
18. UNHCR sits in the UNCT and, when convened, the Humanitarian Country Team, and it collaborates closely with UNDP, WFP, FAO, UNFPA, UNICEF, ILO, and the World Bank with which it is seeking to increasingly engage in joint programming that will be beneficial to forcibly displaced and other targeted groups.<sup>25</sup> UNHCR leads the Protection, Shelter/NFI and CCCM clusters. Finally, it sits or uses several working groups and task forces. For examples, UNHCR Somalia uses the Mixed Migration Task Forces (MMTFs), it coordinates the protection cluster sub-working group including a GBV sub-working group, it sits in the working group on child protection, and House, Land and Property rights (HLP).

## 3.2 Rationale, Purpose, Scope, and Main Users

### 3.2.1 Rationale

19. This CSE of UNHCR's operation in Somalia has been planned to generate evidence that will inform the planning of UNHCR's MYSP starting in 2026, UNHCR's work under the UNSDCF (2026 going forward) and the HCT. This implies the analysis offered by the evaluation, and its

<sup>24</sup> UNHCR's MYSP 2023-25.

<sup>25</sup> Ibidem.

conclusions and recommendations, will be forward looking and, to the extent possible, concerned with how UNHCR can optimize its contribution and partnerships to enhance the impact of collective efforts towards protection and solutions for and with those whom UNHCR works including communities that host them. The recommendations should inform how UNHCR should prioritize its work going forward, taking into consideration legal and policy frameworks, needs, and capacities, at sub-national, national and regional contexts.

### 3.2.2 Purpose

20. While CSEs are conducted for both learning and accountability reasons, this evaluation has a strong forward-looking and formative orientation and will focus on learning. It will:
- Provide an assessment of UNHCR's performance in Somalia seen in relation to the country operation's strategic vision, results and achievements, the needs and rights of diverse displaced populations, the entirety of its portfolio, UNHCR's mandate, the geo-political and socio-economic environment and the needs and rights of the people for and with whom UNHCR works.
  - Assess UNHCR's strategic positioning and comparative advantage in Somalia, identify promising practices and lessons (where relevant) and provide forward-looking strategic and operational recommendations that may inform prioritization, design, and strategic direction in the intermediate and longer-term.
21. The assessment will deploy the **UN Norms and Standards for Evaluations** and **UNEGs Ethical Guidelines for Evaluation** (2020). It will be structured by the following OECD DAC Evaluation criteria: *effectiveness* (analysis of results and achievements – with a strong focus on identifying drivers and constraints); *relevance* (analysis of UNHCR's strategic priorities and global commitments, operation design and implementation seen in relation to needs and context); *coherence* (analysis of internal coordination and programmatic synergies and partner coordination, complementarity and harmonization), and *efficiency* as fitness-for-purpose (analysis of structures and human resources in place for UNHCR to deliver its objectives and vision).

### 3.2.3 Scope

22. The evaluation scope concerns timeframe and operational coverage including breadth and depth, the geographic and population coverage and stakeholder participation:
- The evaluation focuses on **the period 2020** until the time of the evaluation in 2024. For evaluation questions relating to relevance, coherence and in assessing UNHCR's strategic positioning, the evaluation will look at the years 2020 to date. For evaluation questions, related to efficiency and fitness-for-purpose, it will mainly look at **the years 2022 to date**.
  - It covers the **entirety of the UNHCR's portfolio** including its overarching protection response and work on solutions under its regular programme and its work on emergencies to answer evaluation question 2.1 and 1.4 listed below. The analysis will have a strong focus on the humanitarian development, peace and conflict nexus, partnership working, gender-based violence (GBV), solutions and self-reliance. Further scoping will be required during the Inception Phase taking into consideration a recently completed audit. It is essential that scoping reflects efforts to complement the focus and work of the audit that started in March 2024 and that is expected to be finalized by June 2024.
  - The **geographical coverage** will reflect UNHCR's interventions across the federal states in Somalia and will involve cross-border collaboration with UNHCR's operation in Djibouti, Kenya, and Ethiopia with regards to solutions and emergency responses.
  - **Participation of UNHCR staff** – at regional, country, and sub-office levels – is a requirement throughout the evaluation process to foster ownership of evaluation findings and recommendation and to facilitate real time learning. This implies that the TOCs and recommendations will be reviewed in a participatory fashion, work on recommendations will methodologically commence

during the inception phase and, finally, that the evaluation is implemented with flexibility to respond to learning needs.

- **Populations.** The evaluation will include interventions involving all persons with and for whom UNHCR works.

### 3.2.4 Expected Main Users and Stakeholders

23. The primary users of this evaluation refer to UNHCR staff in Mogadishu, the NCRI at FGS and FMS levels, line ministries with which UNHCR collaborates and the Regional Bureau overseeing the operation. A broad range of stakeholders have a direct stake in the evaluation because they engage in implementation, contribute towards its longer-term objectives or benefit from contributions made. For this evaluation, an Evaluation Reference Group (ERG) will be established during the Inception Phase by the country office, ideally, with representatives from each stakeholder group listed below.<sup>26</sup> The evaluation findings will be shared with other primary users and other stakeholders through UNHCR's public website.

- **The Government.** The Government of Somalia constitutes the main partner, in particular, NCRI, MoIFAR, MoPIED, the Durable Solution Secretariate, and the OPM-OSE as well as federal level government counterparts.
- **United Nations partners.** UNHCR works closely with the United Nations (UN) Children's Fund (UNICEF), the UN Food and Agriculture Organization (FAO), UN Development Programme (UNDP), the World Food Programme (WFP), the International Organization for Migration (IOM), and UN Office for the Coordination of Humanitarian Affairs (OCHA). In addition, as part of the UNSDCF, UNHCR collaborates with the UN Educational, UN Department for Safety and Security (UNDSS), UN Scientific and Cultural Organization (UNESCO); the UN Population Fund (UNFPA); the World Health Organization (WHO); UN Office on Drugs and Crime (UNODC), UN Office for Project Services (UNOPS), UN Women, UN Mine Action Service, (UNSOS) , the UN Support Office in Somalia, the UN Human Settlement Programme (UNHABITAT) As members of the country and humanitarian teams, UN partners will have access to the evaluation findings.
- **Other partners** that have a direct stake in the findings and recommendations include national and international NGOs as well as the Amal Bank working with UNHCR in Somalia.
- **Donors.** UNHCR's bilateral and multilateral donors have a direct stake in the evaluation findings as these will account for UNHCR's performance and learning. Donors include but are not limited to: the US, Germany, Japan, Denmark, and Kuwait – without which UNHCR's direct service delivery and operational modalities would not be possible.
- **People UNHCR Serves.** People UNHCR serves in Somalia are primary stakeholders to whom UNHCR is accountable. As mentioned previously these include, IDPs, refugees, returnees, asylum seekers host communities and people at risk of statelessness.

## 4. Evaluation Questions

24. The evaluation questions below have been developed based on consultations with CO staff during a TOR scoping mission in March 2024 and regional advisors from UNHCR's Regional Bureau in Nairobi.

### 4.1.1 Relevance

**To what extent does UNHCR's operation in Somalia reflect the operational context, the needs of people for and with whom UNHCR works, priorities of the GoS, its 2019 Global Refugee Forum pledges, and UNHCR's key policies and global commitments such as the Global Compact for Refugees?**

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<sup>26</sup> For more information, please refer to the Methods Section below.

- 1.1 To what extent has UNHCR adapted its portfolio and priorities to the political realities of relevance to the displacement situation in Somalia?
- 1.2 To what extent has programme design and implementation been informed by assessments and other evidence that capture the needs of displaced populations, people at risk of statelessness and host communities, and the priorities of the Government expressed in policies and documents such as the national development and action plans?
- 1.3 To what extent is UNHCR strategies and work in Somalia aligned with global commitments and UNHCR policies, notably the GCR, the Secretary General's Action Plan on IDPs, UNHCR's Strategic Directions 2022-26 (including the focus area relating to climate change), the IDP, ADG and Emergency policies and global education, health, WASH, climate change and livelihood strategies and plans?
- 1.4 To what extent has UNHCR's work in Somalia been conflict and climate sensitive?

#### 4.1.2 Coherence

**To what an extent has UNHCR optimized synergies and complementarity in its engagement with partners and, internally, in its own programme to deliver its vision and work on protection and solutions for displaced vulnerable people, people at risk of statelessness and people affected by displacement?**

- 2.1. To what extent has UNHCR sought to establish synergies and complementarity between its regular programme and its emergency responses regarding work on protection and solutions?
- 2.2. To what extent has UNHCR effectively integrated contingency planning and emergency response preparedness into its regular programme to support responses to cyclical climate events like drought and famine and other regularly occurring emergencies?
- 2.3. To what extent has UNHCR's approach to partnership and its partnership engagements (the who, the how and UNHCR's role) in Somalia and the region been suitable for achieving its visions for solutions and protection, and for operationalizing the *humanitarian, development, peace, and climate nexus*?
- 2.4. To what extent has UNHCR used the UNSDCF to advance its protection and solutions agenda and leverage partner inputs, to support delivery of its strategic vision and promote area-based and localized programmes?
- 2.5. In the context of the UNCT, to what extent has UNHCR effectively promoted a joint focus on and vision for moving from emergency interventions to coordinated sustainable support to resilience and solutions?
- 2.6. To what extent has UNHCR engaged with relevant government bodies to promote inclusion of forcibly displaced and persons of risk of statelessness in national systems (education, health, and economic inclusion) and sustainable programming?
- 2.7. Given needs and government priorities and UNHCRs visions for its work in Somalia, to what extent has UNHCR positioned itself strategically and is working to its comparative advantage?
- 2.8. To what extent has UNHCR optimized cross-border coordination with Country operations in Kenya, Ethiopia and Djibouti to deliver its vision for protection and solutions?

#### 4.1.3 Effectiveness

**To what extent and quality has UNHCR achieved and contributed to envisioned results?**

- 3.1. To what extent has UNHCR achieved intended results and targets at output level and contributed to envisaged outcome level results?

3.2. To what extent has UNHCR progressed on its work on IDPs considering both pathways to solutions (legal aspects), solutions (complementary pathways, integration, repatriation, resettlement and inclusion), and work ongoing to advance inclusion across the sectors in which UNHCR engages?

3.3. To what extent has UNHCR managed to implement its visions for self-reliance and solutions among refugees by supporting establishment of an enabling institutional and policy environment required to move towards solutions?

#### 4.1.4 Efficiency

#### To what extent has UNHCR been fit-for purpose to deliver its vision?

- 4.1. To what extent has UNHCR's staffing strategy adapted to changing needs and strategic shifts, ensuring a fit-for-purpose workforce in terms of staff profiles and positions required for delivering results effectively?
- 4.2. To what extent does UNHCR's organizational structure in Somalia align with its strategic objectives, considering the evolving context (climate and national politics and conflict) related to protracted and short-term displacement?
- 4.3. To what extent has UNHCR adapted its work and portfolio to the changing funding environment, thinking, e.g., in joint programmes with other UN agencies, NGOs and INGOs, localization, transformative partnerships and UN One?

## 4.2 Evaluation Approach and Methods

25. Being a strategic evaluation that assesses the appropriateness of the portfolio, UNHCR's performance and overall strategic position and approach, the evaluation will adopt **a non-experimental design using a theory based approach** conducive for review and analysis of strategy documents and conduct of contribution analyses. Based on the desk review and in consultation with CO staff, the evaluation team will revisit and possibly reconstruct a Theory of Change reflecting the period under evaluation, any possible changes not captured when the strategy was drafted and verify this in consultation with CO staff during the inception mission.
26. The evaluation will **deploy mixed methods** and conduct desk review as a separate deliverable that will provide the basis for development of the detailed evaluation plan provided in the Inception Phase, and it will help to ensure that any primary data collection is undertaken to complement existing secondary data only. The Evaluation Team is expected to combine the separately reported desk review with other data generation techniques such as focus group discussions, in-depth interviews, challenge ranking, emergency and displacement site mapping, and surveys (as appropriate). Planned methods should include use of root cause analyses linked to operational challenges/obstacles and consider **exploration, generation, and verification of recommendations as part of methods already from the inception phase**. Data generated through the evaluation should reflect a human rights-based and gender sensitive approach, among other, through use of disaggregation of data by sex, ethnicity, age, disability etc. and through alignment with UNHCR's 2018 Age Gender and Diversity Policy. As UNHCR only has access to approximately 1/3 of the displaced populations and communities affected by displacement due to the security situation in the country, data generation modalities must be assessed during the inception mission.
27. **Triangulation** of different data sources will be expected to form part of quality assurance and data analyses strategies and **use of benchmarks and an analytical framework** appropriate for a strategic evaluation should be established during the evaluation planning phase, so assessment criteria are clear.
28. **The approach** taken should be appreciative and incorporate real time learning, both of which should be reflected in main deliverables and the evaluation process. Engagement of CO staff throughout the evaluation process including *validation of findings* and *development of owned recommendations* throughout the evaluation process will be a requirement. Validation of



recommendations and findings will involve both sub-office and CO staff. Consequently, the evaluation Team Leader is expected to travel to Mogadishu during the inception and field work phases and at the end of the reporting phases.

29. It is expected that the evaluation team for reasons of triangulation may need to collect data among displaced populations and host communities and visit project sites. To align with UNHCR's ADG Policy and the **UNEG Ethical Guidelines for Evaluation**, data generation and **subsequent analyses will be disaggregated by sex, age, and population type to the extent possible**. Data collection should further attempt to gather the views of a diverse universe of stakeholders/social groups, particularly the most vulnerable, e.g., women and girls; people with disabilities; etc. The evaluation team is expected to adopt a strong human right, equity, disability inclusion, age and gender diversity focus and **a do-no-harm approach**. For data generation among displaced populations and populations affected by displacement **informed consent must be sought, confidentiality secured, benefits at systemic, organization and programmatic levels** must be pursued, and **data sets must be anonymized** and **stored in a safe and uncompromised location**.
30. An **Evaluation Reference Group (ERG)** will be constituted comprising 10-12 people representing selected main partners in Somalia, technical staff from the EHAGL Regional Bureau, as appropriate, and possibly representatives from refugee and IDP led organizations. Members of the ERG will have the opportunity to follow the evaluation, take the role of a sounding board commenting on main evaluation deliverables and helping the evaluation team access stakeholders during data collection. The ERG will convene at the end of the Inception, Field Mission, and Reporting Phases.
31. The Evaluation Team leader is accountable for ensuring that **all deliverables are quality assured before** shared with UNHCR to avoid multiple and unnecessary rounds of commenting. The evaluation is expected to adhere to both UNHCR's '**Evaluation Quality Assurance**' (EQA) guidance and standards, which clarifies the quality requirements expected for UNHCR evaluation processes and products. The Evaluation Manager will introduce the evaluation team to the EQA system. The IQA system implies that all evaluation products will also be shared with an external QA provider that will rate them. Additionally, the Evaluation Manager will review and comment on all deliverables as will CO staff and members of the Reference Group. Evaluation deliverables will not be considered final until they have received a satisfactory review rating and have been cleared by the Evaluation Manager and Head of the Evaluation Office. Adherence to the EQA will be overseen by the Evaluation Manager.

#### 4.2.1 Evaluability

32. **Documentation of the strategic direction of the CO.** In the Interim and MYSP 2023-25, planning assumptions have been included that can inform the review of the TOCs and, also, contribution analyses.
33. **Evaluations and studies.** An IAHE evaluation of the recent joint draught and flood responses in Somalia is expected to be finalized by September 2024. This evaluation should inform the CSE alongside a baseline study completed in 2023 of UNHCR's R-WASH activities in Somalia, a Multi-country Evaluation of the Djibouti Declaration on Inclusion of Refugees into National Education Systems and a global thematic evaluation of UNHCR's engagement in situations of internal displacement (2019–2023) in which UNHCR in Somalia was a country-case study. A regional study on Statelessness was completed in 2022, which will likewise inform the evaluation.
34. The following surveys have been conducted in recent years:
  - UNHCR Somalia Results Monitoring Survey 2022
  - UNHCR Somalia Result Monitoring Survey 2023
  - Evaluation of the Inclusion of Refugees into national Education Systems
  - UNHCR's engagement in situations of internal displacement (2019–2023) With Somalia Country Case study
  - R-WASH baseline, 2023
  - Detailed Site Assessment (DSA), (2021) Available in Raw Internal Data Library/RIDL)
  - Livelihoods Programme Monitoring Beneficiary Survey, 2022

- Livelihoods Programme Monitoring Beneficiary Survey, 2021 (RIDL)
  - UNHCR\_SOMALIA Participatory Assessment 2022 (RIDL)
  - Somalia: Livelihoods Programme Monitoring Beneficiary Survey – 2022 (RIDL)
  - Somalia: Livelihoods Programme Monitoring Beneficiary Survey – 2021 (RIDL) Somalia Protection Monitoring System 2023 (RIDL)
  - Somalia: Livelihoods Programme Monitoring Beneficiary Survey – 2020 (RIDL)
35. In addition, UNHCR regularly undertakes participatory assessments that may help the evaluations team assess aspects of relevance to needs. Finally, UNHCR will complete an audit in June 2024 that will also inform the evaluation.
36. **Institutional Memory.** UNHCR international assignments in Somalia is 24 months, with the possibility of extension on a six-month-basis. It will be important, therefore, to identify national and international staff who have a longer-term institutional memory of the regular programme and emergency responses.
37. **Geographic access.** As Annex 3 Illustrates, UNHCR Somalia maintains one representative office in Mogadishu, three sub-offices, one field office, eight field-units and one support office.

## 5. Organization of the Evaluation

### 5.1.1 The Evaluation Process

38. The evaluation will be structured in three main phases defined by accompanying activities as described below.

### 5.1.2 The Inception Phase Initial briefing

39. In the beginning of the inception phase, a kick-off meeting will be organized where the evaluation team will meet the Evaluation Manager and the Country Office Evaluation counterpart. The team will be introduced to the quality assurance procedures and there will be a discussion of the TOR. Furthermore, during the inception phase brief introductory interviews with staff from UNHCR's Regional Bureau in Nairobi and the CO will be organized, as appropriate, to inform the prioritization of evaluation questions and the detailed planning of the evaluation methodology as required.

### 5.1.3 A Document Review

40. The evaluation team will commence with a **document review** for which an electronic library will be established comprising relevant documentation that will be updated on an ongoing basis during the evaluation process. Documentation made available to the team may include but will not be limited to: Financial information about the operation; programme monitoring data covering the timeframe for the evaluation; corporate results data; work plans; strategy documents; action plans and concept notes; management plans and strategy notes; situation analyses; relevant surveys and assessments; donor reports; MOUs; TORs for working groups; lists of implementing partners; corporate key policies, strategies and normative guidance that has informed the development of the operation; reports and studies relevant for the operational context; and Government and partner key legal and policy documents.
41. The **document review that will be reported separately** from the inception report will provide a contextual analysis, and it will present an analysis of operational relevance in relation to main corporate policies, national documents, main partner documents and global frameworks. It will also present an analysis of results data; an overview of main strategy documents and their complementarity; strategic shifts observed in planning and strategy documents; stock-taking of partnerships; alignments between operational planning and areas of intervention that can, in turn,

inform the TOC development. The document review will conclude with an overview of data gaps or questions to be addressed through primary data collection, strategies to be applied to address issues with data quality, if any, and hypothesis relating to evaluation questions and/or recommendations. The document review will be quality assured by the evaluation manager and the country office against the TOR.

#### 5.1.4 An Inception Mission

42. Once the initial desk review has been submitted, an inception mission to the CO will be organized for the Team Leader. One important purpose of the inception mission is to introduce the evaluation and the team to CO staff and key evaluation stakeholders, including members of the ERG. In addition to discussing with CO staff the practicalities of the evaluation the organization of field missions, if any, other important activities expected during the inception mission refer to: a) validation and refinement of TOCs; b) clarification of evaluability vis-à-vis the planned evaluation focus and programme of work; c) mapping the chronology of external and internal events including of emergencies; d) verifying the stakeholder analysis and matching key stakeholder with programme interventions, e) ensuring the evaluation team has a good understanding of operational activities, f) completion of a stakeholder analysis, and g) clarifying logistics and sampling associated with any data generation.

#### 5.1.5 An Inception Report

43. The Inception Report will specify the evaluation methodology, and the refined focus and scope of the evaluation. It will include: an assessment of the intervention logic and the overall evaluability with an overview of how the team will work with contribution analysis, a stakeholder analysis linking stakeholders with UNHCR interventions and operational sites, and an outline of strategies for overcoming any limitations observed. If relevant, it will propose adjustments to evaluation questions, present data collection tools and analytical and benchmarking frameworks, and, importantly, an Evaluation Plan Matrix detailing evaluation questions, subquestions, indicators developed, benchmarks and evidence identified to answer to each question, analysis strategies, and stakeholders engaged to answer each question. The section on methods will outline how the team will work with identification and generation of recommendations as part of methods through the evaluation phases including envisioned use of approaches or techniques. The evaluation team is also expected to clarify sampling criteria (qualitative and quantitative) and strategies related to all primary data generation. In selection of states to visit, sampling criteria will, but may not be limited to, consider the following contextual and operational factors: a) the scale and type of activities and applied implementation approaches in each region; b) the concentration and type of displacement in each state including consideration on protracted versus recent displacements and populations types; c) the extent to which UNHCR achieved expected results in specific locations; and D) accessibility.
44. The evaluation team is expected, furthermore, to clarify strategies for conducting analyses and disaggregation of data with a view to assess UNHCR's contribution to diverse rightsholder groups including people with disabilities. In the inception report, the team will explain its approach to analysing drivers and obstacles and to triangulation and quality assurance of all evaluation deliverables and the division of labour between the evaluation team members. It will also clarify its **operationalization of the UN Ethical Standards**, the Data Protection- and Age Gender and Diversity Policy.
45. The inception report will be reported as a PowerPoint with annexes including an Evaluation Plan Matrix, stakeholder lists, the field mission schedule, details of methods etc. The approval of the inception report marks the completion of the inception phase.

#### 5.1.6 The Field Mission Phase

46. The Evaluation Team will organize a field mission with full participation of all team members during which primary and, if relevant, secondary data will be collected. At the end of the field mission, the evaluation Team Leader will present preliminary observations and finding to CO and Sub-office staff, the ERG and, if required, other stakeholders. If Government restrictions are imposed

with regards to travel, these will be addressed in consultations between the evaluation team, the Evaluation Manager, and the CO.

### 5.1.7 The Reporting Phase

47. As the evaluation team will be preparing the draft evaluation deliverables as agreed during the inception phase. In addition to the draft and final reports, the evaluation team will produce two or more 2- or 3-page learning briefs and a PowerPoint presentation of the evaluation with an introduction and overview of main findings, conclusions, and recommendations.
48. Once completed, the evaluation Team Leader should travel to Somalia to present the evaluation findings and recommendations with CO staff, the ERG and, if relevant, other national stakeholders. The Team Leader will, furthermore, present the evaluation findings to relevant stakeholders from UNHCR's Regional Bureau. Upon completion of the evaluation, deliverables will be published on UNHCR's global website. Annex 4 provides an overview of Roles and Responsibilities.

#### 49. Timeline, Work Plan and Deliverables

The evaluation will be managed by UNHCR's Senior Regional Evaluation Office for East, and Horn and the Great Lakes based in Nairobi in close collaboration with the CO Evaluation Focal Point. Table 3 below outlines the work plan and timeline. It would be ideal if the **evaluation could start already in July or August** in which case the timeline presented in table 3 below would be moved forward. September represents the latest start time for the evaluation, reflecting that it must inform MYSP.

