

UNHCR Evaluation Management Response			
Evaluation title:	<i>Evaluation of the Emergency Transit Mechanism Project in Niger</i>		
UNHCR evaluation reference:	<i>EvO_2025_X</i>		
Entity that commissioned the evaluation:	<i>UNHCR Niger</i>		
Due date of Management Response:	<i>30/12/2025</i>		
Coordinator of Management Response:	<i>Name: Tony Aseh</i>	<i>Job title: Senior external relation officer</i>	<i>Country/Office: Niger</i>
Management Response approved by (senior manager in commissioning office):	<i>Name: Domkpo Fafa Olivier Attidzah</i>	<i>Job title: Representative</i>	<i>Country/Office: Niger</i>
MR submission date:	<i>31/12/2025</i>		

General comments on the evaluation:	<p><i>The final evaluation of the Emergency Transit Mechanism (ETM) in Niger examined Phase II of the project (April 2022–March 2025), implemented by UNHCR with funding from the European Union. The ETM operated in a highly challenging context marked by regional insecurity, climate shocks, and significant political changes following the July 2023 regime change in Niger, which led to the suspension of evacuation flights from Libya and reduced resettlement opportunities.</i></p> <p><i>The evaluation finds that the project was successful, remained relevant and aligned with the protection needs of evacuees and refugees, as well as with national legal frameworks and international human rights standards. However, its effectiveness was constrained by prolonged resettlement processing times and limited available RST quotas, which undermined the ETM's transit objective.</i></p> <p><i>Despite these constraints, the project delivered essential services, including shelter, health care, education, water and sanitation, and cash-based assistance, with stronger results in Hamdallaye than in Agadez. The ETM also contributed to social cohesion and local capacity building. The evaluation highlights the need for diversified durable solutions, improved contingency planning, and realistic communication around resettlement expectations.</i></p> <p><i>The UNHCR Niger team, held monthly operational briefing meetings with the European Union Delegation in Niger (EU) to share updates on ETM activities. Also, the findings of this ETM evaluation were discussed and shared with the EU for inputs, which they generously provided and which were considered. Under the ETM agreement with the Government of Niger, the EU and UNHCR, UNHCR had committed to build infrastructure in Hamdallaye with other resources it would mobilise from other donors before the end of the ETM project in December 2025. However, the office has alerted the Niger authorities and the EU that, considering dwindling funding since 2023 to the Niger operation, UNHCR is unable to fulfil the commitment.</i></p>
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RECOMMENDATION 1:	UNHCR should explore the feasibility of establishing a complementary pathway based on work permits in future programming. This could help reduce overreliance on resettlement and expand legal mobility options for refugees in Niger.
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	<ul style="list-style-type: none"> Conduct a feasibility study to assess the legal, political, and economic viability of introducing work permit-based pathways for refugees in Niger, considering national labour laws and regional mobility frameworks e.g., Economic Community of West African States. Map sectors with labour shortages (e.g., agriculture, construction, services) and assess employer interest in hiring refugees. Document lessons from similar models in other contexts to inform design and advocacy for a pilot initiative in Niger or the region. 																	
Management response:	<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree																	
Reasons (if partially agree or disagree):	We partially agree to this recommendation, as UNHCR has conducted a study in 2023 on socio-economic opportunities for refugees in Niamey ger. All refugees in Niger have the right to work and have access to ANPE work permits (the national agency for employment promotion, ANPE). Secondly, ETM evacuees were meant to all be resettled out of Niger, except for a very few who could see their applications rejected. Furthermore, though relations between AES countries and ECOWAS have shifted from integration to separation, UNHCR operations in the West Africa region (ECOWAS) continue to work with all relevant partners towards employment and self-reliance for refugees in the region. Hence, UNHCR country operations in the region can continue to look into livelihood opportunities and share them with each other, across countries, so that job opportunities can be accessed across countries. It is also agreed to assess work pathways towards third countries with proven capacity to provide employment opportunities to refugees. Preliminary activities are underway by the RST&Cpaths Section.																	
