

# ANNEXES TO THE EVALUATION REPORT

## FINAL EVALUATION

### GEWE PROJECT

#### Contenido

1. EVALUATION TERMS OF REFERENCE.....	2
2. LIST OF STAKEHOLDERS INTERVIEWED .....	9
3. INCEPTION REPORT .....	10
4. EVALUATION MATRIX.....	19
5. RESULTS MATRIX .....	29
6. INDICATORS MATRIX.....	42
7. RISKS MATRIX .....	48
8. ADR REVIEW: CONSLUSIONS AND RECOMMENDATIONS.....	50
9. CHALLENGES OF INTERNAL ARTICULATION OF THE GENDER APPROACH WITHIN THE COUNTRY PROGRAM UNDP 2018-2020.....	51
10. NATIONAL GENDER STRATEGY REVIEW .....	53

EVALUATION REPORT

## 1. EVALUATION TERMS OF REFERENCE

### TERMS OF REFERENCE

#### FINAL EVALUATION OF UNDP GEWE PROJECT AND THE JOINT PBF PROJECT (STRENGTHENING WOMEN'S ROLE AND PARTICIPATION IN PEACEBUILDING - TOWARDS JUST, FAIR AND INCLUSIVE SOMALIA)

##### Assignment Information

Assignment Title:	Final Evaluation of the UNDP GEWE Project (strengthening Gender Equality and Women Empowerment Project (2015-2017) and the joint PBF project (strengthening women's role and participation in peacebuilding - towards just, fair and inclusive Somalia)
UNDP Somalia	Gender unit
Duty station	Mogadishu (with travelling to the regions)
Duration	Two months (60 days)
Project/ Programme	Gender Equality and Women's Empowerment/UN MPTF programme

### 1. Introduction

UNDP Somalia GEWE Project, "Strengthening Gender Equality and Women's Empowerment" ended in December 2017. The GEWE project aimed at strengthening women's representation and participation in public decision-making processes rendering them more inclusive; engaging community structures to transform negative traditions which limit women's and girls' rights; addressing challenges of limited capacity and insecurity all of which adversely affect women's ability to voice their concerns, put forward their agenda, negotiate their interests, claim their rightful space in society and enhance their access to resources and opportunities; and promoting legal and policy reforms that eliminate structural barriers to gender equality and empower women and girls.

On the other hand, the UN Joint PBF project (Strengthening women's role and participation in peacebuilding - Towards just, fair and inclusive Somalia), was approved by PBSO with Peacebuilding Fund (PBF) funding under the Gender Promotion Initiative 2 (GPI2) implemented by UNDP (lead), UN Women and UNSOM over the period July 2015 to December 2016. The PBF project aimed at improving and enhancing women's role and participation in the peacebuilding and public policy making processes while advancing their political empowerment; strengthening national gender machineries, including the federal Ministry of Women and Human Rights Development and Somali women civil society leaders to ensure integration of gender and improved representation of women in the emerging peace and political processes.

## EVALUATION REPORT

The final evaluation of both projects is required to measure and assess whether the intended project outcomes and results were met. The frames of reference for the evaluation will be the UNDP Somalia GEWE Project Document (2015 to 2017) and the PBF project (July 2015 to December 2016).

### 2. National Context

Somalia is still stricken by extreme poverty with the fourth lowest GDP per capita as of 2012 (\$226) in the world.<sup>1</sup> While there is serious lack of statistical data in Somalia, available evidence shows that Somali women are still far from enjoying equal rights and treatment. Women are significantly under-represented especially in political processes, including electoral processes – be it as voters, candidates, elected representatives or electoral. The Social Institutions & Gender Index for 2014 places Somalia on the 6th lowest position in the world, with 'very high' discriminatory family codes, 'very high' levels of restricted physical integrity, and a 'very high' level of restricted resources and assets. Supporting women's representation and active participation in political leadership and other decision-making organs and institutions is important for Somalia's ability to achieve its peace and state-building goals.

In a historic achievement during the 2016 electoral process, Somali women secured approximately 25% representation in the 10th Federal Parliament (24% in the Lower House and 25% in the Upper House). The achievement was the result of sustained efforts by women's rights advocates for the quota. However, Somali is yet to put in place legal and policy frameworks in support of the quota for women. Sexual and gender-based violence (SGBV) continues to be perpetrated against women and girls across Somalia. Limited access to formal justice mechanisms, extreme marginalization and repression under the traditional justice system or harsh implementation of Shari'a law have further exacerbated their plight. Although women have become an important part of the Somali economic structures in recent years, women still have a weak position in the labor market and represent a large proportion of the vulnerable employment population.

### 3. Purpose, Objectives and Scope of Evaluation

This evaluation will assess the achievements of the GEWE and PBF project outputs and their contribution to the outcomes. Therefore, the purpose of this evaluation is to:

- Assess whether each of the UNDP GEWE project and UN joint PBF project achieved their stated outputs.
- Determine whether each of the projects contributed to achieving their stated programme outcomes,
- Highlight any processes and partnerships that contributed to the achievement of both project outputs; and
- Document lessons learned, success stories and good practices to capitalize on the experiences gained on both projects.

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<sup>1</sup> "Central Bank of Somalia – Annual Report 2012". Central Bank of Somalia. Retrieved 2 August 2014.

EVALUATION REPORT

- Provide forward-looking recommendations on how to build on the achievements of both projects and to ensure that they are sustained by the relevant stakeholders;
- The evaluation should take into consideration projects' duration, existing resources and political and contextual constraints.

**Objectives:**

Overall the evaluation will assess the relevance, effectiveness, efficiency and sustainability of the two projects focusing on: -

- **Relevance**, including planning, design, implementation and coherence of the projects vis-à-vis the specific country context.
- **Effectiveness**, i.e. examining factors contributing to the achievement of the results.
- Efficiency in the strategic use and allocation of resources and in the managing, monitoring and documentation of the project
- **Sustainability** in the continuation of the results of the project post-implementation.
- **Level of ownership** among the stakeholders in the project, and identify lessons learned.
- Come up with suggestions for future interventions under new programmes

Specifically, the following five areas will be of interest in this evaluation: -

- **Project outputs and activities:** assess effective implementation as well as results delivered vis-à-vis the expected outputs and outcomes.
- **Women's participation:** determine key contributions of the project in advancing political empowerment of women.
- **Capacity of women machineries and civil society:** project role and contribution in strengthening capability of women ministries (involved), policy and legal environment widening scope and opportunities for and enabling women leaders, ministries to advance women's empowerment, in particular women, peace and security issues.
- **Peacebuilding impact:** specific contributions and catalytic effects of the project in advancing women's political role for peacebuilding and sustainability of effect/impact, including (change occurred in) the perception of women in politics in Somalia.
- **Lessons learned:** analyze lessons learned with regard to - peacebuilding in Somalia; risks, challenges and mitigating measures adopted; meeting unforeseeable challenges and risks; and provide recommendations on how to further enhance efforts in support of women in peacebuilding endeavors and possibility of replication of the project interventions

The primary users/beneficiaries of the evaluation will be the Government of Somalia - particularly the ministries of women-, UN entities, UNDP Country Office and donors. Secondary users will be other relevant development partners, women's organizations and feminist movements, as well as research institutions/academia.

## EVALUATION REPORT

### 4. Methodology, Evaluation process and Time Frame

Whilst the whole process will be led and managed by the Lead entity—UNDP, the evaluation will be guided by UNDP Gender Specialist (GEWE project), the UN Senior Gender Advisor (SGA), PBF Coordination Officer/Specialist (PBF project). The evaluation will generate/provide findings, analysis and recommendations using the following methods.

**Interviews** of stakeholders—one-to-one, in-depth and discussions/meetings, including structured discussions and focus group discussion. Government representatives (from both federal, Somaliland and Puntland) as it may apply. In particular MoWHRD, MOWDAFA, MOLSA, PSGs members, donors, women's groups and other stakeholders, including civil society civil-society representatives, women peace activists, UN entities, including RUNOs and the UN Gender Theme Group will be among the key stakeholders who will be consulted and sought information from during the evaluation. In addition, discussions will be held with other joint programme managers, those managing peace-building initiatives.

**Review of relevant documents** the evaluation will also involve analysis of Secondary data-documentations. In particular project document and other background documents relevant to the projects and national context, including the New Deal Compact and the UN Integrated Strategic Framework, Somalia conflict analysis, project implementation plans, progress reports, monitoring assessment, analysis conducted by the UN and implementing partners. The UNDP gender project will also require analysis of background documents on the national context, documents prepared by international partners and documents prepared by UN system agencies, programme plans and frameworks, progress reports, monitoring self-assessment such as the UNDP Result Oriented Annual Report; third party monitoring, and evaluations conducted by the country office and partners. A list of background and project related documents will be shared well in advance.

**The criteria** for selecting places for field visit include; accessibility/security; critical mass of project interventions, potential for significant learning (both successful as well as challenging cases); and coverage of all project areas.

**Validation;** The information collected from various sources/methods will be triangulated to ensure the data is valid.

**Stakeholder involvement;** At the start of the evaluation, a stakeholder analysis will be conducted to identify all relevant projects' partners as well as those who may not work with the two projects but play key role in the outcome to which the projects contribute. Where possible, the evaluation will use a participatory approach to the design, implementation and reporting on the evaluation.

#### Evaluation Process and Timeframe

The evaluation is expected to commence on 19<sup>th</sup> February 2018 for an estimated duration of days 60 working days (both projects). This will include literature review, interview/discussions/meetings and report writing.

#### Expected deliverables

EVALUATION REPORT

The main deliverables of this consultancy are: an inception report (including a work plan) highlighting the distinct approaches for each project and how their findings will be distinguished, debriefing notes and final evaluation reports for both projects.

- **An inception report** will be submitted to UNDP, highlighting the distinct approaches for each project and how their findings will be distinguished, with a detailed work plan outlining the steps, key stakeholders to be interviewed, key questions to be asked and an outline of the final report. For the PBF Project, this shall be compliant with the PBSO evaluation report templates. The inception report will also provide details of data gathering process, list of key stakeholders to be consulted/interviewed as per agreed methodology.
- **Debriefing notes and presentation of draft reports:** initial assessment and analysis will be shared with key stakeholders, mainly women ministries, CSO representatives and participating UN entities. UNDP will facilitate feedback and review to inform the draft report.
- **Draft Reports:** the draft reports for each project will be submitted for comments to UNDP, UN Women, UNSOM, PBSO and the Government counterpart, with UNDP responsible for co-coordinating the feedback process with the recipient agencies. The draft reports shall be made available as per the date stipulated in the agreed work plan.
- **Final reports:** the final reports will be approved by the above noted entities after the evaluation team-leader has incorporated, to the largest extent possible, all relevant comments provided while preserving the independent views of the evaluator. The reports should not exceed 20 pages, with analysis, findings, observations, recommendations. Additional annexes may be attached to the main report.

**Management Arrangements**

The evaluation process for the two projects will be managed by UNDP as the lead entity, with specificities:

- The Coordination and advisory support for the PBF project will be extended by the SGA to the SRSG; the PBF Coordination Specialist in Somalia and the PBF monitoring and evaluation team in New York.
- The actors and accountabilities for the UNDP GEWE project will be as follows:

Actors and Accountabilities	Roles and Responsibilities
UNDP Senior management	<ul style="list-style-type: none"> <li>– Safeguards of the independence of the evaluation exercise and ensure quality of evaluations</li> <li>– Prepares a management response to the evaluation and ensure the implementation of committed actions in the management response</li> </ul>

EVALUATION REPORT

<p>Gender Programme Manager and Gender team</p>	<ul style="list-style-type: none"> <li>– Provides inputs from the programme perspective</li> <li>– Participates in the review of the evaluation methodology and provide comments to the evaluation team</li> <li>– Observes the process of the evaluation</li> <li>– Facilitates evaluation by providing relevant documents and contacts</li> <li>– Facilitates and ensure the preparation and implementation of relevant management responses</li> <li>– Facilitates and ensure knowledge sharing and use of the evaluation information</li> <li>– Coordinates with the project team to arrange travels for field visits of the consultant.</li> </ul>
<p>Partnerships and Planning Unit (PPU)</p>	<ul style="list-style-type: none"> <li>– Supports the Evaluator at all stages of the evaluation management in terms of technical issues of the evaluation</li> </ul>
<p>Reference Group (government line ministries, UN partner agencies, CSOs and beneficiaries)</p>	<ul style="list-style-type: none"> <li>– Participates in various steps of the evaluation management process such as inception meeting and commenting on draft reports to ensure evaluation quality.</li> </ul>
<p>Consultant</p>	<ul style="list-style-type: none"> <li>– Leads the whole evaluation process</li> <li>– Manages the evaluation process in timely manner</li> <li>– Communicates with UNDP CO whenever it is needed</li> <li>– Conducts field visits to the selected regions and collect data</li> <li>– Reports to UNDP when required</li> <li>– Produces the inception report</li> <li>– Holds validating workshop with Stakeholders and beneficiaries</li> <li>– Produces the final report by addressing and incorporating comments and feedbacks Provided</li> <li>– Participates in dissemination workshops organized by UNDP and present findings of the report.</li> </ul>

EVALUATION REPORT

**Required skills and competencies of consultant**

The following are the required skills and competencies expected from the selected applicant conducting this final programme evaluation.

