

Thematic Evaluation of UNDP's Contribution to Gender Equality and Women's Empowerment at Mid-Term Stage of Implementation of the Somalia Country Programme 2021 to 2025

Evaluation report

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This report submitted on May 24 2024 presents the findings from the evaluation conducted in December 2023-April 2024 to fulfil the terms of reference for the Thematic Evaluation of UNDP's Contribution to Gender Equality and Women's Empowerment at Mid-Term Stage of Implementation of the Somalia Country Programme 2021 to 2025.

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Abbreviations

ADC	Alternative Dispute Centre
CEDAW	The Convention on the Elimination of All Forms of Discrimination against Women
CO	Country Office
CPD	Country Programme Document
CSO	Civil Society Organization
FGM/C	Female genital mutilation or cutting
FGS	Federal Government of Somalia
FMS	Federal Member State
GBV	Gender-Based Violence
GTT	Gender Task Team
LOA	Letters of Agreement
M&E	Monitoring and Evaluation
MP	Member of Parliament
MoWHRD	Ministry for Women and Human Rights Development
NDP-9	National Development Plan
SDG	Sustainable Development Goals
SGBV	Sexual Gender Based Violence
SOB	Sexual Offence Bill
SNBS	Somali National Bureau of Statistics
TOR	Terms of Reference
TPM	Third Party Monitoring
UNCF	United Nations Cooperation Framework
UNDP	United Nations Development Programme
UN	United Nations
UNSCR 1325	United Nations Security Council Resolution 1325

Executive Summary

1. Gender Equality in Somalia

Somalia is one of the most fragile countries in the world and has remained among the top three most fragile states for the last 15 years and currently stands at number one in the 2023 Fragile State Index.¹ The main drivers of the fragility are interwoven and predominately related to recurrent natural disasters and environment shocks (drought, floods, and locust), multiple forms of armed conflict and insecurity at different levels.² Political space remains hugely dominated by men. The inclusion and meaningful participation of women, youth and historically marginalised groups³ remains limited with only 13 per cent of the cabinet and 21 per cent of the parliamentary committee positions held by women.⁴ Somalia has the fourth lowest position globally on the Gender Inequality Index and women suffer severe exclusion and inequality in all scope of the index—health, employment and labour market participation.⁵ Women continue facing challenges in participation in formal employment and diversification of economy despite the acknowledgment that gender equality and women’s empowerment are central to economic development as well as environmental sustainability.⁶

Gender Based Violence (GBV) remains a highly prevalent and persistent phenomenon affecting women and girls in Somalia. The most common forms of GBV include harmful traditional practices related to female genital mutilation or cutting (FGM/C), early and forced marriage, and physical and sexual violence.⁷ Nearly half (45%) of women aged 20 to 24 years are married by the age of 18 years. With most Somalis dependent on livestock agriculture and forestry, climate change is also a major concern that drives humanitarian need in the country and has a huge impact on women’s livelihoods. Women and girls are consistently more vulnerable to drought, as it places a triple burden on them to survive, care for their families and evade sexual violence. The National Disability Report 2024 noted the prevalence of disability in the adult population (age 18 and above) of Somalia, standing at 11.7 percent.⁸ Women have a slightly higher prevalence of disability at 12.6 percent compared to men at 10.5 percent.

There is a recognition at the national level of the need to reprioritize gender equality in the national development plan, with adequate policies and programmes. The Ministry for Women and Human Rights Development (MoWHRD) at Federal Government State (FGS) and Ministries of Women at Federal Members States (FMSs) were established to better support gender equality and human rights development in Somalia. In addition to leading the development and implementation of relevant gender laws and policies, the task of MoWHRD is to ensure coordination between the various ministries on gender, as well as to coordinate actions between Government and civil society. The Gender Focal Team was set up for all ministries under the MoWHRD lead. Ministries have developed Gender Policy in 2016 (currently under review) and Somalia Women’s Charter 2020 which calls for full inclusion of women across

¹ Fragile State Index. Country Dashboard-Trend from 2007 to 2023. Available at <https://fragilestatesindex.org/country-data/>

² These include terrorist attacks, counter-insurgency operations, inter-clan, local communal violence and organized individual violence

³ Marginalized groups may differ from one location to another, but according to the CCA, these include clan minorities, IPDs, refugees, women headed households, widows, and PWD.