Table 3: proposed timeline									
Activity	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March
Desk Review	X	X	x						
Desk Reviewed by CO and Evaluation Manager			x						
Inception Mission			x						
Draft Inception Report			x						
Final Inception Report			x						
Field Mission				x					
Presentation of preliminary observations and findings				x					
Validation of findings, recommendations					x				
First draft deliverables						x			
Quality Assurance by Evaluation Manager						x			
Incorporation of comments						x			
Deliverables reviewed by evaluation stakeholders, and external quality assurance conducted						x	x	x	
Incorporation of comments								x	
Second draft deliverables shared with partners								x	
Final deliverable with lessons and recommendations including an executive summary								x	
Final presentations								x	x

## 6. Evaluation Team Requirements

50. The evaluation will be undertaken by a team of five qualified independent evaluators: the Evaluation Team Leader, a Senior Evaluator, a junior evaluator/research assistant and two Somali-based evaluators. The research assistant may be home-based. Should the evaluation team want to conduct surveys and additional team members may be required, this must be discussed during the inception phase.
51. The evaluation team will, ideally, be gender and geographically balanced and comprise the following characteristics: 1) demonstrated evaluation and research expertise; 2) expertise in refugee and IDP responses; 3) expertise on humanitarian operations; 4) strong understanding of the socio-political and economic context of Somalia; 5) an excellent understanding of UNHCR's protection mandate, operational platform and work on protection, solutions and inclusion; 6) good knowledge of issues pertaining to the humanitarian development peace and climate nexus, gender and diversity and conflict- and climate sensitive programming; 7) knowledge of one or more of the sectors in which UNHCR works, i.e., education, health, WASH, nutrition, shelter, livelihoods, gender and resilience; 8) Accountability to Affected People, and ability to assess fitness-for-purpose as per the evaluation questions under efficiency, 9) in-depth knowledge of climate- and conflict sensitive programming, and 10) at least one team member will have gender expertise.

Further required skills and qualifications of team members are outlined below.

52. **The Evaluation Team Leader and the Senior Evaluator** will have:

- A post-graduate degree in social science, development studies, international relations, political science, or the equivalent.
- Proven track record of participating in large-scale evaluations and managing fieldwork in complex environments, preferably, strategic evaluations commissioned by a large development donor, and/or humanitarian agency.
- Strong understanding of UNHCR's protection mandate and operational platform, basic needs assistance, solutions, protection, and work on inclusion and partnerships.
- Excellent drafting, communication, process, and presentation skills.
- Experience in generating useful and action-oriented recommendations to senior management and programming staff.
- **Evaluation Team Leader:** a minimum of 15 years of relevant professional experience in humanitarian response settings and development interventions and a minimum of 8-10 years of evaluation and research experience including as a Team Leader with demonstrated ability to plan evaluation designs and oversee application of a mixed-methods approach with application of analytical frameworks and strategies. The Team Leader will have political flair, a strong understanding of the geo-political and socio-economic context in Somalia. Demonstrated work experience from Somalia or the region is a requirement. The Team Leader will have worked with strategic planning and evaluations including with Theories of Change and programmatic work of large aid organizations and will have expertise in at least one sector covered by UNHCR's work. The Team Leader will have experience in working with Real Time learning. Experience with strategic evaluations is regarded as an advantage.
- **Senior Evaluator:** a minimum of 10-15 years of relevant professional experience from humanitarian and/or development settings and a minimum of 7-10 years of evaluation and research experience with demonstrated ability to plan evaluation/research designs and oversee application of a mixed methods approach. The Senior Evaluator will have a strong understanding of the geo-political and socio-economic context in Somalia and humanitarian and development work. Hands-on experience from Somalia will be regarded as desirable.

53. **The Somalia-based Evaluators** will have:



- A university degree in social sciences, development studies, international relations, or political science or the equivalent plus a minimum of 5-8 years of relevant professional experience in humanitarian and/or development settings.
  - Minimum of 4 years' experience supporting quantitative and qualitative data collection and analysis for evaluation purposes (preferable) or research in humanitarian and development settings.
  - Expertise in one or more sectors covered by UNHCR and outlined above.
  - Knowledge of humanitarian response programming, programming for protection and solutions of the people with and for whom UNHCR works.
  - Excellent communication and presentation skills.
  - The 2 evaluators based in Somalia will have a strong understanding of the socio-economic and geopolitical situation of Somalia and protection and solutions in humanitarian and development programmes.
54. **The junior consultant** will have a post-graduate degree in social sciences, development studies, international relations, or political science or the equivalent. Minimum of 4 years' experience supporting quantitative and qualitative data collection and analysis for evaluation purposes (preferable) or research in humanitarian and development settings. Should the evaluation company wish to replace the junior consultant with an expert to ensure the profiles of team members match the expertise required to answer the evaluation questions, this can be discussed.
55. The evaluation consultants are required to sign the UNHCR Code of Conduct, complete UNHCR's introductory protection training module, which may take up to one day to complete, and respect UNHCR's confidentiality requirements. The detailed roles and responsibility of evaluation Team members and UNHCR are outlined in Annex 4.

The Evaluation Team will be responsible for organizing travel arrangements and insurance, booking hotels, and setting up interviews. The level of effort in terms of number of days, will be discussed separately with UNHCR's CSE Framework Agreement Holder as per Evaluation Office standards.

## APPENDIX 2 – EVALUATION MATRIX

Evaluation Questions	Evaluation Sub-Questions	Evidence and analysis required	How the evidence will be collected
<b>1. To what extent does UNHCR's operation in Somalia reflect the operational context, the needs of people for and with whom UNHCR works, priorities of the GoS, its 2019 Global Refugee Forum pledges, and UNHCR's key policies and global commitments such as the Global Compact for Refugees?</b>			
1.1. To what extent has UNHCR adapted its portfolio and priorities to the political realities of relevance to the displacement situation in Somalia?	1.1.1. Does UNHCR's planning and programmes include displacement - related political analysis?	Credible analyses of political realities and displacement in Somalia show a correlation with contemporary planning adaptations. Focus on events and dynamics identified in the Desk Report, implications for conflict related displacement is reflected in UNHCR's and UNHCR's planning and programming.	The field visits in Mogadishu, Kismayo and Baidoa, including case studies, KIs with programme and senior staff, and officials at various levels, will allow access to the data to form the basis of analysis. Analysis of UNHCR reporting and planning shows evidence of adaptation to new context analysis.

	1.1.2 Is UNHCR able to transition from camps to settlements when minimum conditions are met in line with needs and sustainable programming guidance?	In-depth view of a specific local situation to overcome the tendency of reports to emphasise the static nature of need and response.	Case study visits to Baidoa and Kismayo will examine in particular UNHCR's operational adaptation to the populations' own strategies in 2023 and 2024. The following data will be prioritised: - UNHCR operations show that its context analysis is documented on a regular basis. - Age, gender, disability. and diversity are reflected in the formulation of the Theory of Change at this sub-national level. - UNHCR partnership agreements are reviewed or adapted to reflect the need to move from camp management. - UNHCR's approach for the capacity building of partners (government, civil society) is adapted to changing political, legal, institutional and operational contexts.
<b>1.2. To what extent has programme design and implementation been informed by assessments and other evidence that capture the needs of forcibly displaced populations, people at risk of statelessness and host communities, and the priorities of the Government expressed in policies and documents such as the national development and action plans?</b>	1.2.1 To what extent does UNHCR's planning and programming reflect the use of key UNHCR led assessment tools: PRMN, SPMS.	Reports and programme documents reflect these assessment findings. Evidence of Strategic Moments of Reflection translate assessments into decisions.	Area, Cluster and sector specific planning documents will be prioritised for evidence that shows a clear differentiation between different population categories and their needs. The policies of authorities at all levels, when made clear (such as the National Development Plans) are translated into the needs of different groups. Also look at the MYSP and other CBI and livelihood strategies
	1.2.2 To what extent does UNHCR's programming reflect the use of key partner led assessment tools: OCHA (LMNCA), UNICEF, REACH, IOM.	Evidence of how programming relates to needs assessments these assessment findings.	Visits to Mogadishu and Kismayo (lack of access to remote areas) and Somaliland (full range of refugee and displacement scenarios) will examine: the array of data platforms in Somalia; UNHCR's contributions to data collection as well as their use of diverse data collection tools and analytical methods to assess needs on a regular basis. And how programmes adapt to different population groups and contexts. This will include joint needs assessments; displacement tracking tools and Protection Analytical Frameworks. Key informant interviews with UNHCR Staff and programmes will be key.

	<p>1.2.3 Key policies are reflected in UNHCR's planning and programmes – local, sub-national, national, regional and global.</p>	<p>The desk review identified a large and diverse range of policy frameworks strategies that relate to each element of programming (in particular the four regional ones identified in the Desk Report, but also some reference to the 18 national policies). In each sub-national visit, UNHCR staff will be able to identify the primary policy frameworks (external) to which their programmes are aligned, and how.</p>	<p>Interviews with key focal points in all levels of political and regional administration will be structured to demonstrate or invalidate a high degree of alignment of UNHCR with regional, national and subnational frameworks. The mention of the key policy frameworks is comprehensive and clear in UNHCR documents. The case studies will rely on interviews and FGDs with affected/displaced populations, local partners and community groups. There will also be interviews with Government counterparts and other officials.</p> <p>Not sure what type of documents you will use to better assess the strategy at the cost centre level</p>
<p><b>1.3. To what extent are UNHCR strategies and work in Somalia aligned with global commitments and UNHCR polices, notably the GCR, the Secretary General's Action Plan on IDPs, UNHCR's Strategic Directions 2022-26 (including the focus area relating to climate change), the IDP, ADG and Emergency policies and global education, health, WASH, climate change and livelihood strategies and plans?</b></p>	<p>1.3.1 Do documents reflect, mention and align in the country portfolio with:</p> <ol style="list-style-type: none"> <li>1. UNHCR strategic directions 2022-26 in country portfolio</li> <li>2. the GCR;</li> <li>3. the Secretary General's Action Plan on IDPs;</li> <li>4. the AGD</li> <li>5. UNHCR Emergency policies and global education, health, WASH, climate change and livelihood strategies and plans</li> </ol>	<p>The desk review identified a large and diverse range of UNHCR strategies, policies and guidance that relate to each element of programming. In each field visit (Including Mogadishu), UNHCR staff will be able to identify the policies and strategies (internal) to which their programmes are aligned, and how. This will be treated as a national level component information.</p>	<p>A sample of key documents was created during the Desk Report drafting. The Mogadishu case study visit will collect references made by senior staff to key documents listed in the sub-question. These will be clustered around some operational dilemmas, where UNHCR choices will be analysed to seek adequate references, namely: Locally driven, Area Based vs Risk reduction and Accountability; Horizontal partnerships or PoC focussed; Private Sector: Synergies with businesses that offer prospects for job creation; Focus on access and urban/rural linkages or refugees and camp-like situations.</p>

	1.4.1 Does UNHCR correctly identify conflict and climate country challenges, both operationally and contextually?	<p>With reference to UNHCR's Climate Resilience and Environmental Sustainability Operational Response Strategy, the Strategic Framework for Climate Action, UNHCR's programming is consistent with its 4 objectives and priority actions.</p> <p>The climate sensitivity and impact of UNHCR will be analysed in terms of the application of the key prescriptions in the Strategic Plan for climate action, complemented by interviews of key informed stakeholders such as the UNEP Environmental Adviser to the RC, consultations with actors seeking to design a Conflict Sensitivity Resource Facility.</p>	<p>The Desk Report has included a broad analysis of conflict. The case study FGDs in Galkayo and in Hargeysa will identify in a participatory manner (FGD) the drivers of conflict and analyse the ways in which UNHCR activities minimise negative effects and maximise positive effects in relation to these.</p> <p>Review of the risk register analysis available, documentation on sudden events such as droughts or floods.</p>
<b>1.4. To what extent has UNHCR's work in Somalia been conflict and climate sensitive?</b>	1.4.2. Is there evidence of project adaptability/change in the face of climate and/or conflict contextual change?	The type of results which reflect changes taking into account environmental interventions on natural resources; type and results of UNHCR actions to mitigate operations' ecological footprint; adoption of ecofriendly practices; adoption of sustainable shelter solutions.	Project design and reporting documentation will be sampled for those that reflect considerations of: 1. Identification and tracking of conflict and climate realities of Somalia and its impact to the displacement situation (2020-2024). 2. Evidence of project adaptability/change in the face of climate and/or conflict contextual change. This will be covered more particularly in Galkayo and Hargeysa. Analysis of the appropriateness of personnel competences to understand conflict sensitivity and contributions to peace.
<b>2. To what an extent has UNHCR optimized synergies and complementarity in its engagement with partners and, internally, in its own programme to deliver its vision and work on protection and solutions for displaced vulnerable people, people at risk of statelessness and people affected by displacement?</b>			



<b>2.1. To what extent has UNHCR sought to establish synergies and complementarity between its regular programme and its emergency responses regarding work on protection and solutions?</b>	2.1.1 To what extent does UNHCR's planning, programming and ongoing internal communication reflect from 2019 to date aim of emergency programming to reducing the need for the future use of emergency instruments, through linkages to regular programming. And equally that 'development'/resilience/capacity building programming consistently includes emergency preparedness and/or resilience..	Use by UNHCR of partnership agreements for IPs who can step in for emergencies emerge and/or support both emergency and regular work. Examples of partnership engagements with other agencies the private sector. Efforts to create an enabling environment related to settlements and LHP rights, the right to work, documentation and movement etc.	The Hargeysa and Mogadishu case studies will seek examples of synergies where the former will concentrate on the density of international organisations and private sector actors and the HDP Nexus, using the 2022 drought as a focus for example. The Mogadishu case study will analyse the way in which synergies with other agencies allows UNHCR to work on legal and policy environment and attention to governance and management and bureaucratic obstacles that may ease emergency response work. The Hargeysa case study will focus on worse affected populations from the 2022 drought.
	2.1.2 To what extent does UNHCR's use of varied funding streams enable synergy between emergency and regular programmes? Equally, to what extent to earmarked or reduced funding diminish UNHCR's ability to create synergies.	Reports highlighting added value (promoting relevance, efficiency and effectiveness) of funding allocations made to respond to emergency and regular programmes. MYSP; sector/cluster specific planning with a focus on protection (UNHCR leads) and health (not leading) to identify the degree to which these synergies are fully performed, with a focus on the 2022 drought response.	The Mogadishu case study will focus in particular on the funding base and the ability of UNHCR to balance regular programmes and emergency response. In particular the Desk Report analyses the nature, number and volume of partnerships. This will be completed through in-person interviews in Mogadishu and the interview of external relations personnel in Nairobi. Interviews with UNHCR fundraising and external relations; UNHCR cluster coordinators; UNHCR partners (INGO and local); UNHCR donors.
<b>2.2. To what extent has UNHCR effectively integrated contingency planning and emergency response preparedness into its regular programme to support responses to cyclical climate events like</b>	2.2.1 To what extent does UNHCR's regular programme refer to contingency planning and emergency response preparedness?	Identification of synergies and value of integrating contingency planning and emergency response preparedness into its regular programme. The case study will consider in particular the different levels of response as per the shifts described in the Comparative Table of UNHCR Emergency Levels	Interviews with senior UNHCR staff and Programme Heads will demonstrate the ability to shift in case of unforeseen events. This will be checked in the Baidoa Field Office and Kismayo Sub-Office against significant shifts in the security and access conditions on the ground.

<b>drought and famine and other regularly occurring emergencies?</b>	2.2.2 How did UNHCR seek to integrate prepositioning of supplies which can be made readily available for sudden increases into its regular programme?	Organisational arrangements to adapt to crises, in particular supply chain adjustments, clear programme accountability and financial measures in place. A Baidoa and Kismayo timeline will be created to identify critical events and the UNHCR response.	Desk Report analysing the use of contingency planning and adjustments in UNHCR plans and Annual Reports. Review of other evaluations such as the IDP Evaluation Somalia Case Study which reviews the need to consolidate resources and durable solutions sites to enhance relevance, especially in light of funding shortfalls. Case study visit to Baidoa and Kismayo to examine the actual implementation of prepositioning and standby arrangements for delivery.
<b>2.3. To what extent has UNHCR's approach to partnership and its partnership engagements (the who, the how and UNHCR's role) in Somalia and the region been suitable for achieving its visions for solutions and protection, and for operationalizing the humanitarian, development, peace, and climate nexus?</b>	2.3.1 To what extent has UNHCR leveraged partnerships with sister UN agencies in its work on protection, and worked at the regional level with development banks, regional economic communities, inter-governmental bodies and bilateral donors?	Degree to which senior management, and the findings of interagency evaluations recognise the need for stronger joint working among UN agencies (in particular the relevance of the UNSDCF) and partners (implementing partners, but also development banks, IGAD and the AU), especially in a climate of greatly reduced funding. Analysis of the constraints as well as the opportunities.	The Mogadishu case study reflects the comparative advantage of UNHCR in relation protection, to the HDP Nexus, and the push for partnerships with agencies such as WFP or IPs. Interviews about the types of partnerships that were signed and actively used during the period and joint initiatives such as with the African Development Bank and World Bank.
	2.3.2 To what extent has UNHCR built active partnerships that allow the practical implementation of an HDP and climate nexus in the sense of taking into account and when possible handing over of activities?	The MYSP, sector strategies, quarterly and annual reports on project progress include stakeholder/partner relations and an emphasis on long term partnerships. Degree to which key partners in Somalia will confirm that this is taking place. Identification of examples of balanced and efficient interaction within this 'quadruple nexus'.	Analysis of MOUs and LOUs with key partners, analysis of local agreements in Somaliland and in Galkayo (operating across two state borders). Analysis of feedback through KII about the liaison with AfDB and IFIs. Interviews with OCHA and RC Office. Review of Implementation Programme Management Committee minutes and discussions with management review of the Audit of Operations in Somalia that reviews IP selection and management.

<b>2.4. To what extent has UNHCR used the UNSDCF to advance its protection and solutions agenda and leverage partner inputs, to support delivery of its strategic vision and promote area-based and localized programmes?</b>	2.4.1 To what extent has UNHCR used its participation in the construction of the UNSDCF to promote area-based programming and localization?	Active engagement with the UNSDCF in advocacy within the UNCT, planning and programming decisions, MYSP and sector strategies, as well as the UN collaboration framework 2021-2025.	The Mogadishu case study will analyse the weight and engagement of UNHCR in the UNSDCF by analysing minutes of meetings and through interviews with senior staff. The Desk Report will analyse the degree to which the protection and solutions objectives reflect explicitly the UNSDCF.
	2.4.3 What value has UNHCR generated at RB level on regional partnerships in support of work at CO level on solutions and protection. declaration and the IGAD protection framework.	Key informants reflect favourably on the contribution of UNHCR. Interviews with RBN personnel. Extent and results of the work with the RECs and other regional bodies, for example in frame of the Munyonyo	In-person interviews in Nairobi. Analysis of draft partnership documents with the World Bank, African Development Bank, and their alignment to UNHCR priorities for protection and solutions. Particular attention will be given to the recent introduction of Sustainable Programming and the focus and staffing for development actions.
<b>2.5. In the context of the UNCT, to what extent has UNHCR effectively promoted a joint focus on and vision for moving from emergency interventions to coordinated sustainable support to resilience and solutions?</b>	2.5.1 To what extent has UNHCR used its participation in the UNCT to promote a joint focus on moving from emergency interventions to resilience and solutions, including areas relevant to sustainable programming, area-based programming and localisation?	UNHCR demonstrably engages with UN partners to ensure coherent approaches to solutions. This includes coordinated work with authorities and / or other local partners; coordinated work at solutions sites and engagement in area-based approaches.	Analysis of the evolution of the priorities contained in the Sustainable Programming document through the three successive country strategies and annual reporting. Interviews with Senior Management describe clear sites and scenarios where programming is being done with other partners - Galkayo and Kismayo field visits.
<b>2.6. To what extent has UNHCR engaged with relevant government bodies to promote inclusion of forcibly displaced and persons of risk of statelessness in national systems (education, health, and economic inclusion) and sustainable programming?</b>	2.6.1 To what extent has UNHCR capitalised on/leveraged policies framework agreements with Government to include forcibly displaced and persons of risk of statelessness in national systems?	UNHCR demonstrably engages with authorities in pursuit of protection and other solutions. UNHCR staff and authorities can reference key policy frameworks and their relevance to work on solutions. This includes coordinated work with authorities and / or other local partners; coordinated work at solutions sites and engagement in area-based approaches.	<p>Interviews in Mogadishu where there are signs that UNHCR influenced the formulation of the 12 relevant policies identified in the Desk Report, with clear evidence that these have been implemented during the period under evaluation.</p> <p>In the Hargeisa and Kismayo visits, key informant interviews with key government partners identified in conjunction with UNHCR staff and other UN agencies, will be superimposed onto specific policies (influence by UNHCR onto these policies, influence of the policies on forcibly displaced populations).</p>

<b>2.7. Given needs and government priorities and UNHCRs visions for its work in Somalia, to what extent has UNHCR positioned itself strategically and is working to its comparative advantage?</b>	2.7.1 To what extent has UNHCR invoked its protection mandate and expertise in forced displacement with Government bodies and other partners including donors and to what extent has it selected the right authorities and levels of authorities to work with.	Identification of instances where UNHCR has leveraged its mandate and comparative advantages as part of a multi-agency response. Frequency of mentions and narratives about the positioning of UNHCR after bias control (positive feedback due to expectations of what the evaluation is looking for).	Minutes and interviews with UNHCR staff, partners (including Government at various levels, and donors) frequency of recurrent reference to UNHCR engagement. Interviews with Cluster Coordinators and external observers (such as other evaluation teams, current and former UN Integrated Office personnel) who are able to refer to UNHCR as a significant strategic partner playing to its strengths.
	2.7.2 Has UNHCR taken fully advantage of its physical positioning in the country - office presence but also logistics, personnel and funding influence?	Analysis of the evolution of the stature of UNHCR over the evaluation period in relation to comparable UN agencies (UNICEF, WFP, IOM) and in relation to other donor capabilities (ECHO, USAID-BHA for example).	Interviews during case study visits. Remote interviews of donor representatives and regional agency personnel. Review of the footprint of the agencies as reflected in interagency evaluations and annual reporting.
<b>2.8. To what extent has UNHCR optimized cross-border coordination with Country operations in Kenya, Ethiopia and Djibouti to deliver its vision for protection and solutions?</b>	2.8.1 To what extent has UNHCR programming in Sub-Offices demonstrated the use of monitoring, the exchange of protection data, for cross border cooperation.	Evidence of information sharing mechanisms in Sub-Office interviews and Sub-Office documents. The identification of specific bodies of data which denote that they originate in Kenya and Ethiopia, relating to movements, case management and protection incidents.	The Galkayo and Hargeysa case study visits will be used to analyse the degree to which clear and relevant information is present in decision making. This will be done through interviews with the Sub-Offices and remote interviews with focal points identified by interlocutors in Kenya, Ethiopia and Djibouti.
	2.8.2 To what extent is cross border planning evident in UNHCRs planning.	Evidence of the sharing advanced information about population movements, sharing of forecasts and their translation into prepositioning, documentation of refugees, and the organisation of returns.	The Galkayo and Hargeysa case study visits will be used to find evidence of the degree to which actual operational changes occurred as a result of cross-border exchanges. This will be done through interviews with the Sub-Offices and remote interviews with focal points identified by interlocutors in Kenya, Ethiopia and Djibouti.
<b>3. To what extent and quality has UNHCR achieved and contributed to envisioned results?</b>			

<b>3.1. To what extent has UNHCR achieved intended results and targets at output level and contributed to envisaged outcome level results?</b>	3.1.1 What is the performance reflected in annual reporting as regards the rate at which planned and achieved outputs are matched, and defined targets reached and indicator demonstrating results achievement.	The Desk Report will include an analysis of success rates at output level using the RMS data provided. The Inception Report dilemmas and hypotheses will be verified after the field visits. Comparisons will be made with the performance of other UN agencies in Somalia in similar lines of activity as reflected in other M&E reports.	Review of annual plans, annual reports, partner evaluations. Reporting on achievement of S/O quantitative targets for the planned activities and outputs for 2023. The case study visits will identify the contextual factors affecting the generation of outputs as well as outcomes through a reconstructed 'nested' ToC (evidence for specific implementation facilitating factors and constraints; reasons for delivery / non-delivery). This will be verified through site visits.
	3.1.2 What is the quality of indicators in terms of how well they are verifiable and reflect the operational reality, what are the possible areas of improvement in target setting?	The analysis will focus on the ability of indicators to describe the 'planned-achieved' alignment or contrast. The field visits will also explore how realistic specific targets are, and whether the most important reality has been captured.	Measurement of the degree to which Operations Plan (OP) results targets reflect the same evolution as operating level (OL) targets, and these in turn to impact indicators. There will be a selection of a sample of Outcome Areas identified with the respective Sub and Field Offices in relation to programming and the respective hypotheses. This leads to the following proposed focus of the case studies: OA1 (access/doc), OA9 (housing) and OA15 for Baidoa and Kismayo, OA3 (policy) and OA16 (resettlement) for Mogadishu, OA10 (health), OA11 (education) and OA13 (livelihoods) for Galkayo, and OA14 (voluntary return) and OA16 (integration) for Hargeysa.