- **Education:** Advanced university degree in relevant fields such as gender, development and social studies, International Peace and Development, sociology, political science and evaluation. Advanced degree in evaluation is an asset.
- **Experience:** Minimum seven years of experience in project Evaluation (experience with evaluating gender equality and PBF supported projects an asset); **evidence of similar work will be required.**
- Knowledge of PBF principles and Somalia
- Fluent in English: excellent written and verbal communication skills;



EVALUATION REPORT

## 2. LIST OF STAKEHOLDERS INTERVIEWED

1. Fadumo Dayib	UN Women Country Program Manager
2. Leila Daud	FL Project Officer
3. Victoria Nwogu	UNDP Gender Specialist
4. Judith Otieno	Program Gender Analyst
5. Mubarik Mohamoud	Project Manager
6. Bushra Hassan	UNDP M&E Specialist
7. Amina Arale	Somali Women Development Centre SWDC Director
8. Asha Siyad	Somali Women Leadership Initiative SWLI Director
9. Abdaziz Omar	Human Development Concern HDC Director
10. Amina Haaji	Save Somali women and children SSWC Director
11. Shipra Bose	Gender Adviser UNSOM
12. Mohamed Abdi	Talo Rehabilitation and Development Organization TARDO
13. Faduma Mohamed	Talo Rehabilitation and Development Organization TARDO
14. Abdirisak Nuh Mohamed	D.G MOWDAFA Puntland
15. Luul Jama Nor	MOWDAFA Gender and Human Rights Director
16. Samsam Said	MOWDAFA Gender Advisor
17. Kareema Hassan	GEWE PL Project Officer
18. Zahra Said Nur	Forum for African Women Educationalists FAWESOM
19. Yurub Hersi Egat	FAWESOM Finance Officer
20. Asha Gelle	Asha Gelle Foundation Director
21. Ahmad Suliman	UNSOM Human Rights Officer
22. Leobang Diteko	UNSOM Political Affairs Officer
23. Abdirahman Osman	Nafis Network Executive Director
24. Mustafe Ahmed	Nagaad Network Project Manager
25. Nafisa Yusuf	Nagaad Network Executive Director
26. Abdulaziz Said	YOVENCO Executive Director
27. Ilaria Carpen	UNDP Head of Office Hargeisa
28. Hinda Jama Hirsi	Minister MOLSA Somaliland
29. Mohamed Elmi Aden	Director General MOLSA
30. Kader Iman Eser	MOLSA Gender Consultant
31. Peter de Clercq	Deputy Special Representative of the UN SG UNSOM
32. Albert Soer	UNDP Program Manager. Capacity Development
33. George Conway	Somalia UNDP Country Director
34. Irfan Mahmood	Operations Manager. Inclusive Politics Portfolio
35. Zubair Ezzat	Portfolio Manager. Economic Recovery & Development
36. Absisabur Abubakar	UN Women Program Specialist. Women Pol. Participation

EVALUATION REPORT

### 3. INCEPTION REPORT

#### Introduction

The consultant understands evaluation as a constructive, participatory and reflective process, aimed at assessing the processes put in place and its ability to achieve the objectives and results of the Projects from the point of view of the relevance, efficiency, effectiveness and an approach towards sustainability. Its final goal is to provide UNDP Somalia and affiliate partners with useful recommendations for the development of future similar interventions.

The evaluator will develop this task under a retrospective evaluative approach and a "results-based management" orientation, according to the latest trends of cooperation expressed in the Paris Declaration on Aid Effectiveness to Development (2005) and its Action Plan Accra (2008)<sup>2</sup>, in terms of ownership, alignment, harmonization, managing for results and mutual accountability. The *logical framework* is the methodological reference structure. *Theory of change* methodology will be also used for the efficiency -results- analysis and relevance -design- of the projects.

All the evaluation approaches will be framed in the Projects' strategic intervention framework, mainly Somali New Deal Compact and the five Peace and State-building Goals (PSGs)<sup>3</sup> of the Compact.

To ensure the success of the evaluation process, the consultant will be accompanied by a Reference Evaluation Group and Program staff designated for that purpose and who will provide access to key informants and clarify aspects of the Projects. They will also provide additional information, guidance in selecting the places to visit, ensure engagement external with partners and donors, including key informants, allowing a more effective evaluative process.

#### Evaluation background: objectives and general approach

##### Context of the Projects <sup>4</sup>

*The socio-economic situation of Somalia is very fragile. Approximately, 69% of Somalia's population lives below the poverty line. Poverty in Somalia is more pronounced in the IDP camps estimated to*

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<sup>2</sup> <http://www.oecd.org/dac/effectiveness/34428351.pdf>

<sup>3</sup> The Somali Compact entails five Peacebuilding and Statebuilding Goals (PSGs) namely: Inclusive Politics (PSG1), Security (PSG2), Justice (PSG3), Economic foundations (PSG4) and Revenues and Services (PSG5).

<sup>4</sup> Somalia National Development Plan 2017-2019

EVALUATION REPORT

*be 88% followed by rural areas with 75% and urban areas with areas 67%. At regional level, two specific regions of Somalia; Somaliland, located in the North-West and Puntland, located in the North East, experience more stability with regard to socio economic conditions.*

*In Somalia, the main drivers of conflict and fragility is rooted in societal fragmentation and lack of trust and lack of social cohesion across societal groups, resource scarcity and fight over resources and land, warlordism, poverty and unemployment, corruption, state failure, exclusionary politics and foreign armed presence<sup>5</sup>. The Somali clan structure adversely affects and reinforces the women's role in political and public processes and on the other hand allows women to play the role of conduit for information and trust-building across clan lines. Elders and religious institutions, informal actors, limit women's access, participation and life choices affecting women's participation and undermining women's role in politics, public and policy decisions.*

*Five precipitating causes or conflict triggers are especially prominent: criminal acts are a major conflict trigger; misallocation of productive resources—jobs and positions of power; elections have raised tensions to worrisome levels in Somaliland and Puntland; volatile dispute over federalism; reduced ability of clan leaders and the political leadership to prevent conflict through effective intervention and negotiation<sup>6</sup>.*

*Somali women's participation in political processes, state formation and reconciliation processes is hindered by their subordinate position and role within clan structures and lack of adequate institutional support and engagement. Women and girls suffer most from Gender Based Violence and the justice system remains as yet ill-equipped to provide effective options for women victims of armed conflict and survivors of gender based violence.*

*The changing gender roles manifest, for example, in the increasing number of single-headed households primarily due to the prolonged conflict; with 66% of these headed by women. In 2014, starting from age 15, the Labour force participation of men rose to over 80% around age 30, while the gender gap increases and the Labour force participation of women was only slightly more than 40% at the same age. The continued lack of access to services, such as education and health, or lack of access to agricultural production or other livelihoods and employment opportunities have kept most of the female population disempowered.*

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<sup>5</sup> Somalia Conflict Analysis; World Bank 2013 Somalia: Drivers of conflict and fragility.

<sup>6</sup> Peacebuilding context. PBF Project.

## EVALUATION REPORT

*The increased responsibilities that women face at the household level as a result of the conflict are not matched with a comparative increase in their voice at decision-making levels. The participation and role of women in politics and decision-making spheres remains limited, perpetuating narrow gender based roles and inequalities.*

*Across the country, traditional or customary laws often override the state judiciary law and lack of justice for sexual and gender-based violence has been a challenge that predominantly results in underreporting of incidents. Early marriage for girls remain extremely high. The age of marriage for many girls is early, with 45% of women aged 20 to 24 married before the age of 18. Practices such as polygamy, early and forced marriages, FGM, and wife inheritance, continue to undermine development towards increased gender equality. FGM remains at an extremely high rate of 98%. Security discourse around women is usually focused on seeing women as victims, but quite rarely as active agents who can be instrumental in improving security situation not only for themselves, but also for others.*

### The response from the UN System

The UNDP Somalia Country Office works with the Federal Government of Somalia as well as authorities in various states and regions. Its programme priorities are aligned with the Peacebuilding and Statebuilding Goals (PSG) and priorities stipulated in the Somali Compact as follows, inclusive politics, security, justice, economic foundation and revenue and services.

The Vision 2016 and the Somali New Deal Compact provide the overarching framework for the peace- and state building efforts in Somalia. Initiatives are organized around the five Peace and State-building Goals (PSGs)<sup>7</sup> of the Compact. The interventions of the Federal Government of Somalia (FGS) and its partners including the UN are aligned with the PSGs, well as authorities in various states and regions.

*In its support to the implementation of the Somali Compact, the UN in Somalia has reaffirmed its commitment to mainstreaming Gender and the Women, Peace and Security (WPS) Agenda and ensuring women's participation in all five PSG processes, including their participation in ongoing and emerging state formation and political processes. To translate the commitments into action, the UN*

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<sup>7</sup> The Somali Compact entails five Peacebuilding and Statebuilding Goals (PSGs) namely: Inclusive Politics (PSG1), Security (PSG2), Justice (PSG3), Economic foundations (PSG4) and Revenues and Services (PSG5).

EVALUATION REPORT

*proactively seeks to support MoWHRD and women CSOs by facilitating and building their capacity for an improved access to various processes and decision-making fora.*

The two Projects are also aligned and consistent with the goals and priorities and gender equality and women's empowerment commitments that were set forth in the UN Integrated Strategic Framework (ISF)<sup>8</sup> and the provision of the Provisional Federal Constitution and placed within the framework of the UN SCRs 1325 and 1889.

At the global level, UNDP launched a new Strategic Plan (2014-2017), a new Gender Equality Strategy (GES) (2014-2017), and a new Gender Parity Strategy (2013-2017). The GES and the Gender parity strategy together, provide detailed guidance for UNDP country offices and business units on how to mainstream gender perspectives as they operationalize all aspects of UNDP's Strategic Plan. Inside the CPD UNDP Somalia 2011-2015, the GES is integrated into the Outcome 4<sup>9</sup>, making the reduction of gender inequality and promotion of women's empowerment its main focus.

The GEWE II Project is built on the basis of a previous experience -first GEWE Project (2012 – 2014)- . CO Assessment of Development Results (ADR) exercise in May/June 2014, with specific focus on Outcome 4 CPD Somalia 2011-2015 concluded that the GEWE I project contributed visibly and significantly to development results for gender equality and women's empowerment. The assessment recommended the four lines of action that were validated by the different national actors to be following phase of intervention.

The overall objective of the GEWE Strategy II is to *'Achieve more efficient and effective responses to development challenges in Somalia through faster progress in reducing gender inequality and promoting women's empowerment.'*

<b>GEWE Project</b>	
<b>Project title</b>	Strengthening Gender Equality and Women's Empowerment in Somalia
<b>Geographical coverage</b>	Somalia (all three Somalia territories)
<b>Objective</b>	Somali Women and Men Attain Greater Gender Equality and are Empowered
<b>Expected Outputs</b>	

<sup>8</sup> The [Integrated Strategic Framework \(2014-2016\)](#), which was signed in Mogadishu on 29 October 2014, is the first comprehensive plan of the United Nations in Somalia in over 20 years and marks a milestone in the partnership between Somalia and the UN. Spelling out the UN's contribution to the implementation of the New Deal, the ISF is a clear expression of the UN's commitment to support the Government and the Somali people in building a peaceful, stable and prosperous future.

<sup>9</sup> Outcome 4: "Somali women and men attain greater gender equality and are empowered".