⁴ UNOCHA, Somalia Humanitarian Overview, 2023

⁵ SIDRA, Gender dimensions of climate change related projects in Somalia.

⁶ SIDRA, Gender dimensions of climate change related projects in Somalia

⁷ IGAD, UNWOMEN, Somalia gender profile, 2021

⁸ Somalia National Bureau of Statistics (2024). National Disability Report, available at <https://nbs.gov.so/wp-content/uploads/2024/03/National-disability-report.pdf>

the political, economic and social dimensions in Somalia (50/50). In 2019, MoWHRD established a CEDAW ratification advocacy committee.

In September 2022, the Federal Government of Somalia launched the Somali National Action Plan (NAP) for the implementation of the Somali Women's Charter and United Nations Security Council Resolution 1325 (UNSCR 1325). The National Action Plan identifies and seeks to respond to persisting and emerging peace and security issues that affect and concern Somali women.

2. Gender Equality Mainstreaming in the UNDP Somalia CPD 2021-2025

Through its Country Programme, UNDP Somalia is contributing to the national development priorities identified in the National Development Plan (NDP-9) through three interlinked and mutually reinforcing development results, namely: **1. Effective Governance, Inclusive Politics and Reconciliation; 2. Enhanced Security, Rule of Law, and Access to Justice; and 3. Sustainable Management of Natural Resources for Inclusive Economic Growth.** Key gender specific priorities under the CPD include increased political participation of women with 30% quota to be achieved at all levels of the government and increased participation of women, youth, representatives of minorities, IDP in local development processes including reconciliation and stabilization.

UNDP adopted gender mainstreaming in all its programmatic and operational activities. An institutional set-up for gender equality mainstreaming includes a dedicated staff – UNDP Gender Specialist, establishment of UNDP Gender Task Team (GTT) which is led by the Deputy Resident Representative-Programme; and development of performance standards in the Gender Equality Seal seven areas. To ensure sustainability and institutionalizing gender equality, UNDP Somalia embarked on the Gender Equality Seal for Development process to strengthen work on gender equality with special attention towards systematic allocation of resources, maintaining institutional arrangements and the full and meaningful integration of gender equality into programmatic and operational work. UNDP efforts have been acknowledged in October 2023 with a Silver Certification award. Despite of the high assessment of the UNDP Somalia work in mainstreaming of gender equality and women's empowerment into internal processes and at the partners' institutions during the Gender Equality Seal process, there are some challenges, gaps, and opportunities the CO would like to address with the support of this thematic evaluation to include in the country office development plan.

3. The purpose and objectives of evaluation and methodology

The thematic evaluation was conducted between December 2023 and April 2024, in the third year of the CPD 2021-2025 implementation, and ***its main purpose was to assess UNDP's contributions made so far to gender equality and women's empowerment in Somalia during the period of 2021-2023.*** To that end, the evaluation was expected to identify results, bottlenecks and lessons that can be applied in the programme outcomes to ensure that the remaining gaps are addressed in the period of 2023- 2025 when the CPD ends. Key specific objectives of the evaluation include: validate the CPD results in terms of achievements and/or gaps toward the GEWE targets under Outcomes and Outputs; validate the results of participation of UNDP Somalia in the Gender Equality Seal for Development processes and provide recommendations for the development plan to address the challenges and gaps; assess the extent to which the gender equality mainstreaming strategy has been applied in a balanced manner through the CPD outcomes, portfolios and projects; and determine to what extent the CPD implementation has considered women, men, youth, people with disabilities (PWD) and other vulnerable groups as a driving force of the development processes and promoted their empowerment in order to enable them to become agents of change in their communities. The findings are expected to inform decision making at UNDP in relation to gender equality mainstreaming until the end of CPD programmes, as well as development of a new CPD programme and revision of the current UNDP Somalia Gender Equality

Strategy and action plans. The main evaluation users will be UNDP Somalia, other UN agencies, relevant ministries in the FGS and FMS, government institutions, members of parliaments and regulatory commissions, local governance institutions, community leaders, women's and youth's networks, CSOs, and donors supporting UNDP projects.