<p><b>3.2. To what extent has UNHCR progressed in its work on IDPs considering both pathways to solutions (legal aspects), solutions (integration, resettlement), including work ongoing to advance inclusion across the sectors in which UNHCR engages?</b></p>	<p>3.2.1 Are the main IDP policies reflected in UNHCR practice in Somalia in terms of the coverage of overall needs (when access is possible) in particular are IDPs fully included in programming?</p>	<p>The evaluation will analyse the implementation of the “Policy on UNHCR’s engagement in situations of internal displacement” in relation to the inclusion of IDPs in national services, such as education, health, access to livelihoods and social services, including social safety nets; promotion of IDPs in local economic development; and building effective approaches to resilience. It will analyse contributions to transition strategies that link humanitarian and development action, and activities that build and sustain peace. It will analyse whether out of the eight areas of Focus outlined in the Strategic Directions 2022-2026 UNHCR strengthened the mainstreaming of gender equality in programming, worked more closely with others to advocate and uphold the rights of forcibly displaced and stateless women and girls, supported their access to services and opportunities, and reinforced their meaningful participation in decisions affecting their lives and communities. The evaluation will refer to the IDP Policy to confirm, as prescribed, an 'evidence-base to inform analysis, advocacy, programme design, resource mobilization and communications' has been used to ensure a “do no harm” approach to solutions.</p>	<p>The Desk Report mapping of key policy priorities in relation to IDPs in Somalia and pick up from the findings of the Somalia case study of the IDP Evaluation 2019-2024 (including an interview of the Team Leader) and the Inter-Agency Humanitarian Evaluation of the Humanitarian Response to the Crisis in Somalia (including interview of the Team Leader). To compensate for the little data on outcomes for IDPs described in that evaluation, the Hargeysa case study in particular will analyse the connectedness of UNHCR programming with broader systems levels of resilience (national services, private sector employment, etc.). It will focus more particularly on durable solutions and on gender. It will assess how UNHCR activities have been more accountable to affected communities, effectively designed with and for women.</p>
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	3.2.2 Does UNHCR's work offer a comprehensive longer-term approach to IDPs?	At the country level and at the Hargeysa-Berbera case study level there will be an analysis of perceptions of safety and long-term plans of IDPs. The indicators will include access to education (for ex. evolution of children enrolled in schools), number of vocational skills certificates issued, number of individuals achieving economic self-sufficiency. A particular focus will be given to the ability of UNHCR activities to connect with the drivers of peace/conflict and change in these areas. The Evaluation will analyse other evaluations and studies (such as those of the Mixed Migration Centre) concerning the long-term perspectives in Somalia.	Interviews of personnel in the Hargeysa and Berbera Sub and Field Offices, will be completed by interviews of key stakeholder groups. Examples of collaboration will be used.  Review of the Somalia case study of the IDP Evaluation 2019-2024 (including an interview of the Team Leader) and the Inter-Agency Humanitarian Evaluation of the Humanitarian Response to the Crisis in Somalia (including interview of the Team Leader).
<b>3.3. To what extent has UNHCR managed to implement its visions for self-reliance and solutions among refugees by supporting the establishment of an enabling institutional and policy environment required to move towards solutions?</b>	3.3.1 What have been the effects of UNHCR's programming, capacity development and funding on those Implementing Partners (in terms of self-reliance capacities) that work within the refugee population, or have there been cases of direct implementation?	Effects of UNHCR objectives and implementation in relation to both its Implementing Partners and to the needs on the ground. In line with Strategic Directions this will include an analysis of the degree to which UNHCR has been stepping up the coordination of protection, shelter, and camp management for refugees, and joining alliances among humanitarian, development and peace actors to promote solutions for IDPs.	Semi-structured interviews of personnel will be conducted in the CO and in Sub-Offices, as well as interviews of key stakeholder groups in the frame of the Hargeysa case study. Documents in the S/O visited will be reviewed for: <ul style="list-style-type: none"> <li>• Number, type and results of joint projects/actions with other developmental partners.</li> <li>• Number and profiles of vulnerable people benefiting from UNHCR-supported actions.</li> <li>• Progress reports on UNHCR-supported joint partner actions in the S/O.</li> </ul> <p>The interviews with a number of IPs will be guided to the evolution of the policy environment. The case study (focusing on Hargeysa) will analyse how different trajectories of refugee and IDP displacement take place in a dynamic context, within trade corridors. Opportunities for interaction will be identified in FGD.</p>

	3.3.2 To what degree has UNHCR contributed to the protection of rights to work movement, to adequate documentation, removal of bureaucratic obstacles, in relation to translation policy.	Identification of the ways in which access and protection of rights and strengthening resettlement are translated into The National Durable Solutions Strategy (NDSS), launched in March 2021. Analysis of the strength of commitment of the authorities to coordinate, streamline, and guide durable solutions interventions (including humanitarian, development, governance, stabilization, and infrastructure programmes) throughout Somalia.	The Mogadishu case studies will map the implementation of the Nairobi Plan of Action and NDSS at the national and at the Somaliland levels. This will be done through KII and the analysis of Sub-Office level documents, along with annual reports against the relevant section of the MYSP. Interviews of UNHCR personnel will assess awareness of guidance contained in the Protection Guidelines and perceptions of how these need to be updated.
<b>4. To what extent has UNHCR been fit-for purpose to deliver its vision?</b>			
<b>4.1. To what extent has UNHCR's staffing strategy adapted to changing needs and strategic shifts, ensuring a fit-for-purpose workforce in terms of staff profiles and positions required for delivering results effectively?</b>	4.1.1 What is the degree of alignment of human resources and structures to the evolution of the needs and funding over the evaluation period? This includes the extent to which there is evidence of strategic planning relating to staffing and if so the extent to which strategies reflected strategic objectives and visions for delivery and change.	Analysis of the changes in the workforce at different organisational levels, including variations in organisational charts, changes in the workforce (e.g. profiles, functional groups, types of contracts, geographical distribution) matched with population flows and patterns in mobility and protection needs (trend, routes, installation) and case registration. Identification of the reasons for the weight of the structure (ABOD & STAFF) in expenditure which has significantly increased from 20% to 48% of total expenditure between 2020 and 2023.	<p>The case study in Hargeysa (diversity of displacement and refugee scenarios) will analyse how staffing structures, reviews and plans for staffing, are in line with the definition of the principal 'métiers' required.</p> <p>The longitudinal (timeline-based) case will be compared with Sub-Office and Field Office staff profiles, in relation to evolving goals.</p> <p>Review of the Staffing Review.</p>
	4.1.2 Is the ongoing shift toward sustainable programming including all the implications for the skill sets required to operate in Somalia?	Key functions, bodies of expertise and capabilities are preserved as the organisation experiences shocks and pressures. There is an adequacy of the management of expertise and information flow. Analysis of the adequacy of location of offices and the mapping of UNHCR partners and other service providers' staff competences (such as presence and/or proportion of development profiles). The case analysis will include an analysis of how balanced the staffing strategies have been in geographical and partnership terms.	Staffing plans, organigrams, documentation on competencies and staff development.

		<p>The analysis of UNHCR workforce and partner staff will include counting of staff who can describe their learning in training in protection, recovery and emergency response in Galkayo and in Hargeysa, where the protection needs and opportunities for recovery and emergency response are most different to the rest of Somalia.</p> <p>The analysis of UNHCR workforce and partner staff will include counting of staff experienced or trained who can refer to their training in protection, recovery and emergency response in Galkayo and in Hargeysa, where the protection needs and opportunities for recovery and emergency response are most different to the rest of Somalia. This will include an analysis of how balanced the staffing strategies have been in geographical and partnership terms.</p>	
<b>4.2. To what extent does UNHCR's organizational structure in Somalia align with its strategic objectives, considering the evolving context (climate and national politics and conflict) related to protracted and short-term displacement?</b>	4.2.1 Degree to which there is an alignment between the corporate policies and organisation of UNHCR and key drivers of change in factors of displacement and vulnerability.	<p>The evaluation will analyse whether there are internal coordination mechanisms for regular programming and emergency response. The UNHCR workforce is trained to deal with vulnerable groups with specific needs, such as women heads of households, the elderly, people with disabilities and minority people. Comparison of population flows and patterns in mobility and protection needs (trend, routes, installation) and case registration with the location of offices and the mapping of UNHCR partners and other service providers .</p>	<p>A timeline will be created in the FGD on ToC in Hargeysa representing the presence or introduction of strategic objectives to fit the chronology of contextual dynamics and population movements (this Sub-Office is particularly affected by the diversity of scenarios).</p> <p>KII and all documentary data available in the Sub-Office on personnel.</p>

	4.2.2 How well has decentralised budget control to field level occurred, and are budget decisions made to ensure programme responsiveness?	Resources (equipment, logistics) are ready and available for regular programming and emergency response. Analysis of the idea of 'multi-functional teams', contrasted with the evolution of the numbers and profile of forcibly displaced populations. Implications of the decision to cut the staffing budget (our notes say \$14 million to \$12.3) and reflection on the	The evaluation will analyse decision making processes and changes in UNHCR field presence in Kismayo and Baidoa (due to the frequency of security shocks and sudden population influx) against needs assessments. Documents and interviews confirm or invalidate alignment. The case study visits will analyse the timeliness of UNHCR response, including emergency response to extreme climate events in Kismayo and Baidoa.
<b>4.3. To what extent has UNHCR adapted its work and portfolio to the changing funding environment, thinking, e.g., in joint programmes with other UN agencies, NGOs and INGOs, localization, transformative partnerships and UN One?</b>	4.3.1 To what extent has UNHCR been open to adaptive change and new modes of working developed in relation to funding, UNSDCF, UNCT and donor policies.	A timeline representing the presence or introduction of new financing modalities and management integrates the chronology of contextual dynamics and the evolving institutions in Somalia. This will include amongst others the use of rosters, timely arrival of emergency staff, and which UNHCR HR policies and resource allocation frameworks allow for CO Senior Management to flexibly adapt to changing need and strategic shifts.	The analysis of the corporate and CO objectives and policies, and the organigramme and definitions of functions will be done through a mapping of the key references with senior management. Interviews with Regional Bureau personnel will confirm. Case study in Mogadishu case will seek to confirm financial data.
	4.3.2 What options and flexibility are available to allow UNHCR Somalia to adapt its work to the budgets and the objectives it gives itself?	Options will be compared with the evolution of available budgetary resources, evolution of the OP, OL, IOL, and expenditure by Impact Area. Consistency between organisational and budgetary priorities (IOL) will be analysed. The evolution of the Regional Office budget and distribution will be tracked. The availability of unearmarked resources for the CO will be analysed. UNHCR funding model, ability to adapt budgets and their implementation to changing contexts. Reflection on the possibilities of outreach to non-traditional donors and joint programming.	This will be done through remote interviews and desk-based analysis of the quality of access to regular and emergency funds. The evidence will be checked through interviews with Senior Management and External Relations in RBN.

## APPENDIX 3 – DATA COLLECTION TOOLS

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### INTERVIEW GUIDE (PRELIMINARY)

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The following questions are designed to guide the semi-structured Key Informant Interviews, according to the case study. The national and sub-national components will be tailored to the particularities of the sub-question (for example on 1.3 the evaluation will ask all teams about the most relevant and applicable policies and frameworks, depending on the team interviewed). It is expected that these questions will evolve as the local reality becomes clear and as the evaluators control the daily planning against the EQs.

#### Stakeholder: UNHCR Office Managers

1. EQ1.1: From your perspective, how has UNHCR adapted its operations in response to political changes in Somalia? What have been the key successes, and what challenges have emerged for UNHCR's work with IDPs, refugees, and returnees?
2. EQ1.2: How have field assessments, such as PRMN or SPMS (Somalia Protection Monitoring System), identified and influenced the protection needs (such as legal support, safety, and dignity) of IDPs, refugees, and returnees? Can you provide specific examples of how this was used?
3. EQ1.4: How well do you feel UNHCR's programming has been sensitive to conflict and climate-related issues affecting IDPs, refugees, and returnees? Can you share examples where this has been particularly challenging or where UNHCR succeeded?
4. EQ1.5: How does the office incorporate AGD analysis in the design of programmes and partnerships to ensure they meet the unique needs of different groups, including IDPs, refugees, and returnees?
5. EQ2.2: How does contingency planning play into your operational strategy, particularly for IDPs, refugees, and returnees? Could you share a situation where an unexpected event required you to adapt, and how you responded?
6. EQ2.3: How do partnerships with local and international organizations enhance UNHCR's ability to address critical protection needs, such as access to documentation, legal assistance, and safe spaces for IDPs, refugees, and returnees? Can you share examples where partnerships were crucial in addressing protection challenges?
7. EQ2.5: How has UNHCR leveraged the UNSDCF to support its protection and solutions agenda for IDPs, refugees, and returnees? Can you share examples where the UNSDCF has helped promote area-based or localized programming in Somalia?
8. EQ2.6: How effectively has UNHCR engaged with local authorities to address protection issues, such as legal documentation, access to justice, and the establishment of safe spaces for IDPs, refugees, and returnees? Can you provide examples of successful collaborations or challenges encountered?
9. EQ2.7: From a strategic perspective, to what extent has UNHCR selected the right authorities and levels of authorities to work with, to achieve long-term advantages for IDPs, refugees, and returnees?
10. EQ3.1: Can you describe the progress UNHCR has made in achieving its desired protection outcomes, particularly around legal documentation, safe spaces, and dignity-centered programming for IDPs, refugees, and returnees? What challenges have you encountered in meeting these goals?
11. EQ3.4: What measures are in place to ensure that AGD factors are integrated into programme outcomes, especially in terms of self-reliance, integration, and long-term solutions for IDPs, refugees, and returnees?
12. EQ3.3: In what ways has UNHCR supported self-reliance for IDPs, refugees, and returnees while safeguarding their rights and dignity? Can you share examples where protection measures, such as legal documentation or safe spaces, have been critical to fostering self-reliance?
14. EQ4.1: How well aligned is UNHCR's staffing with the protection needs of IDPs, refugees, and returnees, such as legal expertise for documentation and GBV prevention specialists? Are there gaps in staffing that limit UNHCR's ability to address protection requirements effectively?
15. EQ4.2: How well is UNHCR's organizational structure and field presence adapted to the current operational environment in Somalia? This includes the need for UNHCR be accountable to forcibly displaced people, to government, to donors and to the UNCT in its cluster coordination role. Have there been areas where the structure limited efficiency, or where it enhanced effectiveness?
16. EQ 4.2.2 How well has decentralised budget control to field level occurred, and for what reasons was it subsequently reversed? are budget decisions made at the most appropriate level?

#### Stakeholder: UNHCR Programme Officers



1. EQ1.2: How do field assessments shape programme designs here in Somalia, especially in terms of identifying and addressing protection needs for IDPs, refugees, and returnees? Could you give examples where these assessments have been key to protection and assistance programming?
2. EQ1.4: How do you analyse conflict dynamics in your role, at which level with which resources? Have you and your team adapted to conflict dynamics? Can you share an example?
3. EQ2.2: How does contingency planning inform your work? Has there been a situation where you had to quickly adjust plans due to unforeseen circumstances, and how did you handle it? Has UNHCR successfully prepositioned supplies for fluctuations in responses? Can you give examples?
4. EQ2.3: Do you think that UNHCR is working with the right partners - local and international organizations to address the humanitarian-development-peace Nexus and protection needs for IDPs, refugees, and returnees? Can you share an example where this collaboration was crucial?
5. EQ2.5: How does the UNSDCF help UNHCR in promoting area-based protection solutions for IDPs, refugees, and returnees? Can you provide an example where the UNSDCF supported effective localized programming?
6. EQ3.3: How does UNHCR support self-reliance for IDPs, refugees, and returnees while ensuring their rights and dignity are protected? Have you seen specific successes or challenges in fostering self-reliance among the communities you serve?
7. EQ3.3.1 How has partnership with UNHCR affected the capacity development and funding of implementing partners (in terms of self-reliance capacities)? To what extent are they better able to implement programmes, seek funding from other organisations/donors.
8. EQ3.3.2 To what degree has UNHCR contributed to the 'right to work movement', in relation to documentation, removal of bureaucratic obstacles?

#### **Stakeholder: UNHCR Regional/Country Representatives**

1. EQ1.1: How has UNHCR adapted its strategic direction in Somalia given the fluid political situation? From your perspective, what have been the most critical successes and challenges?
2. EQ1.3: How well do you feel UNHCR's work in Somalia aligns with global commitments like the Global Compact on Refugees or UNHCR's Strategic Directions 2022-26?
3. EQ2.3: How are partnerships, particularly those that focus on the Nexus between humanitarian, development, and peace, contributing to long-term protection solutions for IDPs, refugees, and returnees in Somalia?
4. EQ2.5: From a strategic perspective, how has UNHCR utilized the UNSDCF to align its protection and solutions agenda with broader UN goals in Somalia?
5. EQ2.8: How effective has cross-border cooperation been for UNHCR's work in Somalia, particularly in addressing protection needs of IDPs, refugees, and returnees?
6. EQ3.1: From a country-wide perspective, how do you assess UNHCR's progress toward achieving key protection outputs and outcomes for IDPs, refugees, and returnees? What factors contributed to these results, and what challenges have slowed progress?
7. EQ4.1.1 What is the degree of alignment of human resources and structures to the evolution of the needs and funding over the evaluation period?
8. EQ4.1.2 Given the ongoing shift toward sustainable programming, does UNHCR have the required skill sets? What limitations do you see?
9. EQ4.2.2 How well has decentralised budget control to field level occurred, and for what reasons was it subsequently reversed? Are budget decisions made at the most appropriate level?
10. EQ4.3.2 What options and flexibility are available to allow UNHCR Somalia to adapt its work to the budgets and the objectives it gives itself?

#### **Stakeholder: Implementing Partners (IPs)**

1. EQ1.1: Have political changes in Somalia affected your project with UNHCR in relation to IDPs, refugees, and returnees? How did you and UNHCR adapt to these changes, and what challenges have you faced?
2. EQ1.2: Were you involved in field assessments, and if so, how has the information from those assessments helped shape your protection programming for IDPs, refugees, and returnees? Was UNHCR involved throughout this process?
3. EQ1.4: Did any conflict or climate-related issues present significant challenges to your project's activities for IDPs, refugees, and returnees? If so, how did you adapt to these challenges?
4. EQ1.5: How do you tailor your implementation approach to address AGD-specific needs within IDPs, refugees, and returnees?
5. EQ2.3: How do your partnerships with UNHCR help contribute to protecting the rights and dignity of IDPs, refugees, and returnees, including legal documentation, GBV prevention, and safe spaces? Are there specific cases where collaboration helped address these protection needs?
6. EQ2.5: In your partnership with UNHCR, how does the UNSDCF influence joint programming, particularly regarding protection and solutions for IDPs, refugees, and returnees? Are there areas where the UNSDCF framework has facilitated or hindered collaboration?

7. EQ2.6: How do you view UNHCR's engagement with local authorities in your area to address protection issues for IDPs, refugees, and returnees? Has it helped or hindered your work?
8. EQ2.9: How do your partnerships with UNHCR (including participation in UNHCR led clusters) enhance your capacity to meet the specific protection needs of IDPs, refugees, and returnees?
9. EQ3.2: What are some of the most promising protection solutions being developed in partnership with UNHCR, particularly in promoting self-reliance and solutions for IDPs, refugees, and returnees?
10. EQ3.3: How has your project supported self-reliance for IDPs, refugees, and returnees? Can you share specific examples of success or areas needing improvement?
11. EQ3.4: How effectively have you been able to ensure that your projects are fully inclusive, that they cater for all ages, genders and those with disabilities. What challenges have you faced in addressing diverse needs?

#### **Stakeholder: Local Authorities**

1. EQ1.1: From your perspective, how well has UNHCR adapted its activities to fit the local political context for IDPs, refugees, and returnees? Have there been successes or challenges you'd like to highlight?
2. EQ1.2: How involved have you been in UNHCR's field assessments, and how have these assessments influenced protection programming in your region for IDPs, refugees, and returnees?
3. EQ1.4: In what ways has conflict or climate change affected your area, and how do you feel UNHCR has responded to these challenges for IDPs, refugees, and returnees?
4. EQ2.6: Has the work which you have undertaken with UNHCR led to the inclusion of for IDPs, refugees, and returnees in national systems (education or health for example), their ability to access legal documentation and or safe spaces? Have you found the collaboration useful? What are some examples of successful collaboration, or challenges that need addressing?

#### **Stakeholder: Local NGOs**

1. EQ1.1: Have local political changes impacted your partnership with UNHCR? How did you both adapt to these changes?
2. EQ1.2: How have the field assessments conducted in partnership with UNHCR shaped your projects for IDPs, refugees, and returnees? Were there any moments where assessment findings, monitoring and/or interactions with affected populations helped you make critical adjustments?
3. EQ1.4: Have any conflict or climate issues challenged your protection activities for IDPs, refugees, and returnees? How did you and UNHCR adapt to these challenges?
4. EQ2.3: How do partnerships with UNHCR help in addressing long-term protection solutions for IDPs, refugees, and returnees? Can you give examples of collaboration that worked well?
5. EQ3.3.1 How has partnership with UNHCR affected the capacity development and funding of implementing partners (in terms of self-reliance capacities)? To what extent are they better able to implement programmes, seek funding from other organisations/donors.
6. EQ2.4.1 To what extent do you have influence in your relationship with UNHCR? Is the relationship one of full partnership, in which you have flexibility.

#### **Stakeholder: Government Officials**

1. EQ1.1: How do you see UNHCR's adaptation to the changing political realities in Somalia for IDPs, refugees, and returnees? Have there been successes in their approach that stand out to you, and are there areas where they could improve?
2. EQ1.4: How do you perceive UNHCR's ability to address conflict and climate challenges in terms of protecting IDPs, refugees, and returnees? Do you think their programs have been sensitive to these issues?
3. EQ2.3: From your perspective, how well do partnerships between UNHCR and local or international actors help in addressing protection needs for IDPs, refugees, and returnees, particularly the humanitarian-development-peace Nexus?
4. EQ2.6: Has the work which you have undertaken with UNHCR led to the inclusion of for IDPs, refugees, and returnees in national systems (education or health for example), their ability to access legal documentation and or safe spaces? Have you found the collaboration useful? What are some examples of successful collaboration, or challenges that need addressing?