EVALUATION REPORT

<ol style="list-style-type: none"> <li>1. Increased participation and representation of women in politics, peace building and decision making</li> <li>2. Enabling environment for increased economic opportunities for women in the private sector</li> <li>3. Measures implemented to prevent GBV and reduce the prevalence of harmful traditional practices against women</li> </ol> <p>and girls; especially FGM Women supported by appropriately designed, implemented and enforced legal and policy frameworks in line with CEDAW, the Maputo Protocol and Security Council Resolutions 1325 (2000), 1888 (2009), 1889 (2009) and 1820</p>
<b>Program management unit</b>
UNDP
<b>Implementing agencies</b>
The Federal Ministry for Women and Human Rights Development (MoWHRD), the Ministry of Labour and Social Affairs (Somaliland), the Ministry for Women Development and Family Affairs (Puntland) other relevant line ministries, departments and agencies; CSOs, CBOs, and research institutions across Somalia.
<b>Resources</b>
Total resources required \$8,373,901
Total allocated resources \$3,625,000
Unfunded budget \$4,748,901
<b>Donors</b>
Regular (TRAC); Norway; Danida
<b>Project period</b>
January 2015 – December 2017
<b>Thematic approaches</b>
<ol style="list-style-type: none"> <li>a) Participation and representation of women in politics, peace building and decision making;</li> <li>b) The role and the status of women in the economic sphere;</li> <li>c) Gender Based Violence (GBV) and harmful traditional practices; and</li> </ol> <p>Legal and policy frameworks in line with CEDAW, the Maputo Protocol and Security Council Resolutions</p>

*The Peacebuilding Fund is the Secretary General's Fund – launched in 2006 to support activities, actions, programmes and organisations that seek to build a lasting peace in countries emerging from conflict. The Secretary-General has delegated overall management responsibility for the Peacebuilding fund to the Peacebuilding Support Office. The PBSO approves projects and programs and monitors implementation. The United Nations Development Programme's Multi Partner Trust Fund Office administers the Fund. The United Nations Assistance Mission in Somalia (UNSOM) under Security Council resolution 2102 (2013) provides support to the Federal Government of Somalia (FGS) in its peacebuilding and statebuilding priorities under the New Deal Compact.*

*PBF Project aims at strengthening women's role and agency for the advancement of their political and economic empowerment, directly supports the commitments undertaken by the FGS by supporting Somali women civil society leaders in translating these into action in partnership with the FGS. The project places a specific focus on women's meaningful and equitable participation in ensuring their voices are heard, they are proportionately represented in decision-making fora and negotiation processes and their concerns and needs are adequately addressed, in particular to enhance their access to resources and opportunities. It also seeks to facilitate changes in policy environment and legal framework.*

EVALUATION REPORT

<b>PBF Project</b>	
<b>Project title</b>	Strengthening women's role and participation in peacebuilding - Towards just, fair and inclusive Somalia
<b>Geographical coverage</b>	Mogadishu (Federal), Puntland, Baidoa, Kismayo, Geddo, newly emerging states and recovered areas.
<b>Objective</b>	Women's improved participation and voice in the reconciliation processes and emerging democratic institutions
<b>Expected Outputs</b>	<ol style="list-style-type: none"> <li>1. Enhanced roles and participation by women in political and public policy making processes to sustain and consolidate peace</li> <li>2. Enhanced capacity of MoWHRD and women CSOs, in particular their leadership role, policy making competence, advocacy and negotiation skills so as to inform and influence the PSG processes</li> <li>3. Compact commitments to advance gender equality and women's empowerment realized</li> </ol>
<b>Program management unit</b>	UNSOM, UNDP, UN Women
<b>Implementing agencies</b>	<p><b>Government:</b> Ministry of Women and Human Rights Development (MoWRHD - Federal), Ministry of Women Development and Family Affairs (MoWDFA - Puntland)</p> <p><b>CSOs:</b> Somali Women Leadership Initiative (SWLI), others to be determined through competitive bidding.</p> <p><b>Research institution:</b> Heritage Institute for Policy Studies</p>
<b>Resources</b>	Total Project Cost \$1,000,000 Peacebuilding Fund \$1,000,000
<b>Donors</b>	Peacebuilding Fund
<b>Project period</b>	July 2015 – December 2016
<b>Thematic approaches</b>	<ol style="list-style-type: none"> <li>a) National dialogue and political processes, including various on-going and forthcoming state formation processes and the electoral cycle;</li> <li>b) National reconciliation; women's improved participation and voice in the reconciliation processes;</li> <li>c) Equitable access to service delivery</li> </ol>

Purpose of the Evaluation

The ToR of the consultancy established that the purposes of the evaluation of the two Projects are to:

- Assess whether each of the UNDP GEWE project and UN joint PBF project achieved their stated outputs
- Determine whether each of the projects contributed to achieving their stated programme outcomes
- Highlight any processes and partnerships that contributed to achievement of both project outputs
- Document lessons learned, success stories and good practices to capitalize on the experiences gained on both projects
- Provide forward-looking recommendations on how to build on the achievements of both projects and to ensure that they are sustained by the relevant stakeholders
- The evaluation should take into consideration projects' duration, existing resources and political and contextual constraints.

ToR also set out some areas of interest for the two project's evaluation:

- Project outputs and activities: assess effective implementation as well as results delivered vis-à-vis the expected outputs and outcomes

## EVALUATION REPORT

- *Women's participation: determine key contributions of the project in advancing political empowerment of women*
- *Capacity of women machineries and civil society: project role and contribution in strengthening capability of women ministries (involved), policy and legal environment widening scope and opportunities for an enablin women leaders, ministries to advance women's empowerment, in particular women, peace and security issues*
- *Peacebuilding impact: specific contributions and catalytic effects of the project in advancing women's political role for peacebuilding and sustainability of effect/impact, including (change occurred in) the perception of women in politics in Somalia*
- *Lessons learned; analyse lessons learned in regard to -peace building in Somalia; risks, challenges and mitigating measures adopted; meeting unforeseeable challenges and risks; and provide recommendations on how to further enhance efforts in support of women in peacebuilding endeavors and possibility of replication of the project interventions.*

In response to these purposes and areas of interest, during the process of gathering information, the evaluator, along with all the other participants in the evaluation process, will analyse the implemented strategic approaches, management model and structure proposed, the flow of administrative processes, and the degree of dialogue and joint action between the different actors. Similarly, it will analyse the capabilities of coordination with other initiatives at local and national levels, strengthening generated capabilities towards sustainability, including crosscutting approaches, the added value of its performance, the management coordination as a Joint Program (in case of PBF), and the role of UNDP as lead entity, administrator. All this, with the intention of drawing conclusions, lessons learned and useful recommendations for carry out future interventions under the same approach.

### **Methodology for collection and analysis of information**

The proposed methodology is defined as: **constructive**, aimed at collecting recommendations and lessons learned; **participative**, where everyone should have a voice; **joint**, in a horizontal relationship and a common vision; **wide**, it will try to pick an open view of a national strategic approach, analysing the results expected and the unforeseen; and **sensitive** to transverse axes - gender, human rights and diversity.

The evaluation methodologies and techniques used, are determined by the information needs, the terms established in the ToR, the availability of resources and time, and the priorities expressed by stakeholders.

The information gathering process guarantees quantitative and qualitative analysis and geographical representation, thematic and actors involved. To ensure the validity of the information



EVALUATION REPORT

collected, it will be triangulated among partners, beneficiaries and other Project stakeholders. Five groups of partners have been identified. For each of these groups of actors, a package of questions (Annex 4) has been provided, drawn from the questions of the evaluation matrix.

For quantitative research, there will be an indicator matrix containing indicators from both projects (Annex 3) in which the latest measurements of progress will be established.

Good practices will be identified by the consultant based in its experience and standard criteria. Examining lessons learned serves to provide information on the factors that have contributed to a greater or lesser success.

Relevance/Coherence: The analysis will look at the design quality of the Projects: consistency with the situational scenario and problems encountered; degree of involvement of national institutions, local governments and local civil society organizations; participation of the local partners in the design of the Projects; and how this design is strategically oriented to the achievement of the intended outputs and outcomes.

Efficiency: The analysis will assess the cost-benefit ratio, agility of administrative processes, compliance with the times set in the planning, and fluidity of financial processes; especially in the analysis of administrative and financial measures, including accountability and organizational structure and governance of the Projects.

Effectiveness: Effectiveness analysis will focus on identifying the way activities contributed to achieving intended Outputs, and how they eventually contributed to the intended Outcomes, through compliance of the assumptions proposed in the chain of effects (theory of change). Special attention to compliance with the proposed indicators will be also addressed.

Sustainability/Viability: The evaluator will examine the performance of the strategic guidelines for sustainability submitted in the Project documents, and the action taken to strengthen individual and institutional capacities with partners.

**Consulting Schedule**

Based on the contractual commitments of the consultancy, the following schedule is proposed for its development.

	WEEKS
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EVALUATION REPORT

ACTIVITIES	1	2	3	4	5	6	7	8
Study of documentation	X							
Preparation of Inception Report	X	X						
Presentation of methodology		X						
Interviews with key players on the field		X	X	X	X	X		
Visits to Garowe and Hargeisa			X	X				
Presentation of preliminary findings				X				
Writing Draft Evaluation Report			X	X	X	X		
Presentation of Draft Evaluation Report						X		
Review draft report and receiving comments							X	X
Preparation of Final Report							X	X

The consultant will undertake the field mission from 20<sup>th</sup> March to 26<sup>th</sup> April 2018. A draft of the Evaluation Report will be presented on the week 6. A briefing session will be held to present and discuss the preliminary findings from the evaluation exercise.

From 29<sup>th</sup> April to 11<sup>th</sup> May, the evaluator will prepare the Final Evaluation Report that will be feed with the comments from the staff responsible of the accompaniment to the evaluation.

**Annexes**

- I. Evaluation Matrix
- II. Other Evaluative Criteria
- III. Indicators Matrix
- IV. Interviews Questionnaires

## 4. EVALUATION MATRIX

### *Evaluation Criteria*

Criteria	Evaluation Questions	Success Criteria	Source of Information	Methodology (gathering of information)
<b>Design Level: Relevance</b>	<i>To what extent the proposed intervention was appropriate for the context of evolution of the theme of gender equality and fight to gender violence at the national level?</i>	The projects identified priorities and strategic lines of intervention. It also knew how to redirect their strategies according to political changes and context.	Annual planning, execution reports, baseline and monitoring tool. Minutes of steering and technical committee meetings.	Documentary analysis. Semi-structured interviews with institutions and civil society partner organizations at national and local levels.
	<i>Are management approaches -resources, models and conceptual framework- relevant to achieve the expected result?</i>	The program is accompanied by strategic management tools: communication, M&E, sustainability, knowledge management. The quantity of resources budgeted is adequate to reach the outputs proposed. The allocation of resources is oriented to better address the problematics and main lines of action. The management structure is adequate for an effective and efficient performance.	Project document and logical framework. Strategic management tools documents. Perception of groups of participants: national and local partners (government), UN agencies and civil society organizations.	Documentary analysis. Semi-structured interviews with institutions, civil society partner organizations and UN Agencies participants.

Criteria	Evaluation Questions	Success Criteria	Source of Information	Methodology (gathering of information)
	<i>The design of the projects has been sufficiently supported by the partners?</i>	Broad participation of partners occurred in the project's design process. Ownership was shown from the project's design stage.	Project document. Planning process documents. Perception of the participating groups: national and local institutions and civil society organizations.	Semi-structured interviews with institutions and partner NGO's. Minutes of steering and technical committee meetings at national and local levels.
<b>Results Level: Effectiveness</b>	<p><i>To what extent have the projects managed to achieve a development impact in strengthening capability of women ministries (involved), policy and legal environment widening scope and opportunities for an enabling women leaders, ministries to advance women's empowerment, in particular women, peace and security issues?</i></p> <p><i>To what extent have the projects managed to engage constituencies of local actors in the regions to promote the thematic of gender equality and fight against gender violence?</i></p> <p><i>To what extent have the projects managed to produce catalytic effects of the project in advancing</i></p>	Capacities in national and decentralized institutions, and civil society were developed. National institutions and local officials are aware of and understand the positioning statements in gender equality. Regulatory frameworks, internal normative and institutional protocols have been adopted consequently.	Perception of groups of participants: national and local partners, civil society organizations and groups of beneficiaries. Project's periodic reports.	Semi-structured interviews with institutions, local partners and civil society organizations. Documentary analysis.