Unit or function responsible:	Niger, Livelihoods and RST/Complementary Pathways Units																	
Top-line planned actions	<table border="1"> <thead> <tr> <th rowspan="2">By whom</th> <th rowspan="2">Comments</th> <th rowspan="2">Expected completion date</th> <th colspan="2">Progress</th> </tr> <tr> <th>Status</th> <th>Comments</th> </tr> </thead> <tbody> <tr> <td>1 UNHCR BO Niamey (RST&Cpaths Section)</td> <td> <p>RST&Cpaths Section, in collaboration with DIMA have started the integration of Cpaths-based questionnaire in the proGres database in view to generate a list of PWS with potential for Cpaths. With this list, UNHCR Niger will be able to conduct an evidence-based advocacy for Cpaths opportunities in its interactions with donor countries, institutions, charities/NGOs. A field mission was conducted by an RST Staff to Agadez to train registration staff on the proper integration of the Cpaths-related questionnaire in proGres during the verification operation in Agadez.</p> <p>Other activities related to population mapping through proGres database will continue until the end of March 2026.</p> </td> <td>04/12/25</td> <td>Completed on 04/12/25</td> <td><i>The field mission took place on 4 Dec. 2025</i></td> </tr> <tr> <td></td> <td></td> <td>March 2026.</td> <td>Ongoing</td> <td></td> </tr> </tbody> </table>	By whom	Comments	Expected completion date	Progress		Status	Comments	1 UNHCR BO Niamey (RST&Cpaths Section)	<p>RST&Cpaths Section, in collaboration with DIMA have started the integration of Cpaths-based questionnaire in the proGres database in view to generate a list of PWS with potential for Cpaths. With this list, UNHCR Niger will be able to conduct an evidence-based advocacy for Cpaths opportunities in its interactions with donor countries, institutions, charities/NGOs. A field mission was conducted by an RST Staff to Agadez to train registration staff on the proper integration of the Cpaths-related questionnaire in proGres during the verification operation in Agadez.</p> <p>Other activities related to population mapping through proGres database will continue until the end of March 2026.</p>	04/12/25	Completed on 04/12/25	<i>The field mission took place on 4 Dec. 2025</i>			March 2026.	Ongoing	
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2	[add 2 nd planned action]	[add name of responsible office]	[detail the actions to be taken]	[expected date of completion]	[indicate: planned/ongoing/completed (specify completion date)]	[any other information pertaining to implementing the action]	
3	[continue as needed]						
RECOMMENDATION 2:		<p>Cash-based assistance should continue during the ETM project phase and future programming. While transfer values may vary based on local market conditions, efforts should be made to ensure transparency, equity, and clear justification for differences to avoid perceptions of unfairness or exclusion.</p> <ul style="list-style-type: none"> Regularly review transfer values based on cost-of-living assessments for Agadez and Hamdallaye. Ensure any differences are grounded in evidence. Clearly communicate assistance policies, including differences in assistance amounts, to beneficiaries and communities to reduce tensions and manage expectations. 					
Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree					
Reasons (if partially agree or disagree):		<p>The future programming of ETM project is uncertain as it ends in December 2025 in Agadez and Hamdallaye. Therefore, any future funding will consider this recommendation. The situation of the market is dynamic, and people who have been forcibly displaced will need to be made aware of the objectives of the assistance, its duration and the expected cash assistance payments.</p>					
Unit or function responsible:		CBI Unit, Field unit and Protection Section					
Top-line planned actions		By whom	Comments	Expected completion date	Progress		
1	Market assessment at Hamdallaye and Agadez	Field Office supported by CBI unit	Market assessment will be organised at Hamdallaye and Agadez to come up with the cost-of-living to fix the minimum expenditure basket that will guide the envelope of the assistance.	31/12/27	Planned	<i>This assessment will be organised ahead of the cash assistance</i>	
2	Sensitisation of the forcibly displaced person on the cash assistance objective, its duration and the expected size of the assistance.	Field Office supported by CBI unit	Conduct sensitisations to refugees' leaders and the local authority on the details of the designed project objectives, its duration and the size of the assistance.	31/12/27	Ongoing	<i>This is ongoing, where cash assistance is implemented</i>	
3	[continue as needed]						