#### **Stakeholder: Private Sector Representatives**

1. EQ3.2: How do you see the role of the private sector in supporting solutions for displaced populations, particularly through partnerships with UNHCR? Can you share examples of collaboration?
2. EQ2.7: How do you think UNHCR is positioning itself strategically to partner with the private sector and address humanitarian challenges in Somalia?

## UN Agencies

1. EQ1.1: From your perspective, how has UNHCR adapted its operations and portfolio in response to changes in the political environment in Somalia? How have these adaptations impacted your collaborative work on IDPs, refugees, and returnees, and what successes or challenges have emerged?
2. EQ1.2: Have you used UNHCR data? If yes, what type? Can you share specific examples of how you have used this data?
3. EQ1.4: In your view, how effectively has UNHCR's programming responded to conflict and climate-related challenges affecting IDPs, refugees, and returnees? Have there been situations where your agency and UNHCR coordinated efforts to address these issues, and what were the outcomes?
4. EQ2.2: Do you plan with UNHCR for possible droughts and/or flooding? If so, what form does this planning take? Can you provide an example of a joint contingency plan or response that was effective?
5. EQ2.3: How does your partnership with UNHCR support efforts to address the humanitarian-development-peace Nexus in Somalia, particularly for IDPs, refugees, and returnees? Can you share examples where your collaboration helped create longer-term solutions?
6. EQ2.5: How does the UNSDCF framework facilitate collaboration between your agency and UNHCR in advancing protection and solutions for IDPs, refugees, and returnees? Are there specific joint initiatives where the UNSDCF has been essential in aligning goals?
7. EQ3.2: What are some of the most promising solutions that have emerged from your agency's collaboration with UNHCR, particularly in promoting self-reliance and sustainable programming for IDPs, refugees, and returnees? Are there areas where further collaboration could enhance these solutions?

## FOCUS GROUPS - PRELIMINARY DISCUSSION GUIDE

### Preparatory info and tasks

- The discussion groups will comprise between 8 and 10 participants. Group discussions should last between 1h and 1h30mn.
- Participants: Identify key people from staff, implementation actors and, if feasible, from forcibly displaced and stateless people and local communities (10-15 people - including sub categories and populations [max 12, so selectivity important]).
- Tool: Prepare tools for FGDs (qualitative 'listening approach' - using their words, their understanding, include personal testimony: current situation; future intentions/prospects; feedback on assistance linked to UNHCR activity (or in general); general advice to actors in this area; any other thoughts ....
- Local guide/s: Identify local guide / consultant / key informant
- Visit: Visit and collect data, input into tool
- Observation: Add any personal observations / impressions (optional)
- Participants in the FGD will receive travel expenses and/or logistical support during the discussions.
- The focus group discussion guiding questions below are general, but the facilitator could expand on them during the discussions.

### Identification

Date of interview	
Interviewer	
Location	

### Briefing for FGD participants

- **My name is** \_\_\_\_\_, and I work as an independent consultant. We have been contracted by UNHCR to conduct an external evaluation of UNHCR Somalia's country strategy. This evaluation will help inform UNHCR Somalia's next multi-year strategy and also aims to deepen UNHCR's approach to long-term programming for the inclusion of people under its mandate within national systems, and in closer partnership with national institutions and humanitarian and development partners.
- The **aim of this discussion is to** gather information from you to exchange views on the relevance and quality of the assistance provided by UNHCR and how this could be improved.
- **Confidentiality:** This interview is entirely confidential, and your names will not be used in any transcriptions of the recordings. Quotes will not be attributed to any individual or group. If you would prefer us not to use quotes from this discussion, please let us know.
- **Duration:** This discussion should last between 1h and 1h30. If you don't have a lot of time, let me know and I'll make sure I focus on the most important issues.

- What's more, it doesn't matter if you don't know the answer to a question or prefer not to answer.
- **Opportunity to ask questions:** Do you have any questions before we start?

## Introduction

---

Please give a brief introduction of yourself, including your background, your role in the organisation / project / community and how it relates to UNHCR assistance in your region or community.

**Explore:** What specific interactions or activities have you had with activities carried out or supported by UNHCR? Have you received assistance for yourself or your household?

## Framing questions

---

### To what extent has the UNHCR accurately identified the needs for its protection and solutions work?

- How has the UNHCR identified / defined your needs and priorities?
- Did it meet your needs?

### What are the key factors driving UNHCR's decision-making and what are the trade-offs involved in prioritising interventions? Are changes in the operational and institutional environment and their impact on forcibly displaced and stateless people taken into account?

- Has the UNHCR's response been adapted to meet changing needs, and in what way?

### What have been the results (intended and unintended) in the areas of assistance (emergency response), protection and solutions for forcibly displaced and stateless people, and the enabling environment?

- To what extent has the UNHCR responded to your specific needs (in terms of assistance, specific protection needs or solutions)? Have other organisations aided you, if so, in what way?
- How have the UNHCR's activities affected you? Could you be more specific? (Positive or negative, intended or unintended)
- Were the solutions adapted to the context? Could you provide some examples?

### To what extent have climate change effects and environmental considerations and been included in UNHCR Somalia strategy and interventions?

- Have UNHCR provided you the means to adapt to climate change and environmental challenges? Could you provide some examples?
- What else could have been put in place?

## End of the FGD

We have come to the end of the FGD. Is there anything else you would like to add that might be relevant to this evaluation and that has not yet been discussed?

## APPENDIX 4 – LIST OF PERSONS MET

This list is incomplete. Persons met in Mogadishu and in Dollow during the field visit are forthcoming, numbering about 30. They will be ordered by organisation.

### 1. Interviewees

Name	Title	location	Organisation or community	Female	Male
Muktar Ali	Head of Office	Galkayo	Amal Bank		1
Nuur Said Idan	Chief Finance Officer	Hargeisa	Ambassador Hotel		1
Abikarim, Mohamed	Program Manager	Galkayo	DRC		1
Adam Awo Hassan	Protection Officer	Hargeisa	DRC		1
Abshir Farhan Ahmed	Program Manager	Galkayo	Galmudug commission for refugees and IDPs		1
Sheik Fadumo	Project Officer	Galkayo	GECPD		1
Omar, Khadar Yasin	Deputy mayor, Hargeisa	Hargeisa	Hargeisa municipality		1
Jama Abdilahi Adan	Qalah IDP Chairman	Hargeisa	IDP chairman		1
Hashi Abdullahi	Legal Officer	Galkayo	Kaalo		1
Mohamed Khadar	Protection Manager	Hargeisa	Legal aid Clinic		1
Hana	Protection Officer	Hargeisa	NDRA	1	
Nuuriye Mohamed	Project Officer, CCCM	Galkayo	North Frontier Youth Leage		1
Muqtar Hersi Mohamed	Livelihood and Food Security Officer	Galkayo	NRC		1
Omar Ibrahim	Areas Manager	Hargeisa	NRC		1
Abdi Abdikadir	Education Coordinator	Hargeisa	NRC		1
Salah Mohamed Ali	Refugee association chair	Hargeisa	refugee association		1
Abdillahi Abdishakur	Director of Finance	Hargeisa	Somaliland Imigration and border control		1
Mohamed Amina Sheikh	Protection Officer	Galkayo	Tadumo Social service		1

Abdirizak Fadumo	Education Officer	Galkayo	Tadumo Social service		1
Shahu, Xhemil	Head of Sub-office	Galkayo	UNHCR		1
Ghislain Théophile Kemzang Tembouk	Program Officer	Galkayo	UNHCR		1
Kefele Eyob	Protection Officer	Galkayo	UNHCR		1
Ali Abdi Ahmed	Assistant Protection Officer	Galkayo	UNHCR		1
Abdallahi Salma	CCCM Coordinator UNOCHA	Galkayo	UNHCR		1
Tam Daniel Roger	Head of Sub-Office	Hargeisa	UNHCR		1
Libanga Tasha	Protection Officer	Hargeisa	UNHCR	1	
Panta, Yagyan Raj	Programme Officer	Hargeisa	UNHCR		1
Maulid Adan	Program Associate	Hargeisa	UNHCR		1
Bakal Mohamed	Fiel Associate, CCCM Cluster Coordinator	Hargeisa	UNHCR		1
Mohamud Abdirashid	Community-based protection	Hargeisa	UNHCR		1
Mohamed Hibo	Sub-national Cluster Coordinator	Hargeisa	UNHCR		1
Zeinab Suleiman Jama	Assistant Programme Officer	Kismayo	UNHCR	1	
Jo Nicholls	Head of Integrated UN Office	Mogadishu	Deputy SRSG Office		
Mohamed Sheikh Khadar	JUCRI - Commissioner	Kismayo	JUCRI 1		1
Mustafa Ahmed Abdullah	JUCRI - Commissioner	Kismayo	JUCRI 2		1
Hassan Elmi Gure	Head of Protection department	Kismayo	NRC - Protection		1
Abdi Qosh	IDP Community leader	Kismayo	IDP Community Leader 1		1
Abdi Yusuf Noor	IDP Community leader	Kismayo	IDP Community Leader 2		1
Ubox Hassan Cade	IDP Community leader	Kismayo	IDP Community Leader 3		1
Mohamed Irshad	Director of Durable Solution	Kismayo	MoPIED		1
Ahmed aidrus	Livelihood Manager	Kismayo	COOPI		1
Mohamed Ogle	Project Officer	Kismayo	AVORD		1
Agaasime Ayaale	DG	Kismayo	MoHADM		1
Charles Mballa	Representative	Mogadishu	UNHCR		1
Felicia Mandy Owusu	Deputy Representative	Mogadishu	UNHCR	1	



Catherine Wiesner	Senior External Relations Officer	Nairobi	UNHCR	1	
Mohammed Bakris	Senior Human Resources Officer	Nairobi	UNHCR		1
Maiadah Ba Wazir	Senior Operations Officer	Nairobi	UNHCR	1	
Mohamed Ali Abdi	Assistant Programme Officer	Mogadishu	UNHCR		1
Annabel Mwangi	Senior Policy Adviser	Nairobi	UNHCR	1	
David Githri Njoroge	Operations Officer	Nairobi	UNHCR		1
Anna Gaunt	Senior Livelihoods Officer	Nairobi	UNHCR	1	
Anna Maria Leichtfried	Senior Development Officer	Nairobi	UNHCR	1	
Raymond Tagle	Head of Protection	Mogadishu	UNHCR		1
Estegenet	Head of Registration	Mogadishu	UNHCR	1	
Issak Husein Hassan	Education Officer	Mogadishu	UNHCR		1
Jennifer Chuwa	Senior Programme Officer	Mogadishu	UNHCR	1	
Ismail Said Ali	Refugee Response Officer	Mogadishu	UNHCR		1
Kassim Nuur	Public Health Officer	Hargeisa	UNHCR		1
Fatima Ali	CBI Officer	Mogadishu	UNHCR	1	
John Kangethe	NFI and Shelter Officer	Mogadishu	UNHCR		1
Nurta Adan	Shelter Cluster Coordinator	Mogadishu	UNHCR	1	
Olivia Mocanasu	CCCM Cluster Coordinator	Mogadishu	UNHCR	1	
Boris Aristin	Protection Cluster Coordinator	Mogadishu	UNHCR		1
Phoebe Mukunga	External Relations Officer	Mogadishu	UNHCR	1	
Ahmed Barre	Project Controller	Mogadishu	UNHCR		1
Bernard Soy	Project Controller	Mogadishu	UNHCR		1
Senai Tadesse Terrefe	Regional Protection Officer	Mogadishu	UNHCR		1
Mohamed Ali Abdi	Programme Officer	Nairobi	UN Habitat	1	
Asia Adam	Programme Officer	Nairobi	UN Habitat		1
Sophos Sophianos	Acting Head of Programme	Nairobi	UN Habitat		1
Abdikagi Abdullahi	CO Team Lead, Emergency Response	Mogadishu	WFP		1

Abdikarim Mohamed	CCCM Co-lead	Baidoa	UNHCR - CCCM Sub-national Cluster coordinator		1
Amiir Hassan (0615819414)	ICLA Coordinator	Baidoa	NRC HLP manager		1
Najma Hirow	Protection Manager	Baidoa	NRC - Protection manager	1	
Khalif	Sub-national Co-cluster Coordinator	Baidoa	CCCM/IOM sub-national cluster coordinator		1
Hashim Abdirashid	Sub-national Cluster Coordinator	Baidoa	UNHCR - Protection sub-national cluster coordinator		1
Abdullahi Watin	Baidoa Mayor	Baidoa	Government - Baidoa local authority		1
Abdullahi Mohamed Ali	Community leader	Baidoa	IDP Community Leader		1
Adan Sheikh Issack	Community leader	Baidoa	IDP Community Leader		1
Awes Mohamed Abdirahman	Director of Durable Solution	Baidoa	Government - MoPIED Durable Solution director		1
Hassan Ma'alim Bule	Livelihood Manager	Baidoa	COOPI - livelihood manager		1
Hussein	Project Manager - Baidoa	Baidoa	AVORD Baidoa area manager		1
Abdikadir Ali Mohamed - Cobra	Commissioner	Baidoa	SWSCRI commissioner		1
Mohamed Sheikh Khadar	JUCRI 1	Kismayo	JUCRI - Commissioner		1
Mustafa Ahmed Abdullah	JUCRI 2	Kismayo	JUCRI - Commissioner		1
Hassan Elmi Gure	NRC - Protection	Kismayo	Head of protection department		1
Abdi Qosh	IDP Community Leader 1	Kismayo	IDP Community leader		1
Abdi Yusuf Noor	IDP Community Leader 2	Kismayo	IDP Community leader		1
Ubax Hassan Cade	IDP Community Leader 3	Kismayo	IDP Community leader		1
Mohamed Irshad	MoPIED	Kismayo	Director of Durable Solution		1
Ahmed aidrus	COOPI	Kismayo	Livelihood manager		1
Mohamed Ogle	AVORD	Kismayo	Project officer		1
Agaasime Ayaale	MoHADM	Kismayo	DG		1
Acharya, Anil Mani	Information Management Officer	Mogadishu	UNHCR		1
Ali, Fatima	CBI Associate	Mogadishu	UNHCR	1	
Osman, Mohamed	Livelihood Associate	Mogadishu	UNHCR		1
Aristin, Boris	Protection Cluster Coordinator	Mogadishu	UNHCR	1	
Mocanasu, Olivia	CCCM Cluster Coordinator	Mogadishu	UNHCR	1	

Manula, June	Snr Protection Officer	Mogadishu	UNHCR	1	
Mandy, Felicia	Deputy Representative	Mogadishu	UNHCR	1	
Du, Yang	External Relations Associate	Mogadishu	UNHCR	1	
Wanjiru Mukunga, Phoebe	External Relations Officer	Mogadishu	UNHCR	1	
Chuwa, Jennifer	Snr Programme Officer	Mogadishu	UNHCR	1	
Rukasha, Crispen	Head of Office	Mogadishu	UN OCHA		1
Kebede Abetew, Biruk	Information Management Officer	Mogadishu	UN OCHA		1
Harith, Mohamed	Information Management Officer	Mogadishu	UN OCHA		1
Murima, Prestage	Deputy Chief of Mission	Mogadishu	IOM		1
Sophianos, Sophos	Technical Program Officer	Mogadishu	UN Habitat		1
Rai, Evan	Child Protection Officer	Mogadishu	UNICEF		1
n.a.	UNHCR Focal Point		AVORD		1
n.a.	UNHCR Focal Point		COOPI		1
n.a.	UNHCR Focal Point		NRC		1
n.a.	UNHCR Focal Point		DRC		1
n.a.	UNHCR Focal Point		HIJRA		1
Fardocusa, Abdukadir Mohoref	Protection Cluster Focal Point	Mogadishu	MCAN		1
Aziizo, Mohamed Hassan	Shelter Cluster Focal Point	Mogadishu	MCAN		1
Ibrahim, Hassan Mohamed	CCCM Cluster Focal point	Mogadishu	MCAN		1
Mustafa, Abdullahi Abdi	CCCM/Protection Cluster Focal Point	Mogadishu	NOFYL		1
Ahmed, Abdikadir Nunon	Cluster Focal Point	Mogadishu	AMARD		1
Faadumo Abdinasir Hirsi	Cluster Focal Point	Mogadishu	NCRI		1
Farhio, Abdullahi Salad	Cluster Focal Point	Mogadishu	TAGSAN		1
Mohamed, Abdirahman	Cluster Focal Point	Mogadishu	TAGSAN		1
Ibrahim, Abdi Hassan	Cluster Focal Point	Mogadishu	IRDO		1
Hussain, Mohamed Gabon	Cluster Focal Point	Mogadishu	ACTED		1
Mohamed, Safia	Commissioner	Mogadishu	NCRI		1

Manju Bhandari	Head of Office	Dollow	UNHCR		1
Daud Abdi Ibrahim	Field Associate	Dollow	UNHCR		1
Bureqa Alisheikh Elmi	Protection Associate	Dollow	UNHCR		1
Ali Abdikadir Ali	Admin Assistant	Dollow	UNHCR		1
Ali Mohamed Kasim	Field Security Assistant	Dollow	UNHCR		1
n.a.	Deputy District Commissioner	Dollow	District Commissioner's Office		1
n.a.	JUCRI Representative	Dollow	JUCRI		1
Mohamed Amin	Resilience Coordinator and Analyst of food Security.	Dollow	FAO		1
n.a.	Humanitarian Affairs Associate	Dollow	UN OCHA		1
Ismail Ma'ad	Programme Officer	Dollow	DRC		1
n.a.	UNHCR Focal Point	Dollow	AVORD		1
n.a.	UNHCR Focal Point	Dollow	COOPI		1
Total				25	112

## 2. Focus groups

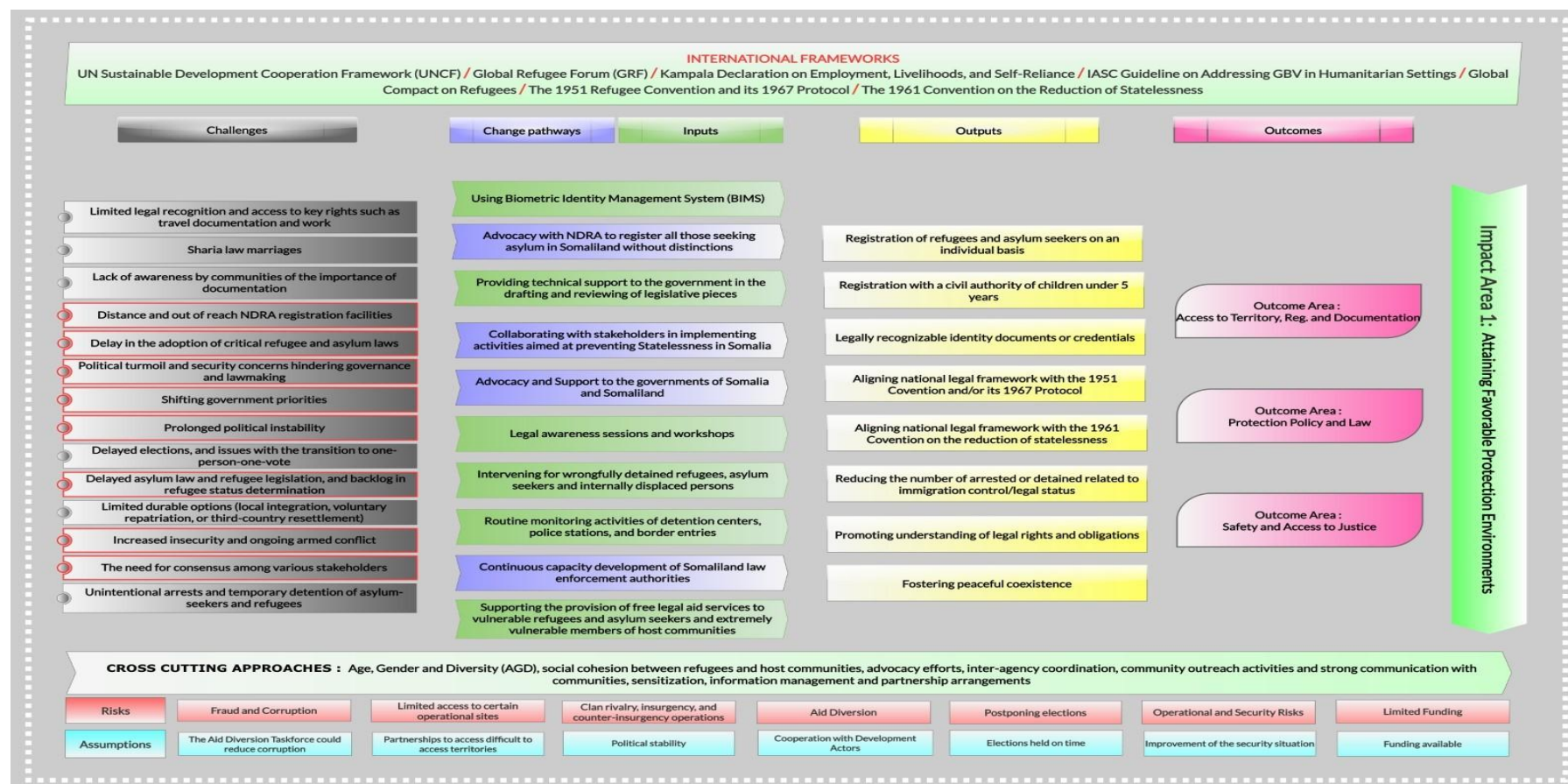
Name	Title	location	Organisation or community	Female	Male
Focus Group 1	Centre for Peaceful Coexistence	Hargeisa	Yemeni and Eritrean Refugees	6	4
Focus Group 2	Centre for Peaceful Coexistence	Hargeisa	Ethiopian Refugees	4	5

## APPENDIX 5 – RECONSTRUCTED THEORY OF CHANGE

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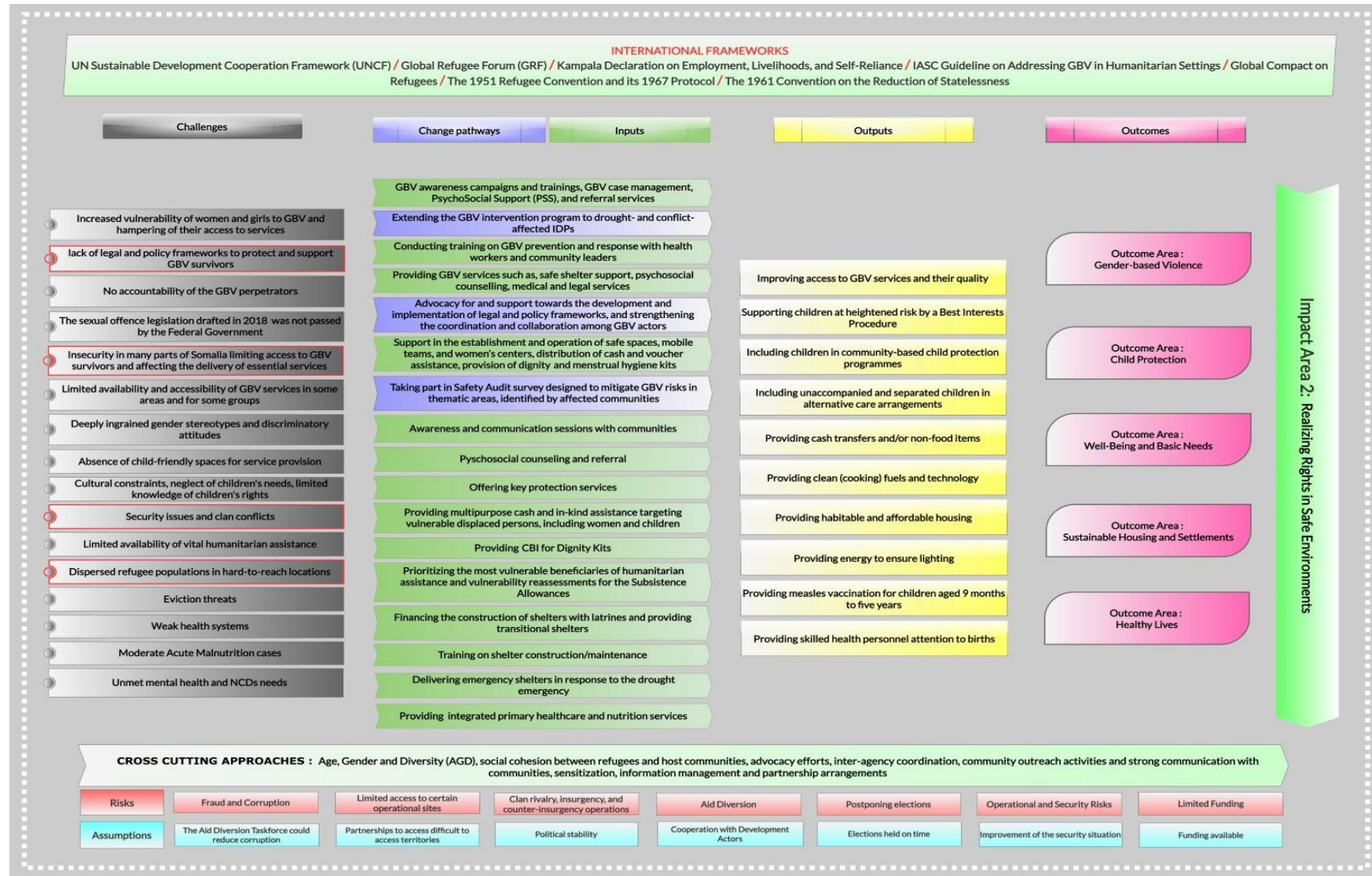
The evaluation team reconstructed a theory of change based on various UNHCR planning documents developed during the evaluation period, including the Somalia Operations Plans for 2020 and 2021, the Somalia Interim Strategy for 2022, and the Multi-Year Strategic Plan (MYSP) for 2023–2025. This was intended to serve as a basis for workshops with UNHCR field teams in Somalia during the data collection phase. However, due to constraints encountered in Berbera and Galkayo (as detailed in the Methodology section of the report), the reconstructed theory of change could only be utilised in the workshop with the Hargeisa field team. Therefore, the use of the theory of change has been partial, and its utility for future planning in the current situation of UNHCR seems limited.