Criteria	Evaluation Questions	Success Criteria	Source of Information	Methodology (gathering of information)
	<i>women's political role for peacebuilding and sustainability of effect/impact, including (change occurred in) the perception of women in politics in Somalia?</i>			
	<p><i>To what extent have the projects managed to connect national and local authorities and civil society organisations to facilitate partnerships and coordination?</i></p> <p><i>To what extent have lessons learnt been synthesized and fed into the learning tools developed by the projects?</i></p>	<p>The analysis of the developed activities, the performance of indicators and the perception of the actors, are oriented to achieve results.</p> <p>National and local institutions have become relevant in the debate around gender equality and gender violence. The experience of the projects has fed into the new policy documents or sectoral normative.</p> <p>The country level work has influenced national laws and programmes.</p>	<p>Project reports. Analysis of indicators. Perception of beneficiary groups.</p> <p>Construction of the story of intervention and enforcement of the chain of effects.</p> <p>Knowledge products developed by the projects.</p>	<p>Documentary analysis. Semi-structured interviews with partner national institutions, civil society organizations and UN Agencies.</p> <p>Interviews with representatives of civil society organizations.</p>
	<i>What external and internal factors have contributed to achieving or not the expected objectives?</i>	<p>Changes in context that have affected the achievement of results.</p> <p>Following committees -Steering and Technical- of the projects have discussed the context regularly to decide corrections during the programming.</p>	<p>Analysis of context. Perception of the participant groups.</p>	<p>Semi-structured interviews with national and decentralized institutions, civil society partner organizations and UN Agencies.</p>

Criteria	Evaluation Questions	Success Criteria	Source of Information	Methodology (gathering of information)
		Knowledge products synthesized this experience as good practices and lessons learnt.		
Process Level: Efficiency	<i>To what extent resources (funds, expertise and time) have been used appropriately to achieve the expected results? Could it have been used more efficiently?</i>	There was a cost-results balance. Sufficient efforts to the most strategic lines of intervention were devoted. The management team is not little nor small to carry on the duties established. The internal management and the governance structure of the Projects have performed with fluidity of processes and results oriented.	Program budget. Operating budgets. Execution reports issued from the projects. Projects governance structure. Minutes of meetings of project management bodies. Perception of participants groups: institutional partners, UN Agencies and CSOs.	Documentary analysis. Semi-structured interviews with partner institutions, UN Agencies and local governments. Interviews with CSOs.
	<i>Was the implementation model the most appropriate and efficient for:</i> <ul style="list-style-type: none"> <li>• Implement the activities in a timely manner;</li> <li>• Run the funds efficiently;</li> <li>• Maintain adequate flow of communication between project partners;</li> <li>• Solve problems?</li> </ul>	The financial / administrative model allows integrated action. The funds were prioritized to those more strategic and higher impact activities. Administrative and financial models allow the flow of resources without causing delays. The reports system allows a continue following to the implementation. A monitoring accompaniment supports the results based orientation.	Program budget. Operating budgets. Execution reports. Financial and administrative programmatic models. Minutes of meetings of program management instances. Perception of stakeholder groups: national and local partners, UNS agencies and CSOs.	Documentary analysis. Semi-structured interviews with partner institutions and civil society organizations.

Criteria	Evaluation Questions	Success Criteria	Source of Information	Methodology (gathering of information)
	<i>Was there synergy with other UNDP initiatives, other participating agencies or other international initiatives on the gender equality thematic which contributed to the cost reduction or establishment of complementarities for achieving results?</i>	There is a mapping of other initiatives running in the same working line. Coordination with other NU Agencies and International Cooperation Agencies and NGOs has been developed to widening the effects promoted by the projects.	Minutes on meetings of committees and governance bodies of the projects. Perception of participants groups: institutional partners, UNS agencies and CSOs.	Semi-structured interviews with Project Management Units and partners.
<b>Results Level: Sustainability</b>	<i>What are, if relevant, possible future priority interventions and general recommendations, which could further ensure sustainability of project's achievements?</i>	Results and Objectives are institutionalized, especially in national and local entities involved. The results of the projects have been systematized in knowledge products. Successful models in gender equality approach evidenced by the Projects, are identified and scaled up.	Project documents. Specialized documents produced by the projects. Minutes of Project Boards meetings. Perception of groups of participants: institutional partners, UN agencies and CSOs.	Documentary analysis. Semi-structured interviews with partner institutions, external agencies and SNU key players.
	<i>To what extent are the results sustainable? Will the outputs lead to benefits beyond the lifespan of the projects? How could programme results be further sustainably projected and expanded, having in mind the prospective contribution of</i>	The projects aims to the continuity of the project's benefits in the form of policy instruments, laws and regulations. Many processes and dynamics introduced by the Projects have been institutionalized.	Project reports. Perception of groups of participants: public institutions, local partners, key informants and CSOs.	Document analysis. Semi-structured interviews with partner institutions, and key informants. Interviews with CSOs.

STRENGTHENING GENDER EQUALITY AND WOMEN'S EMPOWERMENT - GEWE  
 UNDP SOMALIA  
**EVALUATION REPORT**

Criteria	Evaluation Questions	Success Criteria	Source of Information	Methodology (gathering of information)
	<i>gender equality for local and country development?</i>	<p>ONG`s, academia and other relevant partners have strengthen its capacities around the addressing of the thematic of gender equality and fight against gender violence.</p> <p>Beneficiaries, women and society in general also understand and are sensitized around the main thesis and statements proposed by the thematic of gender equality and fight to gender violence.</p>		



*Cross-Cutting Approaches*

Cross-Cutting Approaches	Evaluation Questions	Success Criteria	Source of Information	Tools (gathering of information)
Gender Approach	<i>To what extent the gender perspective was incorporated in the design and implementation of the projects?</i>	High presence in the logical framework and project documents, actions, variables and gender-sensitive indicators.	Project documents, logical frameworks, operational planning. Perception of project management unit and the participating groups (UN agencies, public bodies and CSOs).	Documentary analysis. Semi-structured interviews to partner institutions and UN agencies. Interviews with CSOs.
	<i>Were there appropriate adjustment mechanisms designed under a gender approach and methodologies addressing the issues at different levels of intervention?</i>	Existence of tools or management methodologies for the inclusion of gender approach for the different project components. Project reports give an account of the progress in terms of inclusion of the gender approach.	Project documents. Logical framework. Operational planning. Design of methodologies. Partners, Project Management Units, UN Agencies and CSOs.	Documentary analysis. Semi-structured interviews with partner institutions and UNDP / UNS. Interviews with CSO representatives.
Paris / Accra	<i>Synergies with other complementary or competitive initiatives addressing the same subject were identified and created? <b>Harmonization</b></i>	Coordination and valuable complementarities with other interventions on the subject of gender equality and linkages with other agencies or international NGOs, or internally with other programs of UNDP or UN Agencies on the subject of gender equality, were established.	Project partners, Project Management Units and other UN agencies. CSO representatives. Allied decentralized institutions or local governments.	Semi-structured interviews with partner institutions, UNDP / UNS. Interviews with CSOs.

Cross-Cutting Approaches	Evaluation Questions	Success Criteria	Source of Information	Tools (gathering of information)
	<p><i>To what extent did the Projects contribute to the promotion of results of local and national ownership in Somalia (national development plans, public gender policies and the United Nations Development Assistance Framework (UNDAF), etc...? <b>Alignment</b></i></p>	<p>The program is aligned with the mandates and priorities of the UN, national and local governments of places of intervention and CSO priorities.</p>	<p>The program was designed in alignment with national and local priorities, CSOs and UN agencies participating.</p>	<p>Documentary analysis. Semi-structured interviews with partner institutions and UN Agencies. Interviews with CSOs.</p>
	<p>To what extent groups of women and national authorities took ownership of the projects? What modes of participation (leadership) drove the process? To what extent and how reverberated involvement or lack of it in the efficiency and effectiveness of the projects? <b>Ownership</b></p>	<p>Partners and beneficiaries have endorsed the lines of work and goals. They were involved and play an active and effective role in the implementation of the Projects. There have been institutionalized dynamics of work introduced by the Projects. There have been a strong involvement of partners and CSOs in the design and progress of the projects.</p>	<p>Project documents. Project reports. Perception of groups of participants: partners, public bodies and CSOs. Institutional policies of strategic allies.</p>	<p>Semi-structured interviews with partner institutions and UNDP / UN. Interviews with CSOs.</p>
	<p><i>Project management tools include a battery of quality indicators, baseline and monitoring system. Project management provides mechanisms for periodic</i></p>	<p>Good quality of instruments and monitoring indicators. All indicators are working and its progress being monitored through a reporting system and discussions inside the</p>	<p>Strategic planning and project documents. Perception of groups of participants: institutional partners, UNDP technical</p>	<p>Interviews with CSO representatives. Documentary analysis. Semi-structured interviews with partner institutions, UN agencies and technical team participants of the projects.</p>

Cross-Cutting Approaches	Evaluation Questions	Success Criteria	Source of Information	Tools (gathering of information)
	<i>discussion of progress towards achieving goals. A dynamic of working towards results has been moved to partners.</i> <b>Managing for results</b>	steering and technical committees. Training is offered to partners on results-based management, and guidelines on management have been shared.	team, participating UN agencies and CSOs.	Interviews with CSOs.
<b>Human Rights Approach</b>	<i>Have the projects contributed to creating an awareness of subjects of rights between recipients and duty bearers (national institutions and local governments involved)?</i>	The rights approach is embedded in all methodological and operational instruments of the projects and finally in national decentralized institutions and CSO's. A demand of rights to local governments and national decentralized institutions has been created among groups of women. Women have the feeling that their rights are recognized. National decentralized institutions and local governments operate under a perspective of public servants.	Project documents. Logical framework. Operational plans. Annual reports. Perception of groups of participants: institutional partners, UNDP technical team and CSOs.	Documentary analysis. Semi-structured interviews with partner institutions and UNDP program/projects management units. Interviews with CSOs.
<b>Strengthening of Capacities</b>	<i>How have the projects contributed to increase organizational and normative capacities in gender equality</i>	Capacity building of partners - civil society organizations and national and decentralized institutions- was developed as	Project documents. Logical framework. Annual operating plans. Annual	Documentary analysis. Semi-structured interviews with partner decentralized institutions,

STRENGTHENING GENDER EQUALITY AND WOMEN'S EMPOWERMENT - GEWE  
 UNDP SOMALIA  
**EVALUATION REPORT**

Cross-Cutting Approaches	Evaluation Questions	Success Criteria	Source of Information	Tools (gathering of information)
	<i>among national and local partners?</i>	a strategic axis of action inserted in the intervention.	reports. Methodological designs. Perception of stakeholder groups, UNDP and external stakeholders. Guidelines on capacity building and technical expertise plans created for each project.	representatives of CSOs UNDP and external stakeholders.
	<i>Is there coordination between the different actors of the Projects? Are they working in networks and alliances in the territories: local, national or regional levels?</i>	Coordinated action and teamwork and networks have facilitated the achievement of project's outcomes. A joint intervention at the territorial level occurs.	Operational plans. Annual reports. Policy work plans for each country and policy work guidelines. Perception of groups of participants: local and national decentralized institutions and CSO's.	Documentary analysis. Semi-structured interviews with partner institutions and UNDP program/project management unit. Interviews with CSOs as important local and national actors.

## 5. RESULTS MATRIX

Strengthening Gender Equality and Women's Empowerment in Somalia (GEWE)		
	Scope Reported	Achievements/Comments
<b>Output 1: Increased participation and representation of women in politics</b>	<p>The election of a new federal parliament in Somalia in 2016, came with an unprecedented increase in women's political participation with Somali women securing 25% representation in the Parliament. UNDP support was central to these efforts and culminated in the achievement of 24% representation of women, compared to previous 14% in the 10th Federal parliament (13/54 at the Upper House and 67/275 in the Lower house).</p> <p>The Somaliland House of Elders announced that the parliamentary and local government elections will be further postponed to 2019. These delays weaken efforts and affect the momentum of women in political activities as many women who have political ambitions are discouraged.</p>	
Activity Result 1.1 Strengthened advocacy for women's political participation and representation in decision making	<p><b>1</b> Three regular monthly meetings between the quota task force, Nagaad Network and MOLSA with 99 participants (37W; 62M).</p> <p>GEWE supported 8th March, 2017 International Women's Day in the regional Gender and women Ministries.</p> <p><b>2</b> On 5th Feb, 2017 a high-level advocacy meeting was held in Somaliland between the internal affairs, security and defense sub-committee of the parliament, CSOs and women political candidates to discuss the status of women's quota.</p> <p><b>3</b> UNDP and NAGAAD conducted a high-level advocacy meeting in Somaliland with the three (3) political parties namely; UCID, WADDANI and KULMIYE. The aim of the meeting was to approve the parliamentarian electoral law (LAW #20) which</p>	<p><b>1</b> The meetings discussed and strategized on the best way possible to engage and sensitize members of the parliament, cabinet, political parties, traditional and religious leaders on the importance of attaining a women's quota.</p> <p><b>2</b> The women political aspirants had opportunity to speak and openly express their concerns in presence of members of parliament.</p> <p><b>3</b> Political parties highlighted their support for the quota, and renewed their commitment to the 30% voluntary quota. The three political parties promised that their MPs would support the women's</p>