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RECOMMENDATION 3:		<p>Increase refugee awareness and readiness to consider alternatives to resettlement (e.g., local integration, education pathways) through tailored information and peer-based support.</p> <ul style="list-style-type: none"> • Develop communications materials (e.g., videos, brochures, Q&A sessions) on all durable solutions, including successful examples. • Integrate alternative pathway counselling into existing casework and psychosocial support. • Address misinformation and false expectations around resettlement quotas and timelines during group briefings. 				
Management response:		<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		<i>[add only if partially agree or disagree was selected]</i>				
Unit or function responsible:		<i>RST Unit with support of Protection</i>				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
1	Develop communications materials (e.g., videos, brochures, Q&A sessions) on all durable solutions, including successful examples.	Community-based Protection Unit	A set of communications tools are used on an ongoing basis to support information sharing and engagement with affected populations. These include internal and external case referral forms to ensure structured identification and transmission of household information, as well as individual listening sessions to collect and validate data and inform households about their cases. Communication materials also include video content on resettlement and other durable solutions, featuring beneficiary testimonies and good practices. In addition, coordinated mass communication campaigns are implemented across sections to reach a wider audience effectively.	31/12/27	Ongoing	NA
	Integrate alternative pathway counselling into existing casework and psychosocial support.	Community-based Protection Unit	Activities under complementary education pathways include sharing educational opportunities with refugees, supporting applicants in preparing and submitting applications, and encouraging applications for secondary and tertiary scholarships to promote empowerment, skills development, and durable solutions.	31/12/27	Ongoing	NA
	<i>Address misinformation and false expectations around resettlement quotas and timelines during group briefings.</i>	Same	To address misinformation and unrealistic expectations about resettlement quotas and timelines, the office undertakes information campaigns providing clear, consistent, and factual messages during group information sessions. They also focus	31/12/27	Ongoing	NA

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			on raising awareness of the code of conduct, particularly fraud and corruption prevention, to promote transparency and accountability. Communication on durable solutions emphasizes that resettlement is not solely determined by UNHCR and that final decisions rest with resettlement countries. In addition, efforts are made to strengthen joint awareness-raising activities between UNHCR and Niger authorities to ensure a shared and consistent understanding of durable solutions processes.			
RECOMMENDATION 4:			Future iterations of the ETM project or similar humanitarian programmes operating in volatile contexts should include contingency planning from the outset to ensure continuity of operations during political or security shocks, such as those experienced in Niger in 2023. <ul style="list-style-type: none"> • Incorporate structured risk analysis during the design phase, identifying context-specific political, security, and operational risks. • Develop contingency and business continuity plans, including predefined triggers, flexible implementation modalities, and standby arrangements for critical functions (e.g., case processing, cash distribution). 			
Management response:		<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		<i>[add only if partially agree or disagree was selected]</i>				
Unit or function responsible:		<i>Aadez and Niamey field offices, Senior Risk Advisor, Snr protection officer, Interagency Coordination Officer and MFT, Niger</i>				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
Status	Comments					
1	<i>Risk analysis undertaken for the specific Operation's strategic priorities.</i>	<i>MFT facilitated by the Snr Risk Mgt Advisor</i>	Annual risk review and risk treatment plan is systematically integrated into the country strategy, with detailed planning for implementation Structured risk analysis is systematically undertaken for any strategic orientation of the operation (humanitarian, solutions...) and integrated into project proposals for fundraising	31/12/27	Ongoing	NA
2		<i>Field offices, MFT coordinated by</i>	Based on the trend of the Key Risk Indicators established and monitored, CP and BCP are updated	31/12/27	Ongoing	NA