**Figure 1: Theory of Change for the Impact Area 1.**



Note: boxes marked in red represent common challenges across different impact areas (these have not been added to each diagram to avoid repetition).

Figure 2: Theory of Change for the Impact Area 2.





**Figure 3: Theory of Change for the Impact Area 3**

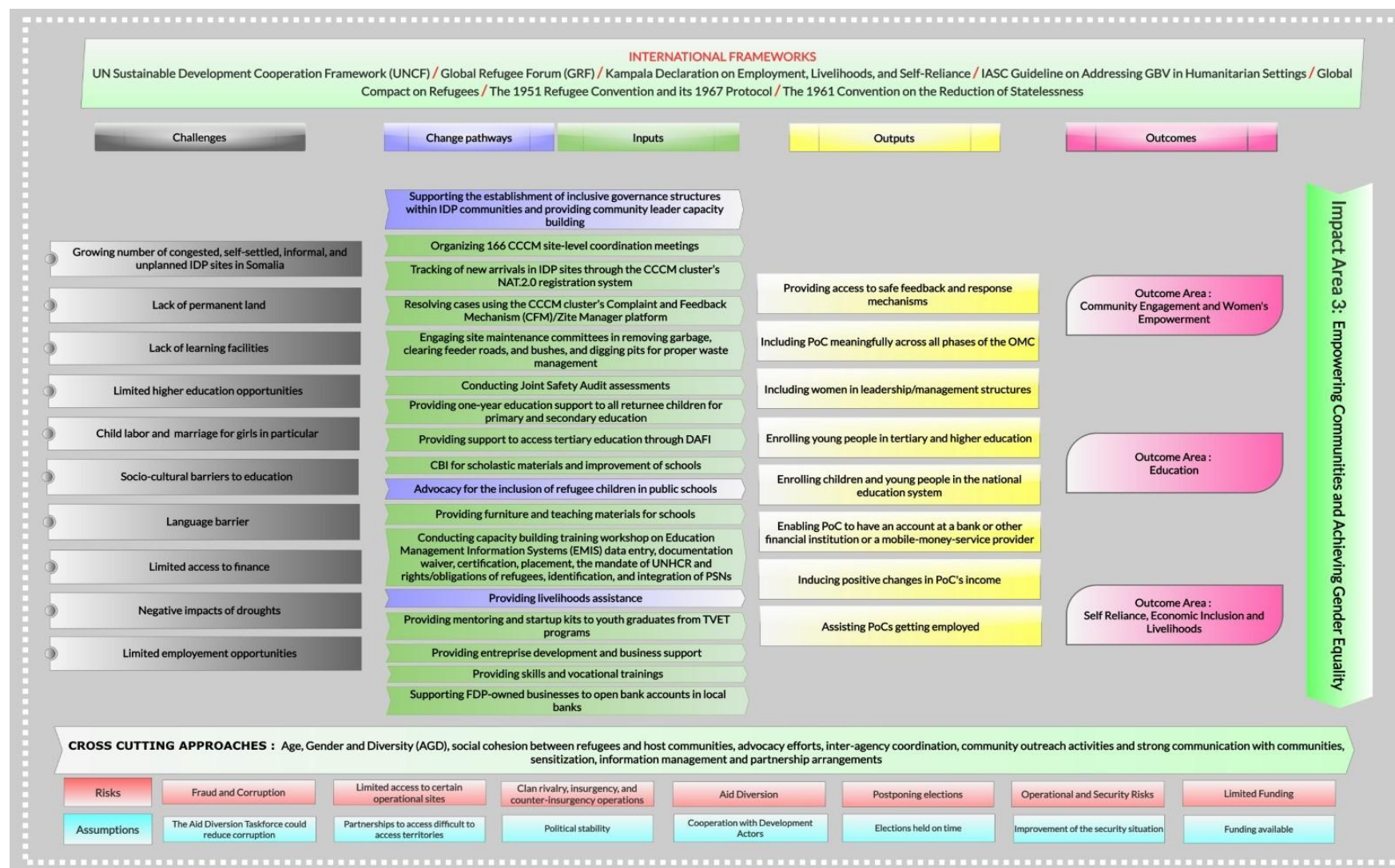
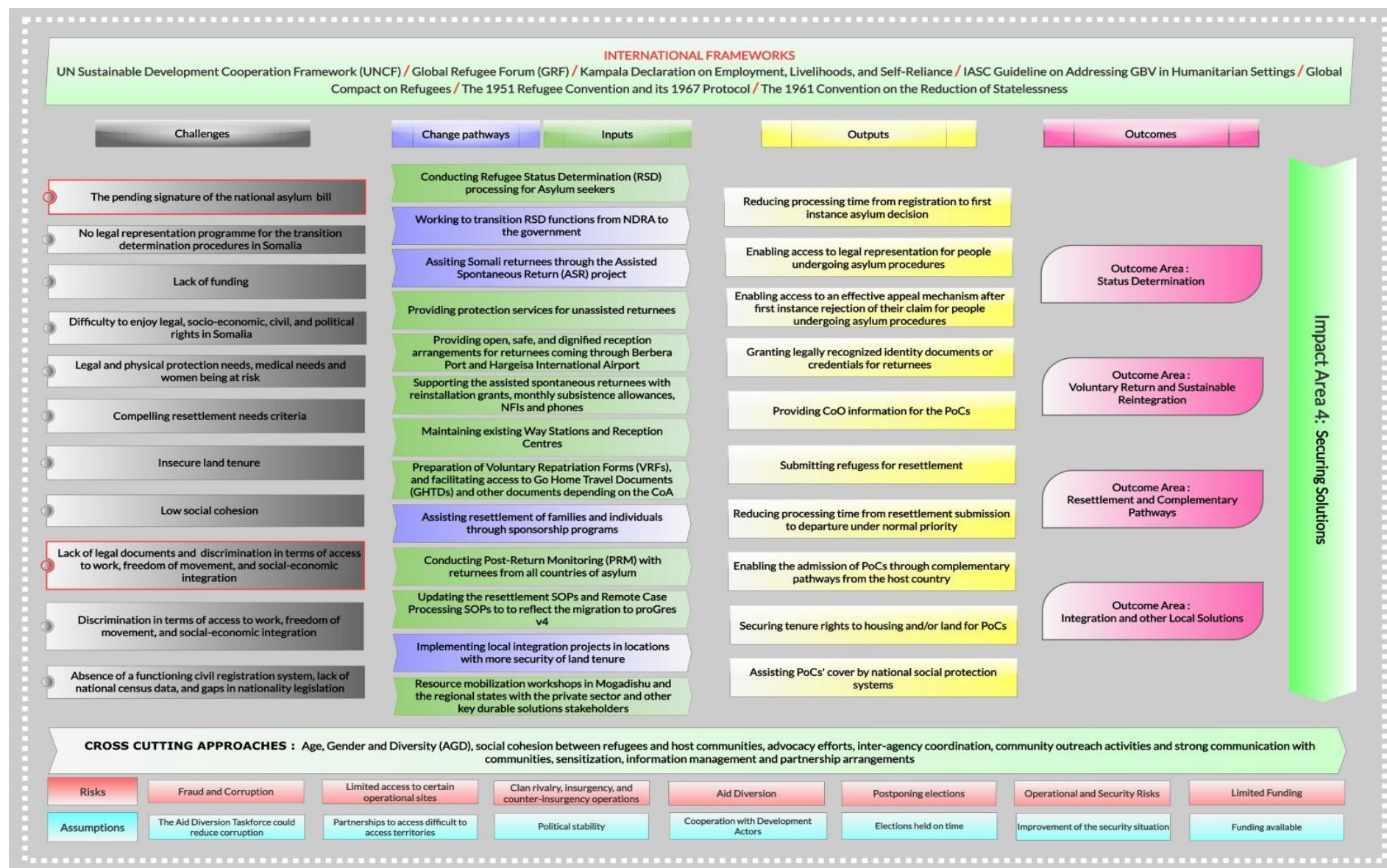


Figure 4: Theory of Change for Impact Area 4



## APPENDIX 6 – DISTRIBUTION AND PDM REPORTS

The evaluation team analysed all available reports on the distribution and monitoring of non-food items (NFIs), cash and other forms of humanitarian assistance (e.g. hygiene kits). This review formed part of the evaluation extensive document review process, enabling data from other sources, such as results monitoring surveys, interviews and participatory assessments, to be supplemented or triangulated. The recommendations in the distribution and monitoring reports were of particular interest, as they are largely based on the perceptions and reactions of those receiving assistance. This complemented the analysis of recommendations reflected in participatory assessments and other documents and sources. It also allowed the evaluation to assess the extent to which the priorities defined by UNHCR in its planning and programming aligned with those expressed by the aid recipients.

### 5.1 MAIN CHALLENGES AND RECOMMENDATIONS IN DISTRIBUTION REPORTS (2022 AND 2023)

#### 5.1.1 2022 Distribution Reports (10 reports)

Distribution Report Title	Location and Date	Main Challenges	Recommendations
<b>NFI Distribution Report Final 61021 Fin (2) (2)</b>	Nasahablood A, Hargeisa, January 2022	Absence of some beneficiaries despite being informed.	Mobilize community in advance to ensure full attendance at distribution.
		Unpacking and laying out items was tiresome and time consuming.	Prepack NFI items to minimize effort during distribution.
		Loss of token cards causing issues with distribution.	Token cards should have serial numbers for easier tracking.
		Soap quantity in the kit was insufficient for COVID19 needs.	Increase soap in kits to meet hygiene needs during COVID19.
			Mark entrances and exits clearly and provide hand sanitation supplies to align with COVID19 guidelines.
<b>NFI Distribution Report for Fire Affected Families</b>	Berbera, January 2022	Fire destroyed homes and possessions of three families.	NA
		Disruption in their lives due to loss of essential items.	NA
<b>NFIs Distribution Report in Burao</b>	Burao, March 2022	Absence of some beneficiaries.	Set up a separate entrance for vulnerable groups who cannot wait in line.
		Unpacking and laying out items was time consuming.	Prepack NFI kits to reduce workload.
		Managing flow of beneficiaries.	Ensure smooth flow by setting up crowd control measures.
<b>NFI Distribution Report for Qalah IDP</b>	Qalah IDP, June 2022	No challenges reported.	Future NFI distributions should follow the same organized approach.
<b>NFI Monitoring Report for Nasahablood B IDP</b>	Nasahablood B IDP, Hargeisa, August 2022	Crowd management issues outside the distribution area.	Inform community days before distribution to promote treatment of marginalised.
		Verification challenges due to the lack of photo identification.	Use tokens and biodata for proper identification.
<b>NFI Distribution to RainAffected People in Awdal</b>	Awdal Region, September 2022		Engage security/police to control crowds more effectively.
		Time consuming unpacking and laying out items.	Prepack NFI items together to reduce effort.
		Managing beneficiary flow.	Maintain separate entrance for vulnerable people.
<b>NFI Monitoring Report in Awdal Region</b>	Coastal areas, Awdal Region, September 2022		Ensure well prepared team to handle distribution flow.
		Crowd control issues.	Provide shelter instead of counting NFIs.
		Some areas affected by rain did not have significant protection needs.	Verify eligibility using tokens and biodata.
			Ensure all communities are represented properly in the protection gap assessment.



<b>Distribution Report 46</b>	Madobe IDP, Sanag Region, December 2022	No challenges reported.	No specific recommendations were made in this report.
<b>Monitoring for NFI and Hygiene Kit Distribution in Burao</b>	Burao, April 2022	Some beneficiaries stored or sold items elsewhere.	Install solar lights in areas with high SGBV risks.
		Protection issues due to lack of lighting.	Improve beneficiary selection process and data accuracy.
		Registration issues for beneficiaries collecting hygiene kits.	Advocate for more food assistance, particularly for vulnerable groups in Ala Amin.
<b>NFI Distribution Report (August 2022)</b>	Nasahablood B Camp, Hargeisa, August 2022	Distributing 445 kits in a single day was overwhelming for the team.	Increase the distribution team for largescale distributions.
			Engage community leaders and more security personnel to manage the process.

**a. Main Challenges:**

1. Crowd control issues (5 reports): Crowd control was explicitly noted as a challenge in five out of the ten distribution reports, particularly in large-scale distributions. However, in several cases, distribution teams managed to navigate the risks through pre-distribution mobilization of security personnel and crowd management strategies. Reports from Awdal and Nasahablood indicated that, despite the initial challenges, they were able to maintain order by engaging security teams and using separate entrances for vulnerable groups.
  - **Learnings:** These experiences highlighted the importance of pre-distribution planning to control crowds, as well as the need for clear communication and security measures.
2. Verification and identification challenges (4 reports): Four reports, especially those from Nasahablood and Daami, mentioned challenges in verifying beneficiaries due to a lack of proper identification, including lost tokens. Though the verification process was slow, it was navigated in some cases by cross-checking against biodata, tokens, and community lists. The issue of lost token cards also appeared in reports, but it was generally manageable with reconciliation efforts at the distribution points.
  - **Learnings:** These issues were treated as learning points to improve future distribution processes by integrating better identification and tracking mechanisms.
3. Time-consuming unpacking and laying out items (4 reports): Bulk distribution of unpacked NFIs (Non-Food Items) was mentioned in four reports as a time-consuming task, especially in Hargeisa and Awdal. While this slowed down the process, teams were able to complete the distribution by increasing the workforce on site and adjusting the workflow.
  - **Learnings:** The need to pre-pack NFIs in future interventions was repeatedly highlighted as a way to speed up distribution.
4. Absence of beneficiaries despite prior notification (3 reports): In three reports, it was noted that some beneficiaries did not show up despite being informed. This was a challenge mentioned in reports from Daami and Guumeys. In response, community mobilization and additional time were recommended to avoid future absences.
  - **Learnings:** This challenge reinforced the importance of pre-distribution communication and mobilization.
5. Logistical constraints (2 reports): Some areas, especially in rain-affected locations like Awdal, faced logistical challenges due to difficult terrain. In these cases, additional transport was arranged, and the distribution teams adapted to overcome these difficulties.
  - **Learnings:** This highlighted the need for flexibility in logistics planning for future distributions.

b. Recommendations:

1. **Pre-pack NFIs to reduce distribution time (4 reports):** Reports from Nasahablood and Daami consistently recommended pre-packing NFIs before distribution to streamline the process and reduce the time spent on unpacking items on-site. This recommendation appeared in four of the ten reports, making it one of the most common suggestions.
2. **Increase community engagement and mobilization (4 reports):** In four reports, including from Qalah IDP and Awdal, community involvement was highlighted as key to managing crowds and ensuring beneficiaries arrived on time. Reports emphasized the need to mobilize community leaders and security teams well in advance.
3. **Use tokens and biodata for verification (4 reports):** Given the challenges with verification in four reports, especially in Nasahablood and Daami, several recommended using tokens with biodata to ensure a smoother process. This would help avoid the delays caused by lost cards and improper identification.
4. **Separate entrances and prioritize vulnerable groups (3 reports):** Three reports, such as those from Awdal and Hargeisa, recommended (and stated they had) setting up separate entrances for vulnerable groups (e.g., the elderly, women, and children) to better manage crowd flow and ensure smooth distributions.
5. **Extend distribution timelines and give adequate notification (3 reports):** Recommendations to extend distribution timelines and provide more advanced notice to beneficiaries appeared in three reports, including the large-scale distributions of over 445 kits in Nasahablood and Daami.

### 5.1.2 2023 Distribution Reports (4 total)

Distribution Report Title	Location and Date	Challenges	Recommendations
NFI Distribution Report – Daami & Nasahablood	Hargeisa (Daami & Nasahablood B), August 2023	Bulk distribution of unpacked NFIs was time consuming and challenging.	NFIs should be prepacked before distribution to reduce time and effort.
			Provide additional shelter support for families who lost their shelters.
NFI Distribution Report Latest 2855 Kits	Multiple Locations: Burao (Baliwayd, Ismail Hussein, Marayare, Bay & Bakool, Duruqsi, Taalabuur), Buhodle (Qorilugud), Erigavo (Dayacan, Banadir, Xafadsomal, Caydhaha, Shacabka), Ainabo (Ainabo, Oog, Wadamogo, Ceeldhaab, Barqomaal), Statehouse IDP, November 2023	Time constraints during distribution.	Provide sufficient time for distribution in future interventions.
		Some vulnerable people arrived after the registration process.	Consideration should be given to those who arrive after registration for future distributions.
NFI Distribution Report Guumeys	Lasanod, Sool Region, March 2023	High accessibility challenges due to conflict and displacement.	No negative feedback or recommendations
		Protection concerns for women and girls in conflict areas.	
NFI Distribution Report Yagoori	Lasanod, Sool Region, April 2023	High risk of violence at distribution sites due to conflict.	No specific recommendations were made. They stated using traditional/best practice. Including: designate secure and accessible distribution sites.
		Difficulty maintaining crowd control.	Use crowd controllers and a separate entrance for vulnerable groups to ensure orderly distribution.

#### a. Main Challenges:

1. Time constraints during distribution (2 reports): Similar to 2022, time constraints were mentioned in two reports (e.g., Yagoori and Guumeys), especially when handling a large volume of beneficiaries.
2. High accessibility challenges due to conflict (2 reports): In 2023, reports from Guumeys and Lasanod noted difficulties in accessing distribution sites due to ongoing conflict and security risks, making it harder to reach vulnerable populations.
3. Managing vulnerable populations (2 reports): Two reports, especially from Lasanod, noted challenges related to ensuring the safety and needs of vulnerable groups (women and children) in conflict zones.
4. Overcrowding at distribution sites (2 reports): Overcrowding was reported as a challenge in two reports, especially in conflict-affected areas where displaced populations gathered in larger numbers.
5. Absence of beneficiaries after registration (1 report): In one report from Burao, it was noted that some vulnerable people arrived after the registration process, causing delays.

#### b. Main Recommendations:

1. Pre-pack NFIs before distribution (2 reports): Similar to 2022, two reports (Nasahablood and Daami) emphasized the need to pre-pack NFIs before distribution to improve efficiency.
2. Improve community involvement and mobilization (2 reports): This recommendation appeared in two reports (Guumeys and Lasanod), highlighting the need for deeper community engagement to manage security risks and assist in mobilizing beneficiaries.
3. Provide additional shelter support (1 report): In conflict-affected areas like Lasanod, one report emphasized the need to integrate shelter support with NFIs to address the displacement needs caused by conflict.
4. Enhance security and crowd management (2 reports): Reports from conflict zones, such as Guumeys and Lasanod, recommended enhancing security and crowd management to avoid overcrowding and ensure the protection of vulnerable populations.
5. Extend distribution timelines and give adequate notification (1 report): As in 2022, one report (Nasahablood) recommended allowing more time for distributions and notifying beneficiaries well in advance.

## 5.2 SUMMARY OF RECOMMENDATIONS

Both 2022 and 2023 saw similar challenges related to crowd control, time constraints, and verification difficulties, with a notable increase in conflict-related challenges in 2023.

- **Similar Recommendations:** Recommendations such as pre-packing NFIs, improving community involvement, and enhancing security remained consistent across both years, with more emphasis on conflict and shelter support in 2023.
- **Differences in Recommendations:** In 2023, the increase in conflict-related challenges was more prominent, with additional recommendations for security and shelter support to meet the needs of displaced populations in conflict zones.

## 5.3 ANALYSIS OF CHALLENGES AND RECOMMENDATIONS IN PDM REPORTS (2022 AND 2023)

### 5.3.1 2022 PDM Reports (8 total)

PDM Report Title	Location and Date	Recommendations
	Dhobley, June 2022	Address issues of overcrowding and long distances to distribution points.

<b>Dhobley NFI PDM Report</b>		Increase items in NFI kits, especially mosquito nets, soap, plastic sheets, and jerrycans. Consider providing cash assistance (mobile money), as preferred by beneficiaries (72%).
<b>Dignity Kits PDM Report</b>	Somaliland, September 2022	Improve the quality of specific dignity kit items, such as headscarves and powder soap. Increase pre-distribution consultation with beneficiaries to influence kit design. Ensure that all feedback mechanisms (e.g., community leaders, SMS) are widely used and communicated.
<b>Dollow NFI PDM Report</b>	Dollow, November 2022	Avoid overcrowding and ensure the provision of drinking water during distribution. Prioritize cash assistance (mobile money) as it was preferred by all respondents. Follow up with beneficiaries who did not receive their NFI kits and address their claims.
<b>Beledweyne ODM Report</b>	Beledweyne, December 2022	Select distribution sites with latrines and accessible drinking water. Increase the number of distribution points to reduce travel time and transport costs for beneficiaries.
<b>Kismayo NFI PDM Dashboard</b>	Kismayo, July 2022	Strengthen complaint and feedback mechanisms through community sensitization. Improve consultation with beneficiaries and integrate their views into the provision of assistance. Consider transitioning to cash assistance instead of in-kind support.
<b>NFI PDM Report Somaliland</b>	Somaliland, August 2022	Strengthen the feedback mechanisms to ensure they are more widely utilized. Consult beneficiaries before distribution to include their input on the assistance provided. Continue to raise awareness about safety measures and avoid crowded places during distribution. Consider cash assistance in future interventions, as preferred by beneficiaries.
<b>PDM Report for 1000 NFI Kits</b>	Somaliland, Date not provided	Strengthen beneficiary feedback mechanisms to better capture concerns. Ensure timely communication of distribution dates and locations to avoid long queues. Consult with beneficiaries on future NFI items to meet their immediate needs more effectively.
<b>PDM Report for 1500 NFI Kits</b>	Togdheer, March 2022	Enhance the quality of NFI items, ensuring long lasting use. Increase consultation with beneficiaries to tailor kits to their needs. Continue using effective distribution methods that prioritize safety and accessibility for beneficiaries.