<b>Strengthening Gender Equality and Women's Empowerment in Somalia (GEWE)</b>		
	<b>Scope Reported</b>	<b>Achievements/Comments</b>
	<p>focuses on Gender mainstreaming and fulfilling the 30% women's quota.</p> <p><b>4</b> The Ministry of Labor and Social Affairs (MoLSA), in collaboration with UNDP, trained 25 women political aspirants on leadership skills and effective campaigning strategies in Somaliland this quarter. These trainings were attended by women who are interested in running for political offices, parliament and local councilors.</p> <p>The Quota Task Force, Nagaad Network and MOLSA held three monthly meetings with a total of 123 participants (25W; 98M) in attendance.</p>	<p>quota. They also promised that they will implement the 30% voluntary quota that they had previously signed.</p> <p><b>4</b> Notably, eight (8) aspirants that attended the training on capacity building for female aspirants were registered as candidates for the parliamentary elections.</p> <p>The meetings were significant as they created a platform for strategizing on how best to engage and sensitize Members of Parliament, Cabinet, Political Parties, traditional and religious leaders on the importance of attaining a minimum quota for women's representation in electoral and political processes. The Quota Task Force members agreed to continue the high-level advocacy with special attention being given to marginalized women from minority groups and women with disabilities in order to empower them to take part decision making at all levels.</p> <p>The overall objective of the assessment is to draw out lessons learned and inform policy and programming for the next parliamentary elections in 2020.</p>

<b>Strengthening Gender Equality and Women's Empowerment in Somalia (GEWE)</b>		
	<b>Scope Reported</b>	<b>Achievements/Comments</b>
	<p>Two forums on women's political participation (WPP) were facilitated in Mogadishu on 18th and 19th July 2017, and on 15th September 2017, in Nairobi. The forums formed part of the data collection methodology on an assessment aimed at understanding the gender dynamics of the 2016 parliamentary elections in Somalia, and the challenges women faced as candidates, voters and observers in the electoral process.</p> <p><b>6</b> MoLSA organized four Advocacy meetings on the enhancement of women's political participation and representation in political and public life with traditional leaders, political parties' leadership and women in Somaliland. NAGAAD conducted a national women conference, which was attended by the First Lady of Somaliland. The women appreciated the work of the Quota task force and agreed to work with them in realising and legalizing the quota in Somaliland.</p>	<p>73 women political aspirants from political parties have been registered in the reporting quarter, 47 women running for local council elections, while 26 others decided to be candidates for parliamentary elections for 2019, as scheduled by electoral commission in this year.</p> <p><b>6</b> Advocacy meetings were held with 120 (M: 60, W: 60) persons including traditional leaders from different regions in Somaliland, political parties' leadership from three political parties and women from organizations and parties. The traditional elders attending these meetings declared their full support for women to represent their constituencies in the upcoming district and national elections.</p>
Activity Result 1.2 Enhanced capacity for women candidates to run in elections	<p>MOLSA trained 25 women aspirants on leadership skills and effective campaigning strategies in Hargeisa. 8 women political aspirants who attended the training on capacity building for women aspirants were registered as candidates for parliamentary election.</p> <p>MOLSA developed and implemented a database management training workshop</p>	<p>301 Women political aspirants have been identified nationwide, as against the 150 target. 225 (176 for Lower House and 49 for the Upper House) were identified at federal level, while the remaining 76 are from Somaliland. 67% of the total identified candidate were equipped with leadership and campaigning skills whereas the remaining have received sensitization on electoral education, especially awareness on women's quota.</p>

Strengthening Gender Equality and Women's Empowerment in Somalia (GEWE)		
	Scope Reported	Achievements/Comments
	<p>for creating women political aspirants' data base system within the Ministry in order to map potential women candidates to ensure that get necessary support before elections.</p> <p><b>1</b> UNDP conducted a Lessons learnt assessment on Women's Political Participation in the 2016 Electoral Process and indicated the Way Forward to advance Women's Role in Governance in Somalia. UNDP supported a transformational leadership training entitled "Transformative Leadership for Results", for Federal and State Members of Parliament in Entebbe, Uganda, from 18th to 22nd September 2017.</p> <p>Contributing towards enhancing women's political participation and representation in decision making bodies in Somaliland, the project trained 75 Women political aspirants from political parties on leadership, political campaigning and public speaking skills in Las'Anod, Burao and Berbera.</p>	<p><b>1</b> As a result, 23 members from the Upper and Lower houses at both Federal and State level, made commitments to implement specific breakthrough activities to advance gender equality and women's empowerment. Participants included women newly elected to parliament, un-elected women candidates, women working in government institutions at the federal and regional levels, women activists from civil society, UN, CSOs, and donors.</p> <p>Training to strengthen leadership and technical capacities of elected and aspiring women councilors; lobbying and sensitizing political leadership on the importance of women's participation in politics. Sensitize legislators, religious leaders and key government bodies women's access to leadership and politics in regional state administrations</p> <p>According to the electoral guidelines, there should be one seat in every three (3) seats of the clan assigned for women exclusively to contest which calls the need for more women candidates. This is why the project supported MoWHRD and the</p>



<b>Strengthening Gender Equality and Women's Empowerment in Somalia (GEWE)</b>		
	<b>Scope Reported</b>	<b>Achievements/Comments</b>
		Goodwill Ambassadors to lead the nationwide media campaign calling for more women to come forward to declare their aspirations/candidature and approach various organizations in proximity to them to enroll on the database.
Activity Result 1.3 Key policy making institutions adopt policies, legal and administrative frameworks to enable women's participation in political and peacebuilding processes	The Quota Task Force, Nagaad Network and MOLSA held one monthly meeting with a total of 31 participants (12W; 19M). During the meeting, quota task force members provided a brief on the process and history of the women's quota to the newly appointed Director General of MoLSA. The Quota Task Force members agreed to continue high-level advocacy with the two houses of parliament to influence the members to advocate women's quota within in the parliament.	The meetings were significant as they created a platform for strategizing on how best to engage and sensitize Members of Parliament, Cabinet, Political Parties, traditional and religious leaders on the importance of attaining a minimum quota for women's representation in electoral and political processes. After a series of consecutive advocacy and lobbying by the Quota task force, three political parties officially added the women's quota to their manifestos and committed to realizing the 30% women's quota in the government and house of representatives. The national convention of the constitution review which was planned to launch the constitutional review process was postponed.
<b>Output 2: Enabling environment for increased economic opportunities for women in the private sector</b>	Despite this output sustaining funding challenges, the GEWE project is in the final phase of the scholarship programmes in Puntland. The programme targets young women and supports them to pursue tertiary education in science, math, energy, economics, political science, public administration as well as provides leadership trainings. The initiative which was started in 2012, for 60 young women (in PL (30) and SL (30)), builds the foundations for women's empowerment by enhancing their skills, increase their employability, and by developing a cadre of young women professionals which will in turn contribute to the reduction of the gender disparity in employment in Somalia. To date, 30 women in Somaliland and 29 young women in	

<b>Strengthening Gender Equality and Women's Empowerment in Somalia (GEWE)</b>		
	<b>Scope Reported</b>	<b>Achievements/Comments</b>
	Puntland have successfully completed their four-year undergraduate programme, and 1 medical student will graduate June 2018.	
Activity Result 2.1 Capacities of key ministries and local NGOs built to collect and analyze sex-disaggregated data and develop gender-sensitive value chain analysis and research	<b>Not reported.</b>	The two activities were strategic and not so expensive, once they were oriented to advocacy tasks mainly.  Efforts in generating interesting data for policy formulation is strategic.
Activity Result 2.2 Advocacy to foster dialogue and synergy aimed at private sector policy reform or formulation	<b>Not reported.</b>	
Activity Result 2.3 Conduct social marketing to increase profile of women in the private sector	<p>MCG is approved and FAWESOM has renewed their contract with the universities.                      42 young women support to pursue tertiary education in PL and SL.                      In Garowe, 30 women university scholarship recipients, aimed to enhance the leadership capacities for scholarship recipients.</p> <p>The Somaliland Investment Forum Hargeisa (SIF Hargeisa) was held from 19th to 21st and brought together policymakers, donors, financial institutions, and the Somaliland business community to discuss ways to strengthen private sector investment.</p> <p>Documentary film in PL following the entrepreneurs training for business women.</p>	<p>17 out of the young women tertiary scholarship beneficiaries graduated in 2016.                      4 students graduated in July 2017, and one will be graduating at the June 2018.</p> <p>It was not strictly the intention of the proposed intervention.</p>

<b>Strengthening Gender Equality and Women's Empowerment in Somalia (GEWE)</b>		
	<b>Scope Reported</b>	<b>Achievements/Comments</b>
	Capture the entrepreneurial roles of women in the private sector.	
Activity Result 2.4 Support provided to young women to increase their economic opportunities	400 women-headed households in all regions (200 in FL in Gedo region, 100 in PL in Galkacyo region and 100 in SL in Burco). In Gedo region, 24 women have improved their livelihood generation potential y engaging in small scale business while 176 women have improved their livelihood through restocking of livestock among the beneficiaries affected by drought.	Supporting to mitigate the effects of the drought on women through the provision of small scale grants (300 USD per HH) to kick start new small businesses at arrival spots and following up on commitments, and provision of financial management trainings to small grant beneficiaries.
<b>Output 3: Measures implemented to prevent GBV and reduce the prevalence of harmful traditional practices against women and girls; especially FGM</b>	MOLSA and Ministry of Religious Affairs (MORA) committed to have the drafted Anti-FGM/C Policy and Law enacted to combat the practice of FGM/C in Somaliland.	
Activity Result 3.1: Enhanced community awareness and ownership to prevent GBV and reduce FGM prevalence	NAFIS Network in collaboration with Ministry of Labor and Social Affairs organized an inter-active TV talk show on FGM/C day for the commemoration of the international day of zero tolerance to FGM/C.  <b>1</b> CCE sessions were conducted on a monthly basis. 8 CCE sessions were successfully conducted in Wadajir, Darole Buraosheikh villages to reduce GBV incidents and abandon FGM at community and institutional levels.	The international day of zero tolerance to FGM/C, disseminated IEC materials of (1,900 pcs of leaflets, 1,520 pcs of brochures, 5 bill boards and 1000 pcs of position statements).  <b>1</b> The sessions were very consultative and informative for the participants, given effective delivery of the methodology by the resource persons engaged. No communities declare to abandon FGM yet.

Strengthening Gender Equality and Women's Empowerment in Somalia (GEWE)		
	Scope Reported	Achievements/Comments
	<p>NAFIS network has developed and finalized radio broadcast messages on the FGM/C policy.</p> <p><b>2</b> Refresher training in Barbara to the CCE-CC hosting communities for two days. The project reached 1200 (W: 797, M: 403) people through community conversations on FGM awareness raising and education.</p> <p><b>3</b> FAWESOM GBV monitors have offered psychosocial support for the survivors of rape and sexual abuse. Additionally, they facilitated community dialogues on how to prevent Rape and FGM. Have conducted 4 community conversation session. CCE hosted 300 participants in total (208W: 92 M).</p> <p>HDC conducted two trainings (3 days per session) in Doolow and Belet-hawa targeting the most influential community leaders and elders 60 (M:37; W:23). HDC recruited 5 monitors and 2 resource persons selected from the religious leaders and Qadi court.</p>	<p>The messages educate the community on the medical and social impacts of the FGM/C among the women and young girls. Also inform on how FGM/C policy is important and can play a vital role in the eradication of all the forms of FGM/C.</p> <p><b>2</b> The targets for the advocacy materials were the policy makers, legislators, and strategic decision-makers including religious leaders, the parents, high school and university students, circumcisers and the public. These community conversations sessions are contributing towards increased knowledge at community level related to harms of FGM.</p> <p><b>3</b> Communities identified several factors that contribute to the practice of FGM and agreed action points against FGM within their villages. The achievements of the community interventions against FGM were: four of the participating communities established community committees that implements community activities against the practice of Female Genital mutilation in their villages.</p> <p>As result of this, through the GBV monitors, 24 GBV related cases we recorded as of July 2017.</p>