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	<i>Contingency plans and Business Continuity plans are developed and kept updated.</i>	<i>Interagency Coord Officer</i>						
3	<i>Establish a task force to draft an exit strategy for the Humanitarian Centre in Agadez</i>	<i>Agadez field office, Snr Protection Officer, Snr Risk Mgt Advisor</i>	<i>A task force was established, working on an exit strategy for the Humanitarian Centre in Agadez and a sustainable strategy to strengthen the asylum and protection system in the mixt movement context in the Agadez region.</i>	<i>06/12/26</i>	<i>Ongoing</i>			
RECOMMENDATION 5:		<p>In future programming, conduct a contextual and conflict-sensitive analysis that integrates the principles of the “do not harm” approach. It should be carried out at each implementation site before the design of social cohesion activities to ensure that interventions are tailored to local dynamics, population profiles, and the specific drivers of tension or cooperation (e.g., in Hamdallaye vs. Agadez).</p> <ul style="list-style-type: none"> • Commission site-specific assessments that assess demographic composition, patterns of mobility, historical relationships between refugee and host populations, and existing or latent tensions (e.g., over resources, services, or aid allocation). • Incorporate findings into intervention design by aligning QIPs, joint activities, and outreach efforts with the identified local needs. • Develop separate strategies for each location, recognising that a uniform approach may produce uneven results across different contexts. 						
Management response:		<input checked="" type="checkbox"/> Agree	<input type="checkbox"/> Partially agree	<input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		<i>[add only if partially agree or disagree was selected]</i>						
Unit or function responsible:		<i>Protection/CBP Unit, Niamey, Niger</i>						
Top-line planned actions		By whom	Comments	Expected completion date	Progress			
Status	Comments							
1	<i>Commission site-specific assessments that assess demographic composition, patterns of mobility, historical relationships between refugee and host populations, and existing or latent tensions</i>	<i>Protection/CBP Unit</i>	<i>To prevent tensions between refugees and host communities, a range of ongoing actions has been put in place. These include consultation and awareness-raising with both refugees and host populations on social cohesion and respect for host country's laws. Shared infrastructure such as shelters, wells, classrooms, and sanitation facilities are constructed to benefit all communities, alongside the design of community-based projects serving common interests. Perceptions of</i>	<i>31/12/27</i>	<i>Ongoing</i>	<i>NA</i>		

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	(e.g., over resources, services, or aid allocation).		inequality are systematically analysed before and after aid distributions, with targeting criteria adjusted through community consultations led by UNHCR and partners, including OCHA. Additional efforts focus on assessing pressure on basic social services, understanding community dynamics, promoting urban coexistence and youth engagement, and strengthening local conflict resolution and dialogue mechanisms. Findings are shared with communities, integrated into site-specific programme planning, and continuously updated through adaptive monitoring to reflect evolving contextual changes.				
2	[add 2 nd planned action]	[add name of responsible office]	[detail the actions to be taken]	[expected date of completion]	[indicate: planned/ongoing/completed (specify completion date)]	[any other information pertaining to implementing the action]	
3	[continue as needed]						
RECOMMENDATION 6:		<p>Future iterations of the ETM project or similar humanitarian programmes should be designed with a clearly defined ToC from the outset, supported by realistic target-setting and a results-framework that prioritizes outcome-level indicators to measure change.</p> <ul style="list-style-type: none"> • Develop the ToC collaboratively during the design phase with input from UNHCR, IPs, and government stakeholders to ensure shared understanding of expected results and contextual assumptions. • Set realistic and context-specific targets for each result area, based on baseline data and operational constraints. Where feasible, targets should be disaggregated by site (e.g. Hamdallaye vs. Agadez) and demographic characteristics (e.g. age, gender, disability), and intervention type. • Revise the project logframe to move beyond aggregated output-level tracking (e.g., number of shelters built, or people served) and include outcome-level indicators (e.g., perceived safety, satisfaction with services, improved access to durable solutions). 					
Management response:		<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree					
Reasons (if partially agree or disagree):		[add only if partially agree or disagree was selected]					
Unit or function responsible:		Programme Unit and Monitoring & Evaluation Officer					
Top-line planned actions		By whom	Comments			Progress	

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					Expected completion date	Status	Comments
1	<p>Organise a capacity-building programme for UNHCR staff, IPS and government stakeholders on Results-Based Approach (RBM), including:</p> <ul style="list-style-type: none"> • How to design a Theory of Change (ToC). • Setting SMART indicators and realistic targets. • Developing outcome-level indicators and a robust results framework. 	Programme & Monitoring and Evaluation	<p>This action is critical as UNHCR transitions to a projectisation model, which requires a stronger focus on results-based planning and accountability. The aim is to improve staff capacity in designing evidence-based programmes with clear ToC, realistic targets, and outcome-focused indicators for future programmes.</p> <p>This investment in capacity building will not only improve programme quality but also strengthen UNHCR's credibility and adaptability in a competitive funding environment.</p>	06/12/26	Planned	NA	
2	<i>[add 2nd planned action]</i>	<i>[add name of responsible office]</i>	<i>[detail the actions to be taken]</i>	<i>[expected date of completion]</i>	<i>[indicate: planned/ongoing/complete (specify completion date)]</i>	<i>[any other information pertaining to implementing the action]</i>	
3	<i>[continue as needed]</i>						

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