**a. Main Recommendations:**

1. Improve awareness of feedback channels (5 reports): In five reports, including those from Beledweyne and Dhobley, beneficiaries expressed limited awareness of how to provide feedback or make complaints. This lack of knowledge led to frustration, as many did not know how to report issues with the NFI distribution or assistance they received. In some cases, only 5-10% of respondents were aware of feedback mechanisms. Improving the accessibility and visibility of these channels was strongly recommended to enhance accountability.
2. Rationale: Limited awareness of feedback channels created a communication gap between the beneficiaries and aid providers. Providing more accessible and widely communicated feedback mechanisms was seen as critical to improving the overall response system and ensuring that issues could be resolved quickly.
3. Integrate livelihood support and cash assistance (4 reports): In four reports (including Dollow and Somaliland), it was recommended that livelihood support, such as training or small cash grants, be provided alongside NFIs. The reason for this was that many households still struggled to meet their long-term needs even after receiving NFI assistance, particularly in areas severely affected by drought.
4. Indeed, cash assistance was seen as a more flexible option, allowing beneficiaries to address urgent needs and reduce their reliance on aid in the future. Integrating livelihood support would help improve financial independence and reduce the negative



- coping strategies many households resorted to (IE: borrowing money or selling assets).
5. Increase consultations with beneficiaries before distributions (3 reports): Three reports, such as those from Somaliland and Adado, noted that insufficient consultations with beneficiaries led to mismatches between the assistance provided and actual needs. Consulting with communities before distribution would help ensure that the aid was more appropriate and tailored to their specific requirements.
  6. Improve the quality and quantity of NFI items (3 reports): Three reports (including Beledweyne and Dhobley) highlighted the need to improve the quality of specific NFI items, such as blankets, jerrycans, and mosquito nets, which were deemed insufficient in some cases. Indeed beneficiaries reported feeling that some items were of low quality or did not meet their needs, creating a gap in the effectiveness of the distribution.
  7. Ensure timely and transparent communication of entitlements (3 reports): Three reports noted that beneficiaries did not fully understand their entitlements, such as the types and quantities of items they would receive. This lack of clarity led to confusion and dissatisfaction among beneficiaries.

### 5.3.2 2023 PDM Reports (8 total)

PDM Report Title	Location and Date	Recommendations
<b>Adado NFI Cash CERF July 2023 Dashboard</b>	Adado, July 2023	Stop cash leakage to community leaders.
		Increase NFICash scope to reach larger population group in need
		Create more awareness about feedback channels.
		NA
<b>Adado NFI Cash CERF PDM2 Report September 2023</b>	Adado, September 2023	Follow up with 4 IDPs who hadn't received cash.
		Increase awareness of feedback channels.
		Mobilize more funds for vulnerable IDPs.
		IDPs prioritised purchase of other items/services such as food, water, and debt repayment over household NFI items. It is recommended that future NFI cash assistance be restricted and be in the form of cash vouchers to be cashed for the recommended NFIs
		Mobilize communities to reduce cash sharing cases.
<b>Bossaso L2 Drought Monetized Cash PDM Report April 2023</b>	Bossaso, April 2023	Improve awareness of feedback channels.
		Continue providing cash assistance, preferred by 78% of respondents.
		Enhance access to savings and microcredit facilities.
<b>Ceelbuur District NFI PDM Report June 2023</b>	Ceelbuur, June 2023	Integrate NFI with shelter, food, and WASH services to combat affects of drought.
		Ensure clear communication about selection criteria.
		Consult key beneficiaries to reduce perceived biases (to reduce local antagonism/perceived bias).
<b>Dhobley NFI Cash PDM Report May 2023</b>	Dhobley, May 2023	Integrate training and grants for income generating activities. Only 5% of the respondents reported being able to meet ALL of their household's basic needs with the majority indicating less than half (45%) despite having received the cash assistance
		Raise awareness of feedback channels.(only 10% aware of system)
		Encourage savings and investment in livelihoods.
		Educate about the risks of negative coping strategies.
<b>Kismayu NFI Cash CBI PDM June 2023 Report</b>	Kismayu, June 2023	Sensitize households on the impact of negative coping strategies.
		Raise awareness about feedback and reporting mechanisms. (only 9% aware)
		Promote savings and investment in incomegenerating activities.(3% save money)
		Engage local leaders in raising awareness about coping strategies.

<b>PDM Report for NFI 2855 kits</b>	Sool, Sanag, Togdheer, Marodijeh, 2023	Include 20L jerrycans in future distributions.
		Improve quality of sleeping mats for durability.
		Package NFI kits to minimize distribution and queuing times.
		Widely share feedback mechanisms during distribution.
<b>Somaliland NFI PDM Drought Response May 2023</b>	Guumays, Laascanod District, May 2023	Ensure distribution sites are easily accessible with basic facilities.
		Consult beneficiaries on their preferred modality of assistance.
		Provide clear information on entitlements before distributions.

#### a. Main Recommendations:

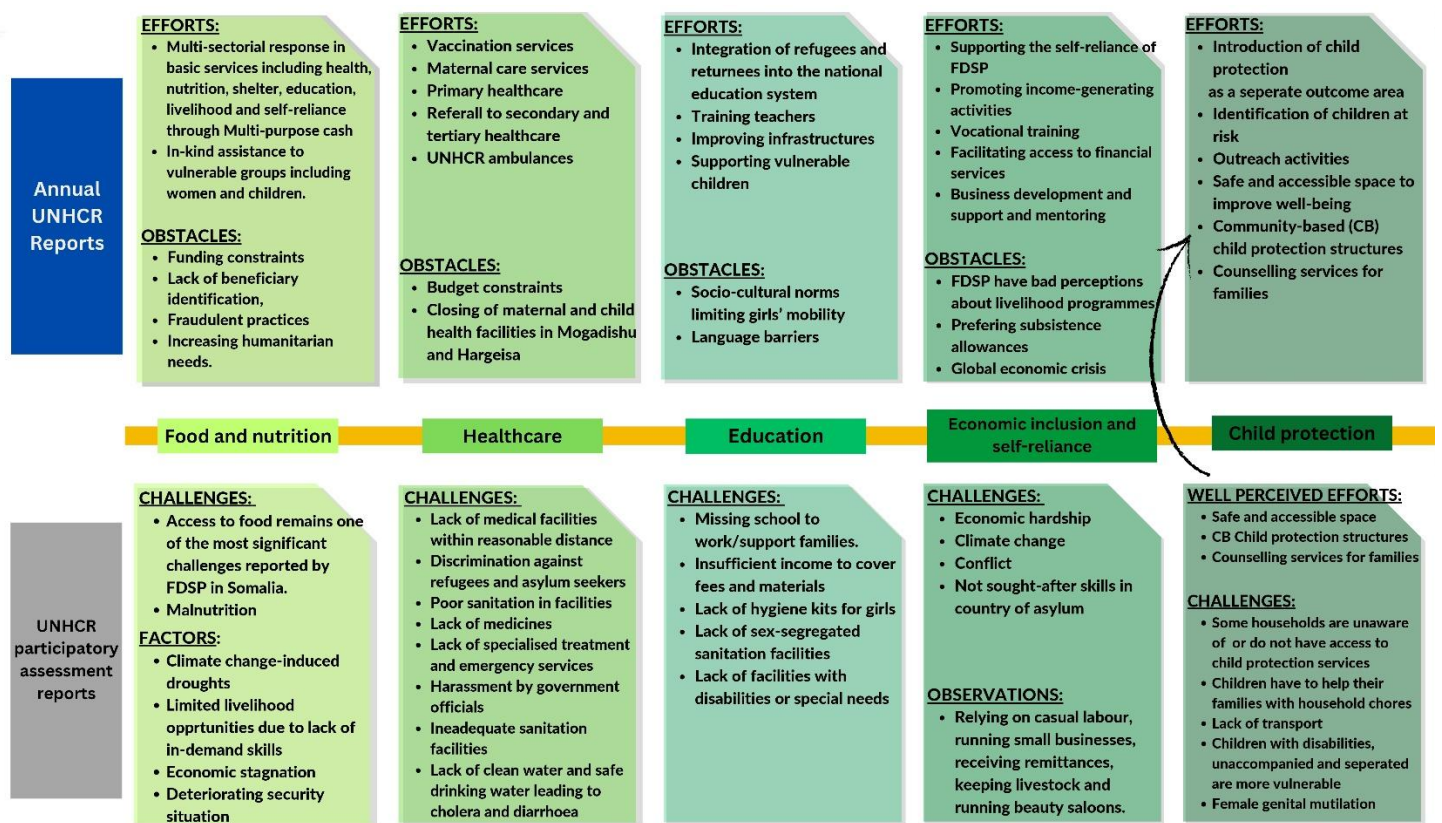
1. Promote savings and investment in livelihood activities (3 reports): Three reports, such as those from Adado and Bossaso, recommended promoting savings and investments in livelihood activities to improve long-term sustainability. Beneficiaries were encouraged to use part of their cash assistance for future investments. Indeed, according to the reports cash assistance alone was not enough to ensure long-term resilience. Encouraging savings and investment would help households reduce their dependence on aid and increase their financial stability.
2. Enhance awareness of reporting and feedback mechanisms (3 reports): Similar to 2022, three reports (including Dhobley and Somaliland) emphasized the need to enhance awareness of feedback channels. In some cases, only 9% of beneficiaries knew how to report complaints, which was too low for effective accountability.
3. Prioritize vulnerable groups for support and distribution (2 reports): In two reports (such as Somaliland and Guumays), the need to prioritize vulnerable groups, such as women, children, and the disabled, was stressed. This included providing special attention and tailored support to ensure that these groups received adequate assistance.
4. Provide cash-based assistance where possible (2 reports): Two reports (e.g., Adado and Somaliland) recommended providing cash-based assistance, which was preferred by the majority of beneficiaries (ie: 56% preferred cash assistance over in-kind).
5. Increase community involvement and consultations (2 reports): As in 2022, two reports recommended increasing consultations with the community to better understand their needs before distributions.

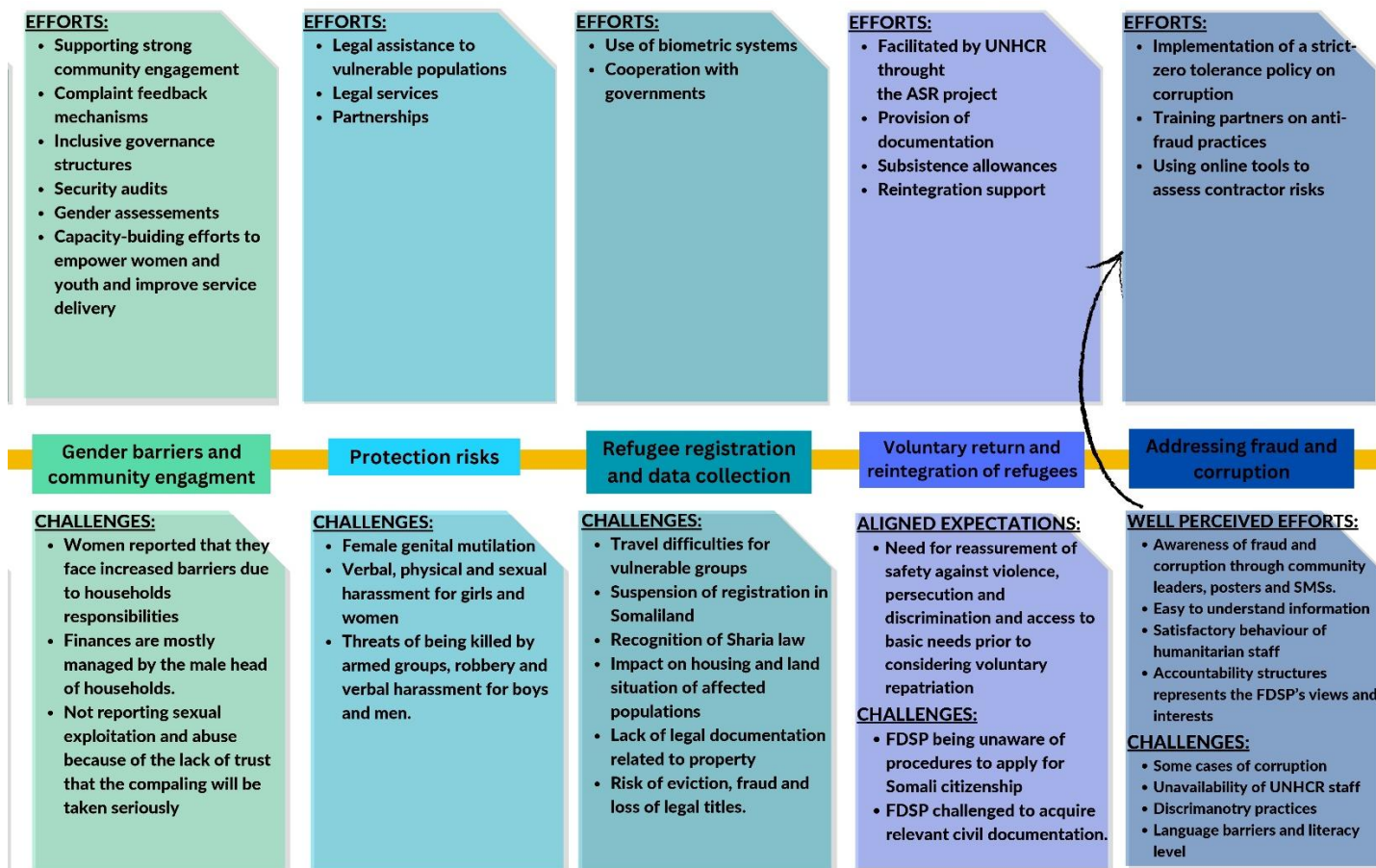
### 5.4 Summary of Recommendations

The recommendations across both years were quite consistent, particularly in relation to improving feedback mechanisms, consulting with communities, and promoting long-term resilience through livelihood support and savings. There was also a strong preference for cash-based assistance, which remained a common recommendation.

# APPENDIX 7 PARTICIPATORY ASSESSMENTS AND UNHCR ANNUAL REPORTS

The evaluation team analysed all available participatory assessments (2022, 2023, internal and public versions) and UNHCR annual reports (2020, 2021, 2022, 2023). This review formed part of the evaluation extensive document review process, enabling data from other sources to be supplemented or triangulated. This documentary review proved particularly useful in comparing the achievements and challenges presented in the UNHCR's self-reported annual reports with the experiences and perceptions expressed by aid recipients and communities.





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# APPENDIX 9 – UNHCR SOMALIA – RELEVANT

## BUDGET, STAFF & PARTNERS DATA

### BUDGET

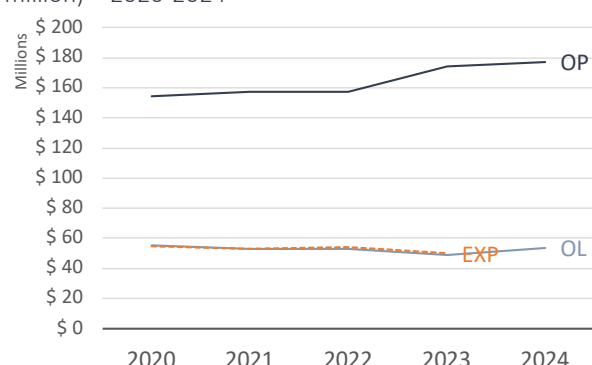
Operating Plan budget (OP), Available funds (OL) and Expenditure (EXP):  
Evolution by year

Operating Plan budget (OP) and Available funds (OL) by year– 2020-2024. Expenditure by year (2020-2023).

Year	OP	OL	EXP
2020	\$154 379 251	\$55 075 292	\$54 948 574
2021	\$157 377 749	\$52 997 909	\$52 997 301
2022	\$157 496 129	\$52 668 197	\$53 951 119
2023	\$174 174 502	\$48 924 460	\$49 985 342
2024	\$177 005 730	\$53 777 310	
	<b>\$820 433 361</b>	<b>\$263 443 167</b>	

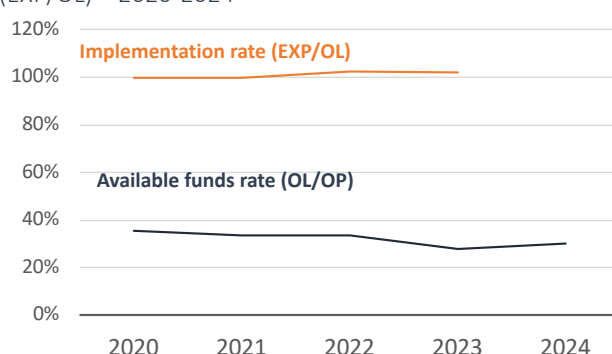
Source UNHCR: Compass data OP OL 2022-2024 - Expenditure per cost centre, year and category - Somalia financial data\_2020-2023

OP budget, available funds (OL) and expenditure (USD million) – 2020-2024



Source UNHCR: Compass data OP OL 2022-2024 - Expenditure per cost centre, year and category - Somalia financial data\_2020-2023

Available funds rate (OL/OP) & implementation rate (EXP/OL) – 2020-2024



Operating Plan budget (OP), Available funds (OL) and Expenditure (EXP):  
Evolution by category (OPS, ABOD & STAFF) and year

Operating Plan budget (OP) by category– 2020-2024

	2020	2021	2022	2023	2024
OPS	\$114 347 937	\$117 188 977	\$118 548 938	\$136 481 279	\$136 631 279
ABOB	\$24 243 495	\$22 816 867	\$23 703 489	\$19 400 199	\$20 667 710
STAFF	\$15 787 819	\$17 371 905	\$15 243 702	\$18 293 024	\$19 706 741
	<b>\$154 379 251</b>	<b>\$157 377 749</b>	<b>\$157 496 129</b>	<b>\$174 174 502</b>	<b>\$177 005 730</b>

Source UNHCR: Compass data OP OL 2022-2024 - Somalia financial data\_2020-2023

Available funds (OL) by category– 2020-2024

	2020	2021	2022	2023	2024
<b>OPS</b>	\$30 622 674	\$28 107 966	\$29 938 186	\$25 600 245	\$31 027 278
<b>ABOB</b>	\$9 375 470	\$8 753 965	\$8 332 900	\$7 647 022	\$8 614 287
<b>STAFF</b>	\$15 077 148	\$16 135 978	\$14 397 111	\$15 677 193	\$14 135 745
	<b>\$55 075 292</b>	<b>\$52 997 909</b>	<b>\$52 668 197</b>	<b>\$48 924 460</b>	<b>\$53 777 310</b>

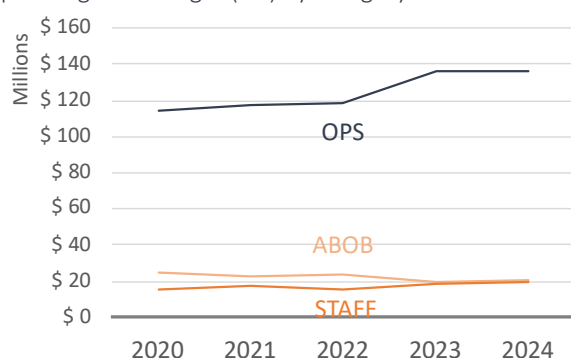
Source UNHCR: Compass data OP OL 2022-2024 - Somalia financial data\_2020-2023

Expenditure (EXP) by category– 2020-2023

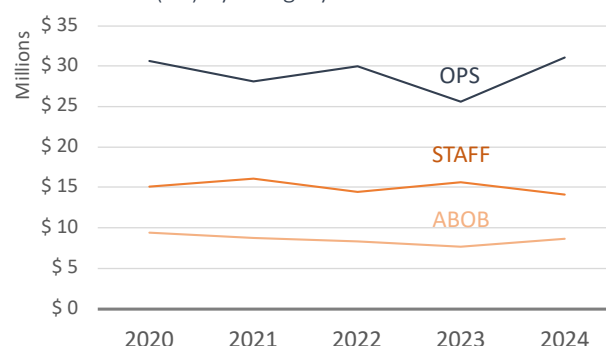
	2020	2021	2022	2023
<b>OPS</b>	\$30 840 584	\$28 107 402	\$29 939 049	\$25 804 701
<b>ABOB</b>	\$9 159 344	\$8 753 953	\$8 369 566	\$8 412 952
<b>STAFF</b>	\$14 948 646	\$16 135 946	\$15 642 503	\$15 767 688
	<b>\$54 948 574</b>	<b>\$52 997 301</b>	<b>\$53 951 119</b>	<b>\$49 985 342</b>

Source UNHCR: Expenditure per cost centre, year and category - Somalia financial data\_2020-2023

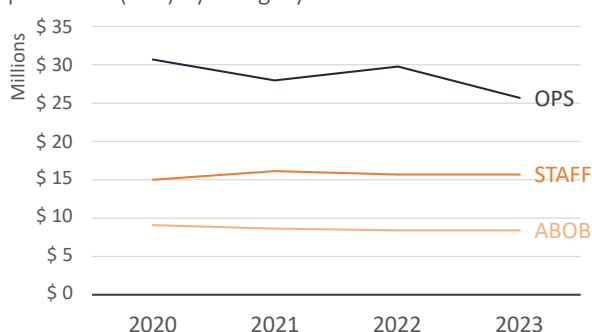
Operating Plan budget (OP) by category– 2020-2024



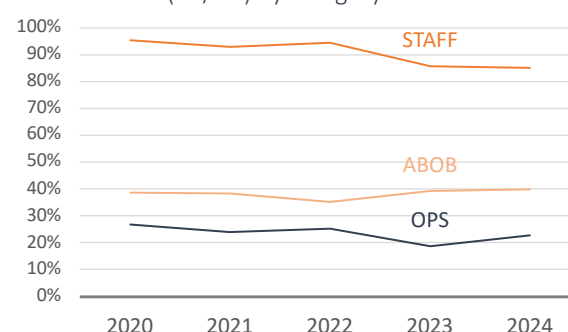
Available funds (OL) by category– 2020-2024



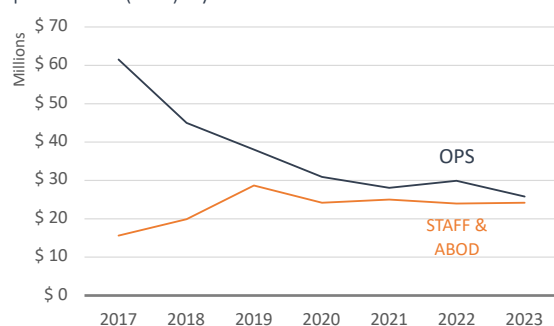
Expenditure (EXP) by category– 2020-2023



Available funds rate (OL/OP) by category – 2020-2024



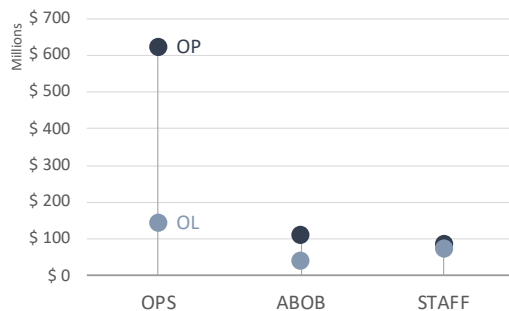
Expenditure (EXP) by OPS & STAFF-ABOD– 2017-2023