<b>Strengthening Gender Equality and Women's Empowerment in Somalia (GEWE)</b>		
	<b>Scope Reported</b>	<b>Achievements/Comments</b>
	<p>A total of 1200 (W: 797, M: 403) people attended 22 Community conversations sessions across 8 sites in Somalia. In SL, 12 CCE sessions were successfully conducted in Berbera district to reduce GBV incidents and the abandonment of FGM in communities.</p> <p>Darole community committees in Berbera conducted meetings with Imams of the mosques at Darole community center and they agreed to talk about Islamic perspectives on FGM practices during their preaching on the two following Fridays.</p> <p>CCE Manual aiming at providing guidance for the CCE, implementing NGOs or the CCE hosting communities combating gender inequality in Somalia is developed. The manual drew inspirations from four years of implementing CCE methodology to address gender inequality in Somalia.</p>	<p>These sessions were attended by influential persons from their communities particularly health professionals, religious leaders and youth scholars. Four CCE-CC participating communities developed community action plans against FGM practices. Expand the CCE-CC online platform to: create linkages with all CCE-CC practicing communities across Somalia; make the platform more interactive; and provide technical support to other CCE -CC partners working other regions.</p>
Activity Results 3.2 Strengthened advocacy and sensitization at national levels for policy and legal response to GBV and FGM	<p>NAFIS held an introductory meeting for the Religious Leaders organized by MoRA&amp;E held at Ministry of Religious Affairs. The meeting was led by the General Director of MoRA&amp;E, and 30 Religious leaders and an experienced gynecologist attended the meeting.</p> <p>NAFIS network hosted three advocacy working group meetings for anti-FGM/C advocacy strategy implementation plan. The advocacy working group included the most active organization in</p>	<p>The meeting was led by the NAFIS, and 38 Religious leaders debate thoroughly about drafting a Fatwa criminalizing the practice of Pharaoh Type of FGM/C in Somaliland.</p> <p>Religious leaders come out with a final consensus towards the practice of Sunni policy in Somaliland containing of 10th articles a fatwa statement. This will be reviewed by MORA&amp;E before dissemination.</p> <p>The meeting reviewed the anti-FGM/C advocacy strategy implementation plan, and priorities the</p>

<b>Strengthening Gender Equality and Women's Empowerment in Somalia (GEWE)</b>		
	<b>Scope Reported</b>	<b>Achievements/Comments</b>
	<p>Somaliland working towards eradication of FGM/C (SOFHA, CCBRA, Candlelight, WAAPO, SLNHRC, NAFIS and SONYO)</p> <p>2 The project Successfully conducted a four days meeting for 60 (30W; 30M) participants of Media houses including Newspapers, TVs, Radios, and Websites.</p>	<p>urgent activities needed to address and each organization identified activities they could lead on implementation.</p> <p>2 The objective was that media houses in Somaliland to understand the FGM/C knowledge, medical consequences and understand the need of advocating to outlaw FGM/C practice in Somaliland.</p>
	<p>In Gedo region, 5 GBV monitors facilitate the tracking and monitoring of GBV incidents; 189 households were reached through GBV community sensitization; and 24 GBV incidents were reported to law enforcement.</p>	<p>The project supported the monitoring of incidents GBV and impacts on the security of women and girls in IDP camps.</p> <p>YOVENCO monitored to the status of the gender based violence of the Gebo-gebo and Qoryale villages under Togdheer region and the efforts that community made against the GBV. The communities recognize, collect and share the GBV case that happens in these villages. Communities reported 3 GBV cases in this quarter.</p>
<p><b>Output 4: Women supported by appropriately designed, implemented and enforced legal and policy frameworks in line with international and regional instruments</b></p>	<p>A major international conference was hosted in London to accelerate progress on security sector reform, build on the international response to the ongoing drought and humanitarian crisis, and agree the new international partnership needed to keep Somalia on course for increased peace and prosperity by 2020. UNDP GEWE supported a seasoned women's activist (SWDC chairperson was nominated to attend the conference) to attend this conference.</p>	
<p>Activity Result 4.1 Existing policies and legislation reviewed from gender perspective to identify gender gaps and new policies/laws developed</p>	<p>National Gender Policy for FGS has been drafted. UNDP has approved the agreement with the MWHRD and hired a Gender advisor to support national consultations.</p>	<p>Sexual Offence Bill was approved in PL by the standing committee of parliament in this reporting period. SOB in SL has been tabled to the parliament for discussion and approval. FL SOB is being publicly consulted.</p>

<b>Strengthening Gender Equality and Women's Empowerment in Somalia (GEWE)</b>		
	<b>Scope Reported</b>	<b>Achievements/Comments</b>
	<p>MOWHRD conducted 2 SOB consultation meeting in Mogadishu with the line ministries. The bill has been passed to the cabinet for approval.</p> <p>A consultant has been hired and placed with MOWDAFA to provide technical input to the gender Policy/women empowerment policy to review process, translation of the policy into Somali language.</p> <p>In PL, Women Empowerment policy is being translated into Somali. The English version is completed while the Somali version is still under review by partners.</p> <p>A series of political changes following the election of new government in this quarter delayed the Review of the Provisional Federal Constitution.</p> <p>Intensive efforts of making the NDP gender responsive that have been supported, including the workshop on "Somalia towards Sustainable Development: The Role of Women in the National Development Plan", in this reporting period the project in collaboration with Ministry of Planning &amp; International Cooperation launched an e-consultation through online media to capture the</p>	<p>The implementation plan was developed for the National Gender policy (NGP) that was approved by the federal cabinet in June, 2016. The plan envisages to operationalize the policy for its goals/objectives to be realized.</p> <p>However, the process of nominating MPs to the constitutional oversight committee has been done and 10 MPs (all men) have been selected to lead the constitutional review process.</p>

<b>Strengthening Gender Equality and Women's Empowerment in Somalia (GEWE)</b>		
	<b>Scope Reported</b>	<b>Achievements/Comments</b>
	<p>degree of awareness, perspectives and views of Somali people.</p> <p>A broad-based CSO-led campaign has been carried out across the country. Six (6) CSOs were provide grants to implement sensitization and mobilization of women's groups/networks and advocates to secure 30% reserved seats for women in the forthcoming 2016 electoral process.</p>	
<p>Activity 4.2 Enhanced capacity of gender machineries to lead and coordinate gender mainstreaming in government policies and programmes</p>	<p>Four different institutions and agencies in four different districts of SL including MoSAL, National Human rights Commission, the MoJ hosted the international women's day 8 march to celebrate, share and use vital information about the situation of vulnerable in droughts affected communities.</p> <p><b>1</b> The project conducted Harmonised Approach to Cash Transfers (HACT) assessments on 3 regional ministries namely MOWDAFA, Hirshabelle Women's Ministry, and Jubbaland Ministry of Women during this reporting period. The project also placed 3 gender advisors to MOWDFA, MOLSA and MOWHRD.</p> <p><b>2</b> MOWHRD conducted 1 technical, coordination and oversight meeting on the implementation of the national gender policy (NGP) in Mogadishu for Gender focal points for ministries, key CSOs and MOWHRD leadership.</p>	<p>The events advocated for vulnerable women in rural areas and increased awareness among community segments towards women's participation of public affairs/life.</p> <p><b>1</b> This capacity assessment will help the project identify capacity gaps, which will be addressed and to enhance future collaboration with these institutions to deliver gender responsive interventions in Somalia.</p> <p><b>2</b> Findings of this assessment shows that few ministries are making gradual changes, such as the ministry of Labour and Social Affairs, ministry of education, and ministry of information, but the majority of Somaliland Ministries are in stagnation</p>



<b>Strengthening Gender Equality and Women's Empowerment in Somalia (GEWE)</b>		
	<b>Scope Reported</b>	<b>Achievements/Comments</b>
	<p>Improvement of the existing monitoring and evaluation manual and tools of the ministry are to be brought about by giving technical training to key staff in the ministry's gender unit, to enable them to implement gender auditing activities effectively and continuously in the future.</p> <p>SL- MOLSA conducted 4 inter-agency gender coordination mechanism meetings participated by Gender Focal Points (GFPs) from the ministries, CSOs and other agencies to coordinate gender related efforts in SL and improve gender mainstreaming into the institutional framework of Somaliland.</p> <p>FL- one coordination meeting is convened in Mogadishu with gender focal point from 20 ministries (17W: 8M). The interagency gender coordination mechanism is facilitating a coherent, systematic, coordinated and consistent gender mainstreaming into the public policy and programming as well as enhance implementation of the National Gender Policy.</p>	<p>in terms of gender mainstreaming perspective, and they have not made significant progress towards the improvement of women's development and gender equity.</p> <p>Based on these findings, MOLSA will put forward an agenda for the next cabinet meeting so that immediate action will be taken and NGP implementation commitments are realized.</p>

## 6. INDICATORS MATRIX

Strengthening Gender Equality and Women's Empowerment in Somalia		
INDICATORS	PROGRESS REPORTED vs Target	EVALUATOR COMMENTS
<b>INTENDED OUTPUT. 1.</b> Increased participation and representation of women in politics		
<p>1. Number of regions that adopt quota system for women.</p> <p>2. Number of women that contest in national elections supported by UNDP.</p> <p>3. Number of electoral policies that mainstream gender equality.</p> <p>4. Establishment of regular/national platform of women aspirants and leaders to foster collective action on GEWE issues.</p> <p><u>Baseline:</u></p> <p>1. No quotas for women in all 3 regions.</p> <p>2. Data on women candidates for electoral offices at national level not available</p> <p>3. No gender mainstreamed electoral policies</p> <p><u>Targets:</u></p> <p>1. Quotas for women in place in all (3) regions</p> <p>2. 150 Women political aspirants and candidates identified and supported</p> <p>3. Three Gender sensitive electoral policies in all regions.</p>	<p>1 The three main political parties in Somaliland included 30% women's quotas part of their political by-laws and manifestos.</p> <p>The newly-elected president, Mr. Muse Bihi Abdi nominated 2 women ministers and 1-woman deputy minister out of 33 ministers; representing 9% of the cabinet nominations. CSOs and women activists following up with president Bihi to fulfill his party promise on 30% quota for his administration.</p> <p>2 A total of 346 (186 SL and 160 PL). Also identified 30 potential women candidates from 5 regions in Puntland.</p> <p>3 One gender sensitive electoral policy in place at federal level.</p> <p>A woman was appointed as the chairperson of the NIEC National Independent Electoral Commission.</p> <p>4 Lessons learnt forum on the 2016 elections conducted.</p>	<p>1 Quota systems were adopted in the three Regions.</p> <p>2 It exceeded twice the expectations.</p> <p>3 It was expected three gender sensitive electoral policies. It was one, at Federal level.</p> <p>4 New indicator. No baseline and no target. The lessons learnt analysis was useful to guide new planning.</p>

Strengthening Gender Equality and Women's Empowerment in Somalia		
INDICATORS	PROGRESS REPORTED vs Target	EVALUATOR COMMENTS
<b>INTENDED OUTPUT. 2.</b> Enabling environment for increased economic opportunities for women in the private sector		
<p>1. Number of Ministries, NGOs and other agencies collecting sex-disaggregated data.</p> <p>2. Number of positive media products on the role of women in business/private sector in Somalia.</p> <p>3. Number of gender-sensitive private sector policy reforms.</p> <p>4. Number of women newly recruited into the big private sector companies targeted for advocacy from 2015 to 2017.</p> <p>5. At least 5 women of tertiary scholarship recipients graduate in 2017.</p> <p>6. At least 400 women headed households receive small grants and financial management trainings to start small business.</p> <p><u>Baseline:</u></p> <ul style="list-style-type: none"> <li>- Ministries not collecting sex-disaggregated data at present.</li> <li>- Media does not profile women in business/private sector.</li> <li>- Non-gender friendly private sector Policies.</li> <li>- Women employment in private sector is very scanty e.g. the dominant telecommunication and financial institutions is as low as 1%</li> </ul>	<p><b>1</b> Due to funding constraints, the AWP was revised and this target was removed.</p> <p><b>2</b> Twenty-nine (29) media professionals (11W; 18M) from across Somalia were trained on gender sensitive reporting. As a result, at least seven stories are on women's role in the private sector were published by the trained Journalists.</p> <p><b>5</b> 58 young women provided tertiary scholarship are successfully studying different courses in Puntland and Somaliland.</p> <p>60 young women graduates also equipped with soft skills on application packaging in PL.</p> <p>Four women beneficiaries of UNDP tertiary scholarship graduated in July 2017. 1 young women will graduate in 2018</p> <p><b>6</b> This target is achieved. All the targeted 400 HHs received grants (350 HH in Q2 and another remaining 50 women headed households received small grants and training from FAWESOM (PL) in Q3</p>	<p>1 It was not done.</p> <p>2 Seven stories of women published. There is no relevance of the impact of the disclosure of these products.</p> <p>3 &amp; 4 Were not reported at all.</p> <p>5 New indicator. Good performance for an action not planned.</p> <p>6 New indicator. Good performance for an action not planned.</p>

Strengthening Gender Equality and Women's Empowerment in Somalia		
INDICATORS	PROGRESS REPORTED vs Target	EVALUATOR COMMENTS
<p><u>Targets:</u></p> <p>1. Basic data bases for sex disaggregated data exist in all three regions hosted by the gender ministries</p> <p>2. 12 Monthly column/feature on women entrepreneurs in national media</p> <p>3. Human Resource policies and practices of at least 5 large companies are gender-sensitive.</p> <p>4. At least 40 young women employed in the private sector.</p>		
<p><b>INTENDED OUTPUT. 3.</b> Measures implemented to prevent GBV and reduce the prevalence of harmful traditional practices against women and girls; especially FGM</p>		
<p>1. Legal and/or policy framework in place to prevent and address FGM and GBV.</p> <p>2. Number of CCE-CC practicing communities declaring total abandonment of FGM.</p> <p><u>Baseline:</u></p> <p>- No FGM policy adopted at FL, SL &amp; PL; No GBV laws</p> <p>- Currently no community have abandoned FGM</p> <p><u>Targets:</u></p> <p>1. At least one region adopts GBV/FGM policy or act</p>	<p><b>1</b> Both the FGS and Puntland adopted FGM policies. In SL, the FGM policy is being reviewed with consultation well underway with leadership of MOLSA and NAFIS.</p> <p>In Puntland, the Sexual Offences Bill was approved by the cabinet.</p> <p>In Somaliland, the GBV bill is finalized and publicly consulted. The bill was submitted to the parliament and the parliament endorsed to include it in its agenda to debate during the next session. Religious leaders and Somaliland Ministry of religion recently announced a Fatwa that totally forbids FGM type 3 which is a great step forward. CSOs in NAFIS network are pressuring the</p>	<p><b>1</b> Good performance in FGM Policy, SOB, GBV Bill. In the three regions. The expectations were exceeded.</p> <p><b>2</b> 12 communities. The expectations were exceeded.</p>

Strengthening Gender Equality and Women's Empowerment in Somalia		
INDICATORS	PROGRESS REPORTED vs Target	EVALUATOR COMMENTS
2. At least one District council champions support of CCE-CC to prevent GBV/FGM.	<p>Somaliland government to announce the total abandonment of all forms of FGM/C including the Sunna Type.</p> <p>At FL, the SOB is being finalized and public consultations are currently ongoing. The final stage to submit the bill for approval will take place in 2016.</p> <p><b>2</b> The project has begun CCE sessions across the regions. 12 communities are practicing community conversations nationwide with 12 CCE sessions conducted every month to discuss on GBV/FGM prevention and women's participation. Total of 3,652 people (2,458W; 1194M) participated in the CCE sessions focusing on GBV. Radical attitudinal changes towards FGM/GBV and women rights were recorded<sup>11</sup>. CCE has proved an effective tool and vehicle for positive attitudinal changes as recognized by the project Board and revealed in the third-party monitoring report. Significant numbers of FGC practitioners stopped the practice in Berbera and Hargeisa and started to collaborate with community committees. In Dollow and BeletXawa, 60 influential community members were trained (M:37; W:23).</p>	
<b>INTENDED OUTPUT. 4.</b> Women supported by appropriately designed, implemented and enforced legal and policy frameworks in line with international and regional instruments		

<b>Strengthening Gender Equality and Women's Empowerment in Somalia</b>		
<b>INDICATORS</b>	<b>PROGRESS REPORTED vs Target</b>	<b>EVALUATOR COMMENTS</b>
<p>1. Gender sensitive polices adopted in PL and FL</p> <p>2. Revised Constitutions in Puntland and Federal level includes specific provisions on women's rights e.g. quotas</p> <p>3. Number of ministries with gender focal points (GFP) and number of regions with inter-ministerial gender coordination mechanism</p> <p>4. <b>Legal framework in place to prevent and address FGM and GBV in SL and PL</b></p> <p>5. <b>Level of progress in CEDAW ratification</b></p> <p><u>Baseline:</u></p> <ul style="list-style-type: none"> <li>- SL has a Gender Policy; No framework for implementation of UNSCRs 1325 – 1820 nationwide.</li> <li>- Constitutional provisions on GEWE are weak or ambiguous</li> <li>- Lack of inter-ministerial gender focal points (GFP) and coordination mechanism in SC and PL; 13 ministries have GFP in SL</li> </ul> <p><u>Targets:</u></p> <p>1. Gender Policies adopted at FL and PL; including implementation framework for UNSCRs 1325 – 1820</p>	<p><b>1</b> National Gender Policy for FGS has been drafted and is expected to be tabled for endorsement in 2018.</p> <p>In PL, The Women's Empowerment policy is being translated into Somali and English version is finalized.</p> <p><b>2</b> The National Convention on the launching of the constitutional review process is delayed. However, the process of nominating MPs to the constitutional oversight committee has been completed and 10 MPs (all men) have been selected to lead the constitutional review process.</p> <p><b>3</b> Following the signing of the LOA with MOWDAFA, an inter-agency gender coordination mechanism for PL was established with 12 ministers nominating their focal points. Having received gender mainstreaming training, the gender focal points began convening coordination meetings to discuss mainstreaming into public policy and programmes.</p> <p>In SL, following the reformulation of inter-ministerial gender coordination mechanism, the gender focal points are regularly meeting to discuss and institutionalize</p>	<p>1 Not yet adopted in FL. Adopted to PL. Does not include implementation framework for UNSCRs 1325 – 1820, as expected.</p> <p>2 It is in progress. Not reached. There was a delay.</p> <p>3 There were efforts in the three regions. The results were not permanent.</p> <p><b>4 New indicator. Good performance with FGM and GBV initiatives in both Regions SL and PL.</b></p> <p><b>5 New indicator. It is part of the plan in 2018.</b></p>

<b>Strengthening Gender Equality and Women's Empowerment in Somalia</b>		
<b>INDICATORS</b>	<b>PROGRESS REPORTED vs Target</b>	<b>EVALUATOR COMMENTS</b>
<p>2. Review of Provisional Federal Constitution and PL Constitution includes gender perspectives</p> <p>3. At least 50% of all ministries appoint gender focal points to coordinate with the gender machineries on mainstreaming Targets.</p>	<p>gender mainstreaming in government policies and programmes.</p> <p>4 In SL the SOB was passed to the House of Representatives and waiting approval of Guurti (Upper House) and signature of the president.</p> <p>5 This is now part of the 2018 work-plan.</p>	

## 7. RISKS MATRIX

GEWE Project		
Type of Risk	Mitigating Strategies (Project Doc)	Mitigating Measures Reported
Deterioration in security situation may involve risks for the implementation of the project and delivery of results	<p>UN Field Security Officers and staff from the Department of Safety and Security to provide <u>regular updates</u> on security situation in Somalia.</p> <p>Project team (with guidance from CO) will <u>adjust project activities</u> to changes in the security situation. Increased use of NGOs, CBOs to implement activities.</p>	Project team (with guidance from CO) adjusted project activities in response to changes in the security situation. For instance, while reviewing the proposal of the partners, virtual meetings were arranged to further discuss and sequence activities implemented by partners based in Mogadishu and south central.
Lack of acceptance or resistance by communities to project interventions e,g, on gender equality awareness, FGM	Participatory planning and community mobilization; practical support for community; <u>culturally sensitive strategies</u> and messages to be used in implementation.	Participatory planning and community mobilization; locally owned or culturally sensitive strategies are employed. CCE proves relevant methodology in engaging communities to seek authentic responses to SGBV and FGM.
<p><b>New added:</b></p> <p>Frequent change of governments or change of line ministers.</p>	The change Ministry of the MOWHRD in March had impacted on the approval of the AWP and the agreement with the Ministry. Frequent changes of key government officials have become the defining feature of the FGS.	The project team cultivated strong relations with MOHRD technical team and the Ministry is plying a critical role in delivering the MOWHRD mandate.
Significant shortfall in resource mobilization from bilateral partners	Strengthening of relationships with bilateral donor partners, involving timely reporting, regular meetings and alignment of programme priorities with articulated donor interests.	While strengthening relationships with the existing project donors, the project also strives to engage with new donors. DFID has provided much needed resources for the GEWE project for 2017. DFID has also committed



### GEWE Project

Type of Risk	Mitigating Strategies (Project Doc)	Mitigating Measures Reported
		to support a joint UNDP, UNSOM and UN Women project on women's political participation for 4 years.
Poor cooperation with UNPOS and UNCT agencies, competition between these organisations, weak coordination	Effective engagement in GTG and other UNCT gender-related coordination mechanisms to establish clear division of roles and coordination strategies.	<b>Not reported. This risk was quite important and was not followed.</b>
National partners are targeted because of collaboration with UNDP	Reduce exposure through low-profile approach in sensitive areas; adopt culturally sensitivity strategies in gender equality interventions; increased delivery through government counterparts and NGOs.	Project developed more 10 agreements in 2016 with government institutions and CSOs to deliver project results in hard to reach areas.
Weak financial management capacity	Initiate HACT capacity assessment modality for all potential partners and follow HACT guidelines for mitigating risk.  Training of all partners on financial management arrangements and modalities; close monitoring of financial management by IPs.	5 women ministries HACT assessed by the project (FL 1, SL 1, PL 1 and 2 regional ministries from Jubbaland and Hirshabele. Their capacities and risks were noted in the report and Risk mitigation and engagement plans developed to mitigate risks.

## 8. ADR REVIEW: CONSLUSIONS AND RECOMMENDATIONS

### CONCLUSIONS

**Conclusion 1.** In Somalia, both the United Nations as a whole and UNDP come under a lot of criticism based largely on the failures of the peacekeeping missions of the 1990s but also on more recent performance, including the work of UNDP in the governance sector (deemed by many internal and external observers to be political, externally driven and too ambitious).<sup>1</sup> This backdrop, combined with Somalia's peculiarly challenging programming environment, makes it even more important to qualify the performance of UNDP in the given context. The ADR finds that UNDP made important contributions to Somalia's development efforts.

**Conclusion 2.** While the programme and its components generally have been relevant to Somalia's development needs, there has been much greater emphasis on contributing to development, peace and security through addressing governance issues, as opposed to making a contribution through strengthening livelihoods. If UNDP Somalia is to make a meaningful contribution to the organization's corporate vision<sup>2</sup> of eradicating extreme poverty and significantly reducing inequality and exclusion in Somalia, then greater investment is required to strengthen livelihoods.

**Conclusion 3.** UNDP faces the challenge of remaining relevant across different operating environments (Federal Government, existing and emerging member states and Somaliland) while working through a single country programme. There is a trade-off between the practical reality of adapting to different environments and the need for programme coherence, yet while it is unnecessary to implement every programme component across all regions, there are areas where by doing so, UNDP has helped to bring about coherence across the country.

**Conclusion 4.** Both the ADR and previous evaluations have found that the UNDP contribution to strengthening national capacities has been less than expected. While sufficient analysis is required to account for the low base from which interventions started, new joint initiatives aimed at broad capacity development in the public sector should also recognize past failures and undertake analysis of context-specific constraints and opportunities.

**Conclusion 5.** UNDP management and staff are committed and receptive to the UNDP gender equality and women's empowerment strategy and the country office has a gender mainstreaming architecture in place. While this is important, UNDP will deliver few gender results if it does not move away from 'soft' support (gender policy, advocacy, lobbying) and coverage of the number of trainees to women's economic empowerment in terms of technical and business skills.

**Conclusion 6.** Monitoring and reporting of results by UNDP tend to emphasize inputs and immediate outputs with less emphasis on intermediate outcome results. This can be linked to several factors: the broad framework of UNDP support which has to be responsive to Governments; the intangible and difficult-to-measure nature of UNDP support, e.g., strengthening governance systems, capacity development and policy advice; and insufficient institutional capacity (human resources, tools and skills). The corollary for UNDP is the inability to demonstrate its contribution to development results which in turn has consequences for forging effective partnerships and mobilizing resources.

## EVALUATION REPORT

### RECOMMENDATIONS

**Recommendation 1:** Recognizing the complexity and fluidity of the Somali context, the ADR recommends that UNDP Somalia, in developing its new country programme, should continue to pursue an adaptive planning and management approach.

**Recommendation 2:** UNDP Somalia should recalibrate the profile of the poverty reduction and environment programme if it is to meet the immediate and long-term needs of the vulnerable population.

**Recommendation 3:** There is a need to review the country programme's current approach to capacity development and to develop a conceptual framework for more effective and sustainable capacity development across the board.