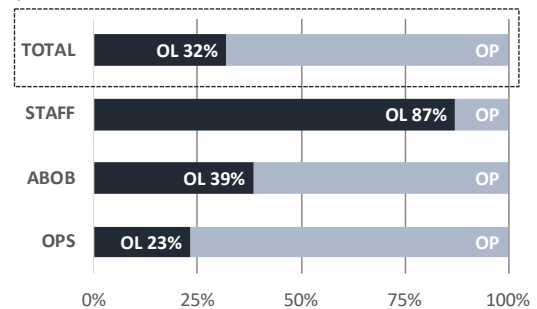
Source UNHCR: Compass data OP OL 2022-2024 - Somalia financial data\_2020-2023 - Expenditure per cost centre, year and category

## Category gap and burden according to budgetary planning (OP) and available funds (OL) over the entire period 2020-2024

Category gap (\$) according to budgetary planning (OP) and available funds (OL) over the period 2020-2024



Category burden (%) according to budgetary planning (OP) and available funds (OL) over the period 2020-2024



Source UNHCR: Compass data OP OL 2022-2024 - Somalia financial data\_2020-2023

## Operating Plan budget (OP) and Available funds (OL): Evolution by Impact Area (IA) and year.

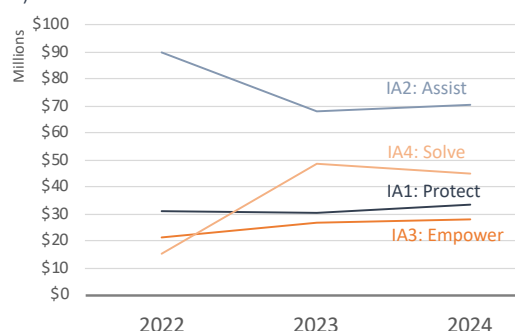
Operating Plan budget (OP) and Available funds (OL) by Impact Area (IA) and year– 2022-2024<sup>27</sup>

	2022		2023		2024	
	OP	OL	OP	OL	OP	OL
IA1: Protect	31 311 297	15 073 297	30 479 657	13 259 525	33 734 639	24 043 619
IA2: Assist	89 586 088	24 754 675	68 315 753	20 659 044	70 410 033	16 643 891
IA3: Empower	21 355 722	7 227 142	26 863 343	4 855 934	27 968 447	4 011 490
IA4: Solve	15 243 023	5 613 083	48 515 749	10 149 956	44 892 612	9 078 310
<b>TOTAL</b>	<b>157 496 129</b>	<b>52 668 197</b>	<b>174 174 502</b>	<b>48 924 460</b>	<b>177 005 730</b>	<b>53 777 310</b>

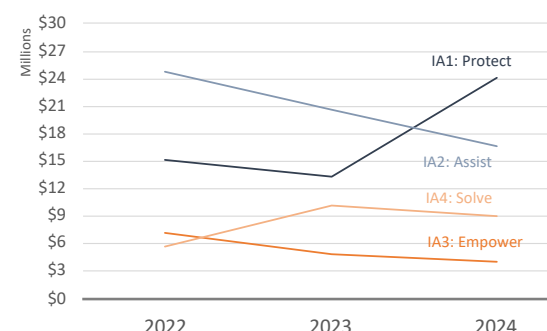
Source UNHCR: Compass data OP OL 2022-2024

- Over the period 2022-2023, Impact Area (IA) Assist decreases in budget planning based on needs,

Operating Plan budget (OP) by Impact Area (IA)– 2022-2024



Available funds (OL) by Impact Area (IA) -2022-2024



Source UNHCR: Compass data OP OL 2022-2024

<sup>27</sup> Only data from 2022 to 2024 are available

### Distribution of Rights Group (FOCUS) by Impact Area (COMPASS) – 2020-2021

Rights Group	IA	2020		2021	
		OL	EXP	OL	EXP
Basic Needs & Essential Serv.	IA2: Assist	15 042 675	15 484 820	13 886 814	13 882 242
Comm. Empowerment & Self Rel.	IA3: Empower	2 591 415	2 591 415	3 092 404	3 085 356
Durable Solutions	IA4: Solve	3 024 069	3 321 495	2 902 126	2 898 418
Fair Prot. Processes & Doc.	IA1: Protect	695 060	690 469	623 134	627 898
Favourable Protect. Environ.	IA1: Protect	417 532	421 552	483 188	483 722
Headquarters & Regional Sup.	IA2: Assist		0	420	
Leadership, Coord. & Partner.	IA2: Assist	1 473 835	1 473 209	1 984 555	1 982 858
Logistics & Operations Support	IA2: Assist	4 101 878	3 264 335	1 927 294	1 944 124
Sec. from Violence & Exploit	IA1: Protect	3 276 210	3 278 064	3 496 809	3 496 849
TOTAL		30 622 674	30 525 360	28 396 745	28 401 468

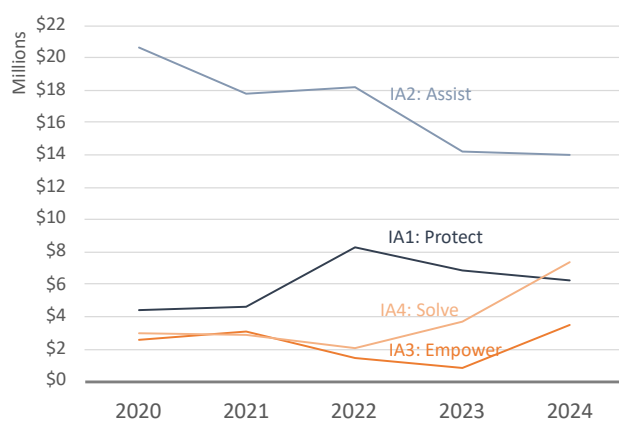
Source UNHCR: Compass data OP OL 2022-2024 - Somalia financial data\_2020-2023

### OPS available funds (OL) by Impact Area (IA) -2020-2024

	2020	2021	2022	2023	2024
IA1: Protect	4 388 802	4 603 132	8 323 743	6 817 056	6 264 924
IA2: Assist	20 618 387	17 799 083	18 141 671	14 231 014	13 960 220
IA3: Empower	2 591 415	3 092 404	1 417 880	820 769	3 452 187
IA4: Solve	3 024 069	2 902 126	2 054 892	3 731 406	7 349 947
TOTAL	30 622 674	28 396 745	29 938 186	25 600 245	31 027 278

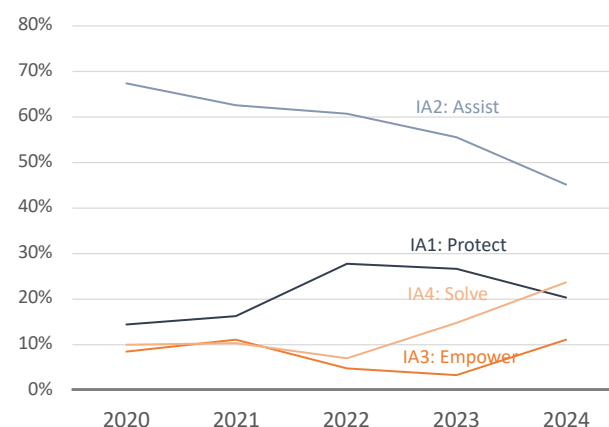
Source UNHCR: Compass data OP OL 2022-2024 - Somalia financial data\_2020-2023

### OPS available funds (OL) by Impact Area -2020-2024



Source UNHCR: Compass data OP OL 2022-2024 - Somalia financial data\_2020-2023

### Funds allocated rates by impact areas to total of OPS available funds – 2020-2024



## Operating Plan budget (OP) and Available funds (OL): Evolution by Outcomes Area (OA) and year

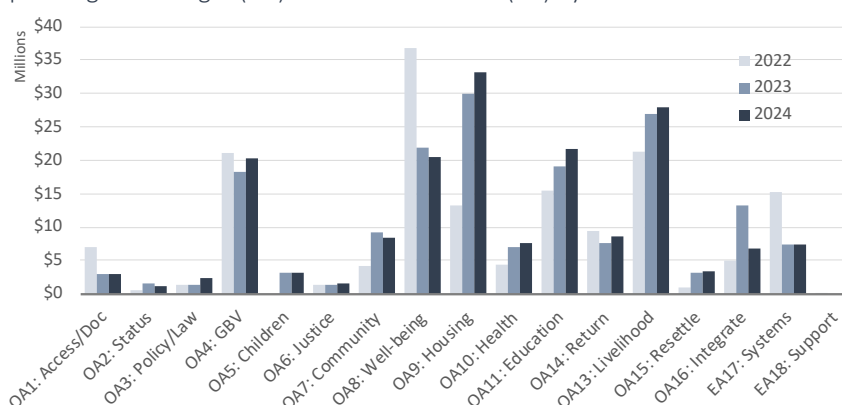
Operating Plan budget (OP) and Available funds (OL) by Outcomes – 2022-2024<sup>28</sup>

	2022		2023		2024	
	OP	OL	OP	OL	OP	OL
OA1: Access/Doc	7 017 738	4 143 890	2 961 473	1 717 878	2 890 176	15 116 619
OA2: Status	616 290	240 657	1 526 544	816 837	1 120 766	895 351
OA3: Policy/Law	1 334 147	236 551	1 332 626	152 698	2 343 330	675 752
OA4: GBV	21 026 832	9 818 305	18 192 725	8 681 121	20 389 541	4 209 437
OA5: Children			3 261 473	599 868	3 262 176	755 942
OA6: Justice	1 316 290	633 895	1 368 272	591 531	1 502 883	546 004
OA7: Community	4 183 170	2 701 483	9 208 466	4 429 708	8 373 098	3 656 814
OA8: Well-being	36 845 433	8 487 138	21 906 254	8 578 265	20 525 771	5 817 390
OA9: Housing	13 249 109	4 584 042	29 911 919	4 639 327	33 110 865	6 493 899
OA10: Health	4 481 787	1 802 269	6 989 235	1 892 270	7 557 907	1 840 783
OA11: Education	15 382 118	3 332 829	19 087 054	3 212 825	21 747 787	2 436 686
OA14: Return	9 431 774	3 098 075	7 711 445	2 210 486	8 635 942	4 011 490
OA13: Livelihood	21 355 722	7 227 142	26 863 343	4 855 934	27 968 447	2 149 411
OA15: Resettle	890 724	601 643	3 164 119	1 417 572	3 396 356	251 906
OA16: Integrate	4 920 525	1 913 366	13 187 782	1 749 342	6 856 149	1 912 032
EA17: Systems	15 212 684	3 746 640	7 501 771	3 378 797	7 324 536	3 007 796
EA18: Support	231 787	100 274				
	157 496 129	52 668 197	174 174 502	48 924 460	177 005 730	53 777 310

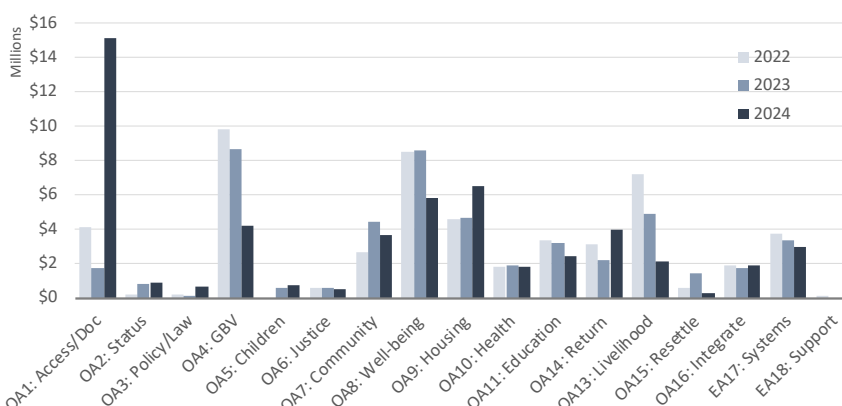
Source UNHCR: Compass data OP OL 2022-2024

Operating Plan budget (OP) and Available funds (OL) by Outcomes – 2022-2024

OP



OL



Source UNHCR: Compass data OP OL 2022-2024

<sup>28</sup> Only data from 2022 to 2024 are available

## Operating Plan budget (OP) and Available funds (OL): Evolution by Pillars and year

Operating Plan budget (OP) by Pillar– 2020-2024

OP	2020	2021	2022	2023	2024
Refugee programme	\$42 876 539	\$48 691 643	\$48 617 628	\$53 324 703	\$57 736 665
Stateless programme			\$1 334 147	\$1 332 626	\$2 343 330
Reintegration programme (Returns)	\$76 660 910	\$74 258 873	\$59 466 298	\$55 268 671	\$52 615 685
IDP programme	\$34 841 803	\$34 427 232	\$48 078 056	\$64 248 501	\$64 310 050
<b>Total</b>	<b>\$154 379 251</b>	<b>\$157 377 749</b>	<b>\$157 496 129</b>	<b>\$174 174 502</b>	<b>\$177 005 730</b>

Source UNHCR: Compass data OP OL 2022-2024 - Somalia financial data\_2020-2023

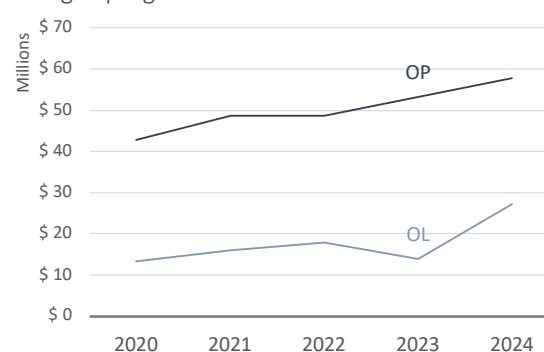
Available funds (OL) by Pillar– 2020-2024

OL	2020	2021	2022	2023	2024
Refugee programme	\$13 412 161	\$16 097 303	\$17 906 255	\$13 916 133	\$27 289 407
Stateless programme	\$0	\$0	\$236 551	\$152 698	\$675 752
Reintegration programme (Returns)	\$23 298 425	\$20 167 597	\$16 228 076	\$10 808 637	\$6 707 145
IDP programme	\$18 364 705	\$16 733 008	\$18 297 316	\$24 046 991	\$19 105 005
<b>Total</b>	<b>\$55 075 292</b>	<b>\$52 997 909</b>	<b>\$52 668 197</b>	<b>\$48 924 460</b>	<b>\$53 777 310</b>

Source UNHCR: Compass data OP OL 2022-2024 - Somalia financial data\_2020-2023

Operating Plan budget (OP) and available funds (OL) by Pillar– 2020-2024

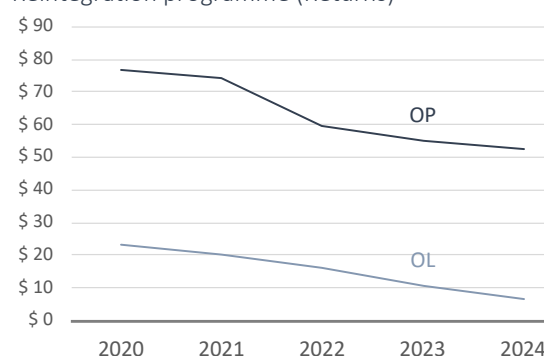
Refugee programme



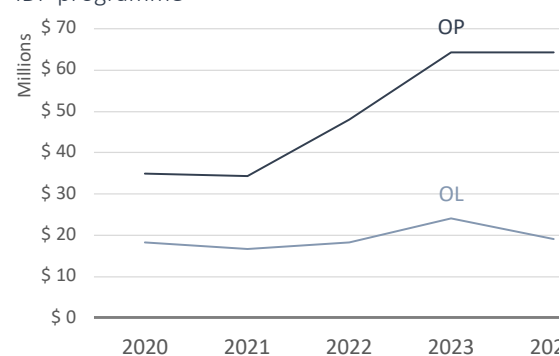
Stateless programme



Reintegration programme (Returns)

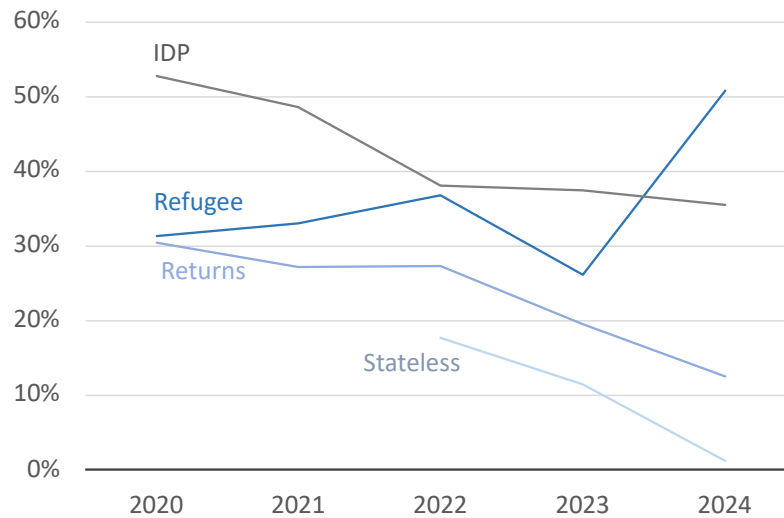


IDP programme



Source UNHCR: Compass data OP OL 2022-2024 - Somalia financial data\_2020-2023

Available funds rate (OL/OP) by Pillar – 2020-2024



Source UNHCR: Compass data OP OL 2022-2024 - Somalia financial data\_2020-2023

## Operating Plan budget (OP) and Available funds (OL): Evolution by Pillar and Impact Area (IA) and year.

Operating Plan budget (OP) and Available funds (OL) by Pillar and Impact Area –2022-2024<sup>29</sup>

	2022		2023		2024	
	OP	OL	OP	OL	OP	OL
<b>PILLAR 1</b>	<b>48 617 628</b>	<b>17 906 255</b>	<b>53 324 703</b>	<b>13 916 133</b>	<b>57 736 665</b>	<b>27 289 407</b>
IA1: Protect	13 582 897	6 538 946	8 736 175	3 590 323	9 730 064	17 627 448
IA2: Assist	28 071 835	8 325 939	24 396 175	5 604 405	26 557 534	5 570 667
IA3: Empower	3 781 448	1 403 183	15 046 175	2 605 047	15 564 534	3 333 820
IA4: Solve	3 181 448	1 638 187	5 146 178	2 116 358	5 884 534	757 472
<b>PILLAR 2</b>	<b>1 334 147</b>	<b>236 551</b>	<b>1 332 626</b>	<b>152 698</b>	<b>2 343 330</b>	<b>675 752</b>
IA1: Protect	1 334 147	236 551	1 332 626	152 698	2 343 330	675 752
<b>PILLAR 3</b>	<b>59 466 298</b>	<b>16 228 076</b>	<b>55 268 671</b>	<b>10 808 637</b>	<b>52 615 685</b>	<b>6 707 145</b>
IA1: Protect	5 261 574	3 050 026	4 317 168	2 092 561	4 703 913	433 710
IA2: Assist	30 581 574	5 993 578	20 217 168	3 204 147	22 503 946	2 403 312
IA3: Empower	11 561 574	3 209 575	11 817 168	2 250 887	12 403 913	677 669
IA4: Solve	12 061 574	3 974 897	18 917 168	3 261 042	13 003 913	3 192 454
<b>PILLAR 4</b>	<b>48 078 056</b>	<b>18 297 316</b>	<b>64 248 501</b>	<b>24 046 991</b>	<b>64 310 050</b>	<b>19 105 005</b>
IA1: Protect	11 132 678	5 247 774	16 093 688	7 423 943	16 957 331	5 306 709
IA2: Assist	30 932 678	10 435 158	23 702 410	11 850 492	21 348 553	8 669 912
IA3: Empower	6 012 699	2 614 383				
IA4: Solve			24 452 403	4 772 557	26 004 165	5 128 384
<b>TOTAL</b>	<b>157 496 129</b>	<b>52 668 197</b>	<b>174 174 502</b>	<b>48 924 460</b>	<b>177 005 730</b>	<b>53 777 310</b>

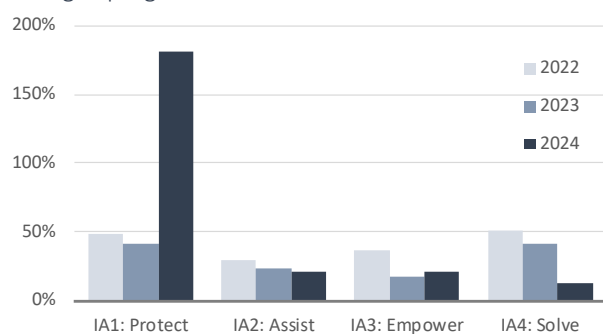
Source UNHCR: Compass data OP OL 2022-2024 - Somalia financial data\_2020-2023

<sup>29</sup> Only data from 2022 to 2024 are available

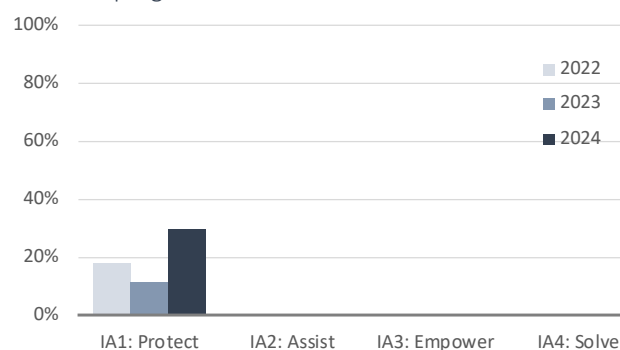


## Available funds rate (OL/OP) by Pillar and Impact Area – 2020-2024

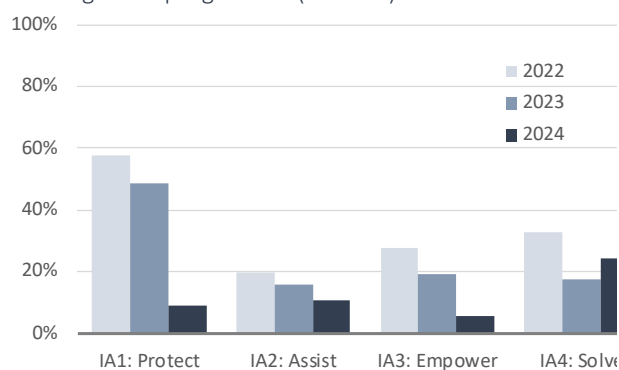
### Refugee programme



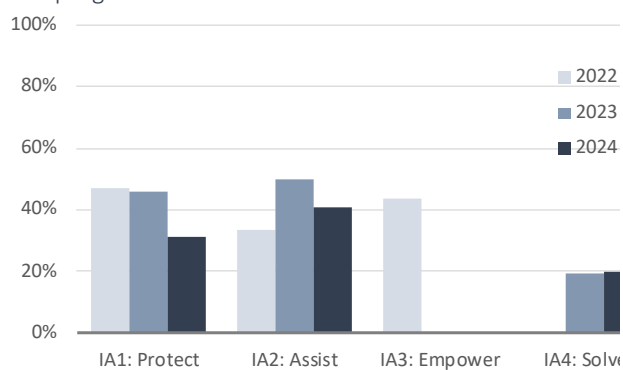
### Stateless programme



### Reintegration programme (Returns)



### IDP programme



Source UNHCR: Compass data OP OL 2022-2024 - Somalia financial data\_2020-2023

## WORKFORCE

### Workforce per office – 2022-2024<sup>30</sup>

# Offices (2020-2024)

	2020	2021	2022	2023	2024
Country Office	1	1	1	1	1
Sub-Offices	3	3	3	3	3
Field Office	1	1	1	1	1
Field Units	6	6	7	7	8
Support Office	1	1	1	1	1
<b>Total</b>	<b>12</b>	<b>12</b>	<b>13</b>	<b>13</b>	<b>14</b>