**Recommendation 4:** UNDP should prioritize substantive gender mainstreaming in the next country programme.

**Recommendation 5:** UNDP should increase investments to enhance internal monitoring and reporting capacities. It is encouraging that UNDP has already initiated alternative institutional arrangements to strengthen results-based monitoring and reporting, such as third-party monitoring in 2015. Capacities of implementing partners to monitor their work during implementation and ex-post should also be assessed and strengthened as part of broader capacity development efforts.

### 9. CHALLENGES OF INTERNAL ARTICULATION OF THE GENDER APPROACH WITHIN THE COUNTRY PROGRAM UNDP 2018-2020

The mainstreaming of the gender approach is always a challenge in the programming. Having an exclusive programmatic line allows a closer monitoring of the programming and a greater focus on the results. Another option is to mainstream a multidimensional problem among the different components of the Country Program. In this case, the problem is the dissolution of efforts if there is no permanent monitoring of the articulation of the different sectors.

The following is an analysis of both systems and some recommendations from this evaluation for the improvement of gender mainstreaming in UNDP.

#### CPD UNDP Somalia 2011-2015

The UNDP CPD Country Program in Somalia 2011-2015 contained an Outcome exclusively aimed at tackling gender issues. This in coherence with the importance that was given at that time to the need for greater participation of women in public and private life in terms of equality.

Under this scheme, the GEWE Project was designed as the main action goal of this Outcome, which was joined by the HIV approach as a complementary action.

Being a multidimensional problem, the mainstreaming actions of the other UNDP areas were carried out in accordance with this programming and under the articulation of the Country Program management and the Program and Project specialists.

## EVALUATION REPORT

This model presents the difficulty of an action without sufficient comprehensiveness, since it requires the cooperation of all the programmatic areas for a truly integrated action.

The Program's specialist staff and Project staff must play a very active role in generating articulations with the other components of UNDP and keeping abreast of all the programming to identify and establish the links, not only programmatic, but geographic.

The analysis from the evaluation concludes that it is a model that was difficult to articulate. There are many elements against it, some come from the very context of armed conflict that makes logistics very difficult. This articulation requires a lot of dialogue and participation from different instances, which becomes complicated in the current context.

### CPD UNDP Somalia 2018-2020

For the current Country Program CPD 2018-2020, the priority with respect to gender has not changed, but the programmatic approach - the Portfolios system - has been looking for greater efficiency and effectiveness.

Projects are grouped into 5 portfolios aligned to 5 UNSF Strategic priorities:

- **Inclusive Politics** – Constitution. Parliament. Election
- **Rule of law** - Justice. Police. Security. Human rights. PVE/CVE
- **Effective Institutions** – SIP. Stefs. JPLG. S2S
- **Resilience and Climate Change** – Resilience and Climate Change
- **Inclusive Economic Growth** - Youth employment. Reintegration. Community Stabilization. Durable solutions

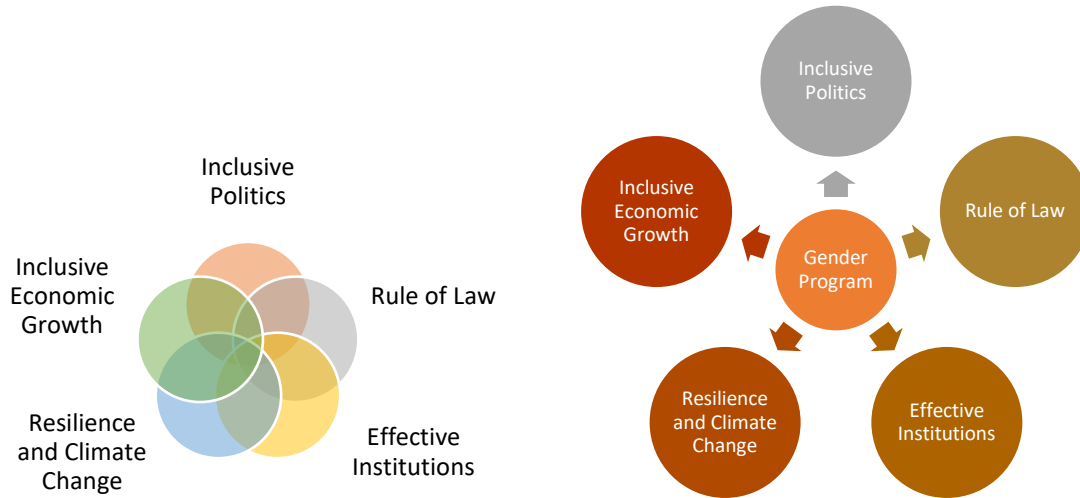
Gender programming must effectively be part of and be integrated in the different Portfolios. It is the most timely and integrated approach. However, it requires a greater degree of articulation than in the previous model.

So far, the proposal has been for the program's gender specialists to review all the programmatic instruments to find coherence in intervention and ensure the inclusion of the gender approach. The training of all UNDP staff has also been sought so that they have sufficient knowledge for this integration.

From this evaluation, there are doubts about this model as it is proposed and some adjustments are proposed to solve them:

1. It requires a programmatic approach and precise goals from a gender programming, and then work to articulate all efforts towards these common goals. If the programmatic approach and the precise goals that one wishes to obtain are not clear, it will be a broader scope and efforts will be diluted. The goals should be formulated as part of a larger logic UN Somalia Gender Equality Strategy 2018-2020. Graphically it is expressed with a point of convergence of the different portfolios, but with the clarity of having a particular programming on gender inside the UNDP Program, in this way the goals are clear. It must also have specific indicators, inserted in the programming of the portfolios, and with a specific budget, inserted in the programming of the portfolios.

EVALUATION REPORT



2. The mere revision of the programmatic documents from specialized personnel is not a guarantee of adequate mainstreaming. In addition to this, the gender experts should be part of the strategic discussion meetings on the progress of the programming in each portfolio, review the progress reports of each portfolio, and should be responsible for compiling all the information of the different portfolios to issue documents of specific progress reports, contrasting the progress with the proposed goals.
3. UNDP management personnel, Portfolio Managers and UNDP gender personnel should assign gender mainstreaming responsibilities in their personal performance package, so that they are evaluated periodically. Not only mainstreaming actions within the UNDP and UN, but also the partners of Government and Civil Society.
4. In addition to working on the training of UNDP staff on gender issues, all staff should be involved in the programmatic gender goals of the 1018-2020 Program. This generates a collective work awareness.
5. This awareness of collective work should be transferred to the partners of the Government and OCS, so that there is an alignment in the efforts. The staff of the UNDP Program and the GEWE Project should be responsible for transferring these work dynamics to the partners.

## 10. NATIONAL GENDER STRATEGY REVIEW

- i. It is very useful to have a precise programming in gender for 2018-2020. But not only does it have utility inside of UN. This programming must be shared with all partners in the form of precise programming with goals and indicators.
- ii. It is necessary to hurry in finalizing and issuing this planning as soon as possible, since we are already in the middle of the first year.
- iii. When the generation of data is proposed as an intervention strategy, it should not be limited to the issue of data disaggregated by sex -as it is traditionally understood-, but precise data on the situation of women with a view to constituting useful evidence to design public policies and programming within the different portfolios. For this, a previous analysis with the portfolio's managers is necessary to identify the precise information needed, oriented to the specific objectives of a short-term programming.

EVALUATION REPORT

- iv. The three proposed objectives are very imprecise for a three-year planning that must take small steps within a larger programmatic logic. A more focused planning will guarantee producing small changes that represent progress.
- Strengthen gender equality and women's empowerment results through the implementation of the United Nations' work in political, development and humanitarian settings;
  - Attain a gender equal and empowering environment for all UN staff in Somalia; and
  - Demonstrate strong leadership for gender equality and women's empowerment.
- v. The Outputs proposed within each Objective are more precise and well-focused, but contain a very long list of activities. Smaller and more precise programming will facilitate more efficient and effective management. Below, specific comments are offered to the Outputs:

*Gender equality considerations are central to the decision making of all inter-entity and coordination mechanisms of the United Nations and the NDP implementation and aid coordination mechanism.*

This output is crucial for the improvement of interagency coordination, with a focus on improving efficiency internally and externally. It is necessary to review the amount of proposed activities, if you have the capacity to do everything and if it is timely and necessary to do everything.

*Sex-disaggregated data and gender analysis are generated and used by PMT and all clusters in UN's development and humanitarian work through programming that considers differential needs, priorities and vulnerabilities of women, men, girls and boys.*

It is not so much about generating data disaggregated by sex, but about promoting studies that offer useful information to define action plans -public policies or cooperation programs-. This is especially relevant in relation to the portfolios and thematic axes of the UN Agencies. A specific need for information that favors a planned approach must be defined.

*Gender capacity is built and supported in federal, state and district level institutions/authorities and within UN partners, contractors, and civil society organizations.*

Mainstreaming is an attitude that must be transferred to the partners - government and civil society. The only way to transfer this attitude is by demonstrating that it is applied internally within UN and in harmonizing with donors and other cooperation actors.

*Gender is mainstreamed in all UN development assistance, partnership and monitoring frameworks, longer-term programme design, joint programmes, including future UNSF/UNDAF/P, RRF, Durable solutions, cluster-specific programmes.*

Rather, this Output should be focused on monitoring this gender programming within UN.

*UN Somalia implements policies, promotes practices and establishes mechanisms and measures that support the achievement of gender equality in all operations and programmes.*

This Output contains a large number of activities. We must be very precise about what can and should be promoted in terms of programmatic monitoring. If many follow-up instances

EVALUATION REPORT

are proposed, an opposite reaction of rejection and exhaustion with respect to gender mainstreaming will be generated.

*UN Somalia institutionalize a robust monitoring and reporting framework and commit dedicated resources for the advancement of gender equality and women's empowerment.*

Again, a lot of activities, and repetitive in their orientation with other Output already proposed. Repetitive actions should be reviewed and eliminated. Even concentrate some of the Outputs that contain a similar approach. The last three Output are very similar.

- vi. Although the proposed outputs are timely and of great interest, the opportunity to mainstream the programming in the different portfolios is not being taken advantage of. The programmatic proposal refers very strongly to gender mainstreaming, but not to the integration of the different themes of the 5 portfolios in this programming: Inclusive Politics, Rule of law, Effective Institutions, Resilience and Climate Change, Inclusive Economic Growth.
- vii. It is wise to define roles for GTG, but they must also be defined for all the personnel involved, from managers, specialists and officials. These roles should be within UN and also towards partners.
- viii. It is opportune to define the goals and indicators, which must coincide with the goals and indicators of the main programming instruments in the UN System Agencies. Also define a monitoring system with instances of periodic discussion of progress.
- ix. The GEWE Project's evaluation report has proposed a series of specific thematic recommendations, which are also valid for this gender planning exercise.

Some thematic intervention recommendations identified from this evaluation are:

- o Once the effort has been made to get a representation of women in parliament, it would be opportune to work with them so that they know the roadmap of a specific agenda around women's rights.
- o It is necessary to strengthen the link between these women -MPs- and their communities. Communities is the origin of the electoral system and were it is possible to contribute to produce more permanent social changes. Given that a space was created for the participation of women in political life, it is necessary to expand work in the communities so that women can continue demanding for political participation in their communities and local governments.
- o GBV is too broad a problem to be addressed from a small Project. Being a multi-dimensional issue, it requires much more comprehensive interventions and within a long-term programming. The CCE methodology of working with communities proved to be very effective in generating permanent changes in the communities. Actions aimed at changing knowledge, attitudes and practices are very useful to prepare society for major changes. It is appropriate to continue with this methodology by expanding its geographical scope in small steps. Communication for Development - C4D- approach would be a useful tool to be adopted for those approaches.
- o Specifically, in Somaliland the scenario seems more propitious for a more intense address towards the FGM eradication. At the social level and at the institutional level, there are signals that it is possible to produce a substantial change. A very strategic

**EVALUATION REPORT**

intervention in this Region can be timely if it is part of a consensus of all the sectors involved, including religious leaders and the council of Elders.

- A dialogue should be opened from the upper UN management with the Ministries of Education to introduce some topics -gender equality, GBV/FGM, human (women's) rights- in the curricula of the different levels of formal education. Projects with isolated training actions are not sustainable and its impact is limited. The commitment of the governments must be reflected in agreements for the gender approach from the ministries of education.
- The reform of the legal framework and policies has been promoted and has produced relevant progresses. These actions must continue, but it is important not to expand further the scope of action. There are many open fronts and efforts should be directed to a few prioritized instruments. The most opportune moment must be found for its approach to strike when there are favorable conditions to act more effectively. The actions of political work cannot be separated from actions of preparation of conditions at a grass-root level to assume the changes and generate sustainability for them.