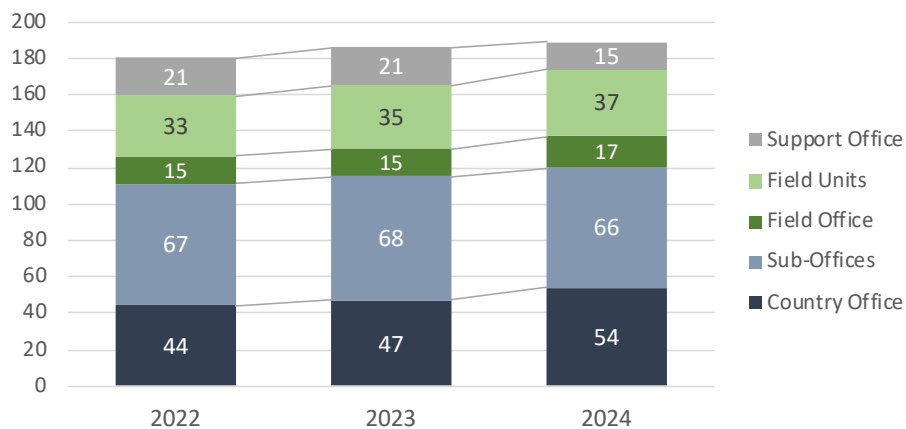
Source UNHCR: Workforce data 2022-2023 – TOR (2020-2021)

Workforce per office (2022-2024)

	2022	2023	2024
Country Office	44	47	54
Sub-Offices	67	68	66
Field Office	15	15	17
Field Units	33	35	37
Support Office	21	21	15
<b>Total</b>	<b>180</b>	<b>186</b>	<b>189</b>

Source UNHCR: Workforce data 2022-2023

Workforce per office (2022-2024)



Source UNHCR: Workforce data 2022-202

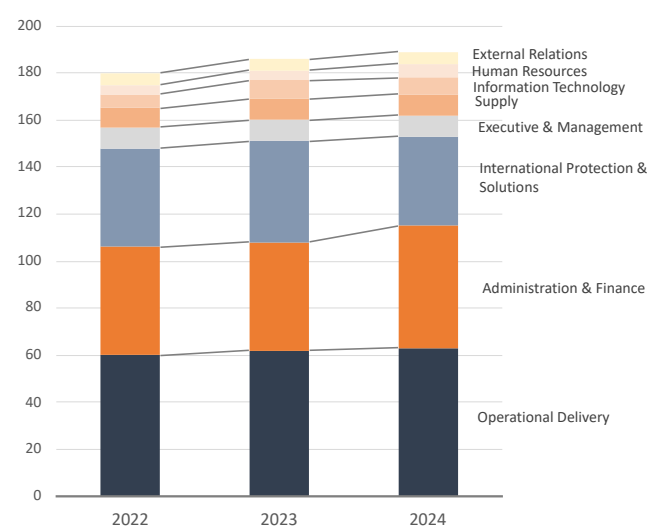
<sup>30</sup> No data available for 2020 and 2021

## Workforce by functional group – 2022-2024<sup>31</sup>

Workforce by functional group (2022-2024)

	2022	2023	2024
Operational Delivery	60	62	63
Administration & Finance	46	46	52
International Protection & Solutions	42	43	38
Executive & Management	9	9	9
Supply	8	9	9
Information Technology	6	8	7
Human Resources	4	4	6
External Relations	5	5	5
<b>Total</b>	<b>180</b>	<b>186</b>	<b>189</b>

Source UNHCR: Workforce data 2022-2024



Source UNHCR: Workforce data 2022-2024

## Workforce by type of contract – 2022-2024

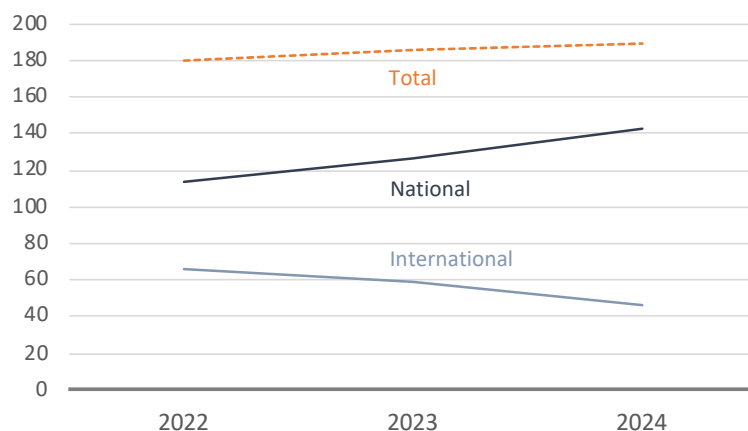
Workforce by type of contract – 2022-2024

	2022	2023	2024
National	114	127	143
International	66	59	46
<b>Total</b>	<b>180</b>	<b>186</b>	<b>189</b>

Source UNHCR: Workforce data 2022-2024

<sup>31</sup> No data available for 2020 and 2021

### Workforce by type of contract – 2022-2024



Source UNHCR: Workforce data 2022-2024

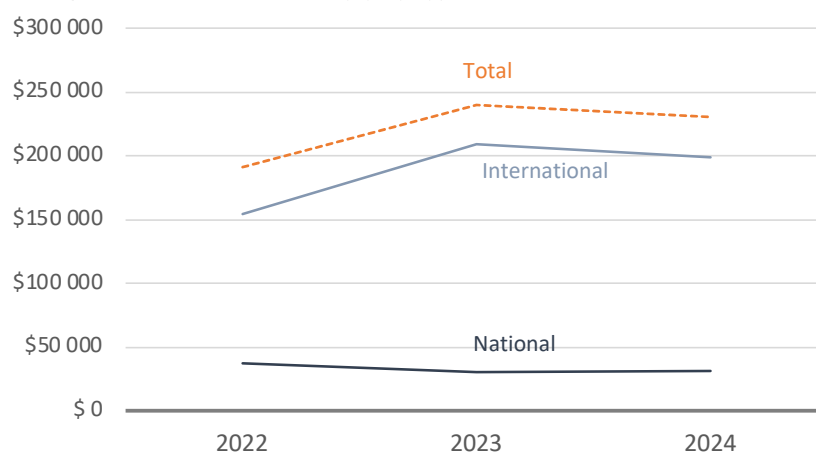
### Trend in available Workforce funds by type of contract – 2022-2024

#### Trend in available Workforce funds by type of contract – 2022-2024

	2022	2023	2024
National	\$4 218 136	\$3 990 608	\$4 406 580
International	\$10 178 975	\$11 686 585	\$9 729 165
<b>Total</b>	<b>\$14 397 111</b>	<b>\$15 677 193</b>	<b>\$14 135 745</b>

Source UNHCR: Compass data OP OL 2022-2024 -

### Average Workforce unit cost (\$) by type of contract – 2022-2024



Source UNHCR: Compass data OP OL 2022-2024 - Workforce data 2022-2024

## Workforce per office – 2022-2024

### 2022

	FU Baidoa	FU Berbera	BO SOM Kenya	FO Boosaaso	FU Dhusamareb	FU Doble	FU Dollow	SO Galkacyo	FU Garoowe	SO Hargeisa	FU Kismaayo	RO Mogadishu	SO Mogadishu	Total
1. Executive & Management			1	1				1		1		4	1	9
2. International Protection & Solutions	2		3	5		1	1	6		8	2	9	5	42
3. Operational Delivery	3	2	1	3	1	1	4	6	1	6	4	19	9	60
4. External Relations			3		1				1					5
5. Administration & Finance	2		6	4		2	2	6	1	7	2	9	5	46
6. Supply			3	1				1		1		1	1	8
7. Human Resources			4											4
8. Information Technology				1				1		1		2	1	6
<b>Total</b>	<b>7</b>	<b>2</b>	<b>21</b>	<b>15</b>	<b>2</b>	<b>4</b>	<b>7</b>	<b>21</b>	<b>3</b>	<b>24</b>	<b>8</b>	<b>44</b>	<b>22</b>	<b>180</b>

### 2023

	FU Baidoa	FU Berbera	BO SOM Kenya	FO Boosaaso	FU Dhusamareb	FU Doble	FU Dollow	SO Galkacyo	FU Garoowe	SO Hargeisa	FU Kismaayo	RO Mogadishu	SO Mogadishu	Total
1. Executive & Management			1	1				1		1		4	1	9
2. International Protection & Solutions	2		3	5		1	1	6		8	3	9	5	43
3. Operational Delivery	4	2	1	3	1	1	4	6	1	6	4	19	10	62
4. External Relations			3		1				1					5
5. Administration & Finance	2		6	4		2	2	6	1	7	2	9	5	46
6. Supply			3	1				1		1		2	1	9
7. Human Resources			4											4
8. Information Technology				1				1		1		4	1	8
<b>Total</b>	<b>8</b>	<b>2</b>	<b>21</b>	<b>15</b>	<b>2</b>	<b>4</b>	<b>7</b>	<b>21</b>	<b>3</b>	<b>24</b>	<b>9</b>	<b>47</b>	<b>23</b>	<b>186</b>

### 2024

	FU Baidoa	FU Belet Weyne	FU Berbera	BO SOM Kenya	FO Boosaaso	FU Dhusamareb	FU Doble	FU Dollow	SO Galkacyo	FU Garoowe	SO Hargeisa	FU Kismaayo	RO Mogadishu	SO Mogadishu	Total
1. Executive & Management		1		1	1		1		1		1		3		9
2. International Protection & Solutions	2				6		1	1	4		9	1	11	3	38
3. Operational Delivery	3		3	1	3	1	1	4	7	1	6	4	20	9	63
4. External Relations				2		1				1			1		5
5. Administration & Finance	3	1		6	5		2	2	5	1	7	2	13	5	52
6. Supply				1	1				2		1		2	2	9
7. Human Resources				4									2		6
8. Information Technology					1				1		1		2	2	7
<b>Total</b>	<b>8</b>	<b>2</b>	<b>3</b>	<b>15</b>	<b>17</b>	<b>2</b>	<b>5</b>	<b>7</b>	<b>20</b>	<b>3</b>	<b>25</b>	<b>7</b>	<b>54</b>	<b>21</b>	<b>189</b>

## PARTNERS

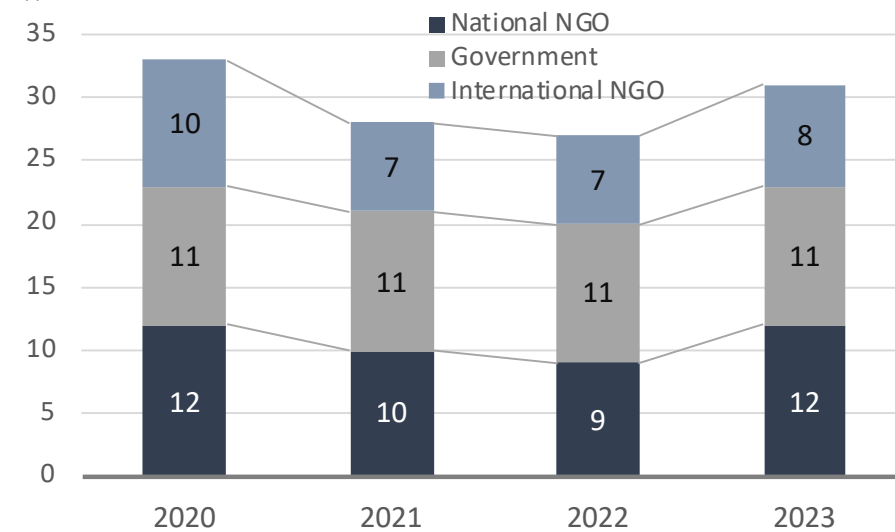
### Type of Partner by year

Type of Partner – 2020-2023

	2020	2021	2022	2023
National NGO	12	10	9	12
Government	11	11	11	11
International NGO	10	7	7	8
<b>Total</b>	<b>33</b>	<b>28</b>	<b>27</b>	<b>31</b>

Source UNHCR: Partnership financial per year.xlsx (2020-2023)

Type of Partner – 2020-2023



Source UNHCR: Partnership financial per year.xlsx (2020-2023)

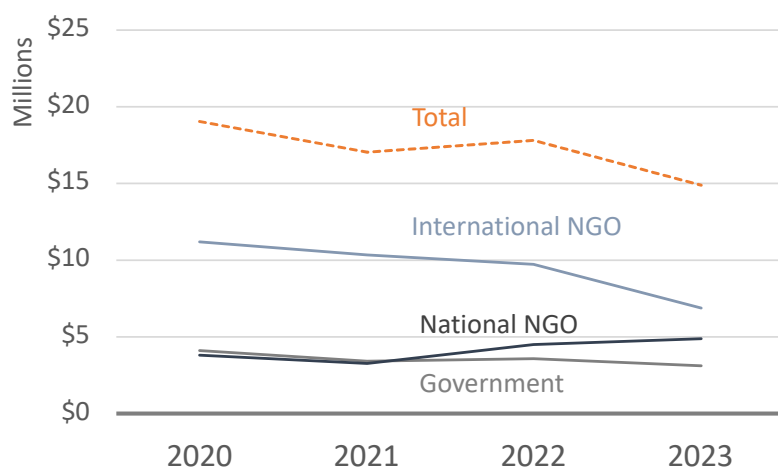
### Available funds (OL) per type of partner

Available funds (OL) per type of partner – 2020-2023

	2020	2021	2022	2023	Total
Government	\$4 115 962	\$3 427 429	\$3 585 573	\$3 088 711	\$14 217 674
International NGO	\$11 170 865	\$10 298 762	\$9 719 391	\$6 852 663	\$38 041 681
National NGO	\$3 763 406	\$3 294 827	\$4 480 968	\$4 891 620	\$16 430 821
<b>Total</b>	<b>\$19 050 233</b>	<b>\$17 021 018</b>	<b>\$17 785 932</b>	<b>\$14 832 994</b>	

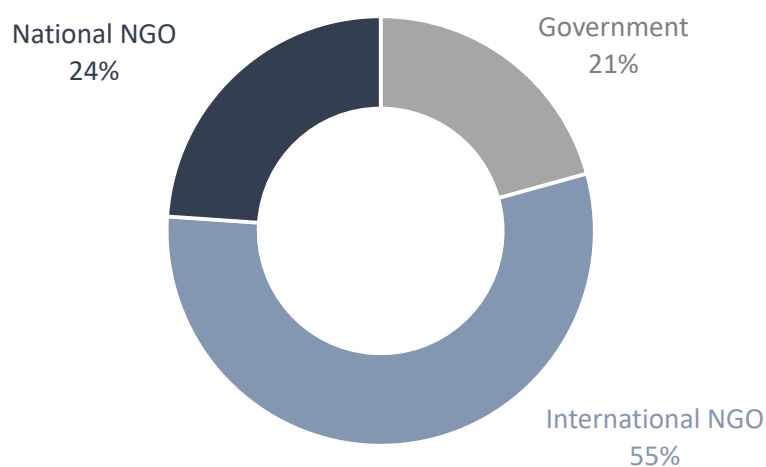
Source UNHCR: Partnership financial per year.xlsx (2020-2023)

Available funds (OL) per type of partner – 2020-2023



Source UNHCR: Partnership financial per year.xlsx (2020-2023)

Total available funds (OL) per type of partner – 2020-2023



Source UNHCR: Partnership financial per year.xlsx (2020-2023)

## Available funds (OL) per type of implementation

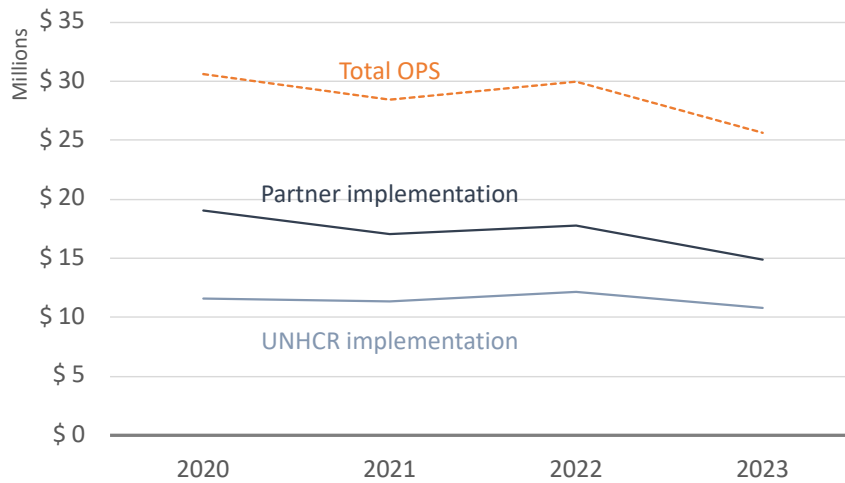
Available funds (OL) per type of implementation – 2020-2024

	2020	2021	2022	2023	2024
Partner implementation	\$19 050 233	\$17 021 018	\$17 785 932	\$14 832 994	\$18 985 085
UNHCR implementation	\$11 572 441	\$11 375 727	\$12 152 254	\$10 767 251	\$12 042 193
<b>Total OPS</b>	<b>\$30 622 674</b>	<b>\$28 396 745</b>	<b>\$29 938 186</b>	<b>\$25 600 245</b>	<b>\$31 027 278</b>

Source UNHCR: Partnership financial per year.xlsx (2020-2023) - Compass data OP OL 2024



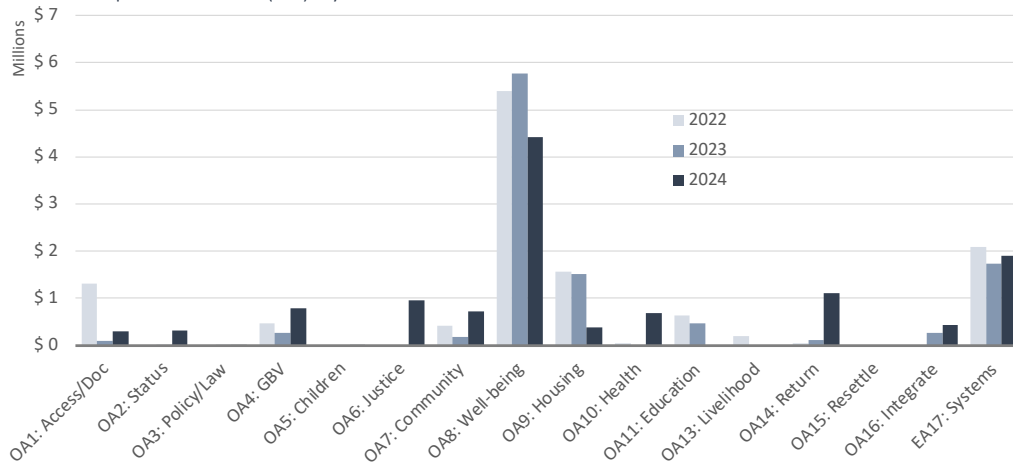
Available funds (OL) per type of implementation – 2020-2024



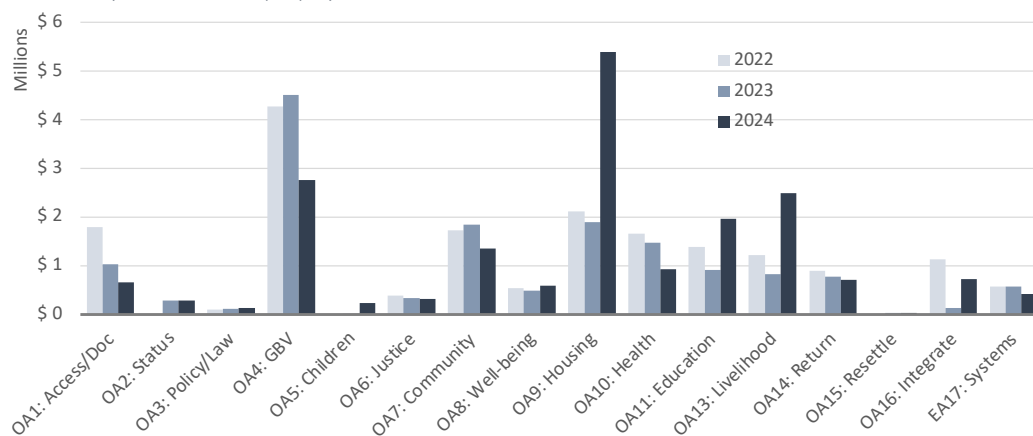
Source UNHCR: Partnership financial per year.xlsx (2020-2023) - Compass data OP OL 2024

## Available funds (OL) by type of implementation and outcomes<sup>32</sup>

UNHCR implementation (OL) by Outcomes – 2022-2024



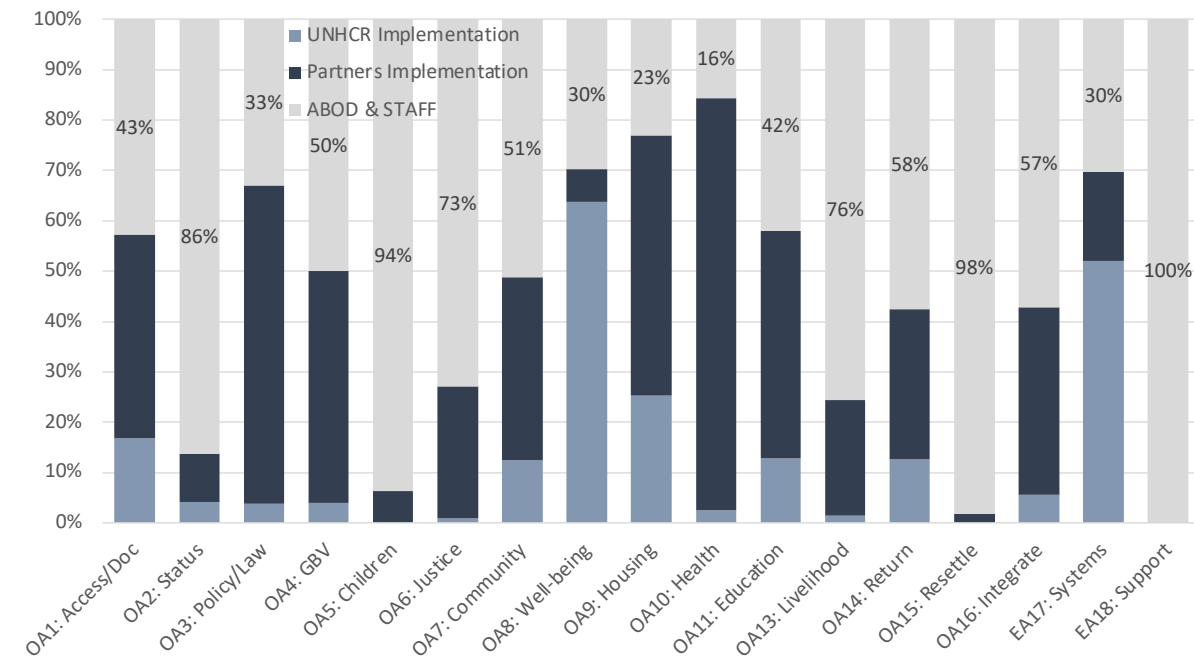
Partners implementation (OL) by Outcomes – 2022-2024



Source UNHCR: Compass data OP OL 2022-2024

<sup>32</sup> No data available for 2020 and 2021

Available funds (OL) burden (%) according to type of implementation (UNHCR & Partners) and Structure (ABOD & STAFF) over the period 2022-2024



Source UNHCR: Compass data OP OL 2022-2024