The evaluation was theory-based integrating feministic and social theories of change and gendered power relations and used mixed methodology (quantitatively and qualitative). Main methods included desk review, interviews, SWOT workshops and focus group discussion. The evaluation was conducted based on the UN evaluation standards and ethical principles using criteria of *relevance, coherence, effectiveness, efficiency, sustainability, conflict sensitivity, gender equality, human rights and people with disabilities*. In total, **82 documents** that make reference to the project implementation were reviewed and **55 representatives** (60 % female) of UNDP, UN agencies, ministries, Parliament, CSOs, academic and training institutions and media were interviewed. **About 35 women** – members of women's networks participated in the SWOT workshop to identify strengths and weaknesses of women's engagement in networks and participation in peacebuilding. Data analysis was done using human rights and gender equality responsive methods such as seeking for sex disaggregated data, comparing results from interviews and focus groups with data on HR and GEWE available on the national level, using triangulation of data and analysing the impact of interventions using robust gender equality and women's empowerment frameworks.

4. Key findings

The evaluation report contains **25 findings** and **6 conclusions**. The key findings and conclusions include the following:

- The evaluation found that the mainstreaming of gender equality into the CPD has been **most relevant** to the national GEWE development priorities and well aligned with the UNDP Global Gender Equality Strategy, UN Somalia Gender Equality Strategy, UNDP Somalia Gender Equality Strategy, and national frameworks such as the National Development Plan and Gender Equality Strategy. One of strategic strengths of UNDP Somalia in GEWE is the capacity to produce high quality gender equality analysis with the focus on women and girls, from historical, cultural and roots causes prospective in all thematic areas of the CPD;
- In addressing gender inequalities, the UNDP CO acted as a conveyor of inclusive dialogue between the federal and member state governments, local administration, clans' elders, religious leaders, women networks and created safe spaces for engagement of women and marginalized groups and ensured that development of solutions is informed by participatory consultative processes that directly involve men and women, children, representative of IDPs and other marginalized populations. However, recognition of vulnerable and marginalized groups as agents of change and strategic resources to promote transformation in GEWE is at the early stage. So far, engagement of women's networks in promotion of peacebuilding and women's political participation has been the strongest example of empowerment;
- UNDP CO has been promoting intersectoral engagement for reconciliation and stabilization from the start, such as building intergovernmental relations between and within FGS and FMS and increasing the role of CSOs by creating structures and mechanisms of cooperation. UNDP has successfully convened across line ministries at the federal and states level to address the gender dimensions of strong and inclusive governance, the justice system, peacebuilding and gender-based violence, climate response and resilience. However, given the scope of GEWE issues to be addressed and fragility of governance structures, **coherence** requires improvement both at strategic and

implementation levels. More focus on integration and institutionalization of gender mainstreaming tools methodologies such as Gender Impact Assessment, Gender-Responsive Budgeting and other into policy development processes would be a better fit with the UNDP mandate than small scope interventions to provide immediate relief and temporarily solutions;

- Using its participation in the Gender Equality Seal for Development, the UNDP CO has accelerated mainstreaming of gender equality into its programmatic and operational structures. The UNDP CO has been most **effective** in institutionalization of gender equality mainstreaming into internal policies and practices such as recruitment, procurement, security and other. Some practices include following 50% quota for recruitment of women, procurement of services from companies that are women owned or employ women, development of security mechanisms to prevent sexual harassment and other. Implementation of UNDP Gender Equality Strategy and established the CO Gender Task Team (GTT)It laid a strong foundation for gender mainstreaming processes. There is strong leadership and motivation to promote further GEWE in institutional practices and programmatic interventions. Some weak areas to address include knowledge management for GEWE, communication and reporting of results, and strategic partnerships for sustainable solutions across all sectors, in particular increasing cooperation with the civil society and the private sector;
- To ensure institutionalization of gender equality UNDP established strategic partnerships with Ministries of Women and Human Rights Development – leading agencies to accelerate mainstreaming of gender equality and women’s empowerment into the federal and state legal and policy framework and government institutions. Gender focal points have been established with support of UNDP in other ministries and rule of law implementing structures. A variety of structures have been developed at different levels with support of UNDP such a Women’s Caucus at the Parliament, 17 Women’s Networks, “women’s desks”, special units at the Prosecutor Office, Alternative Dispute Centres with mixed (female-male), three One-Stop Centres to provide health and other services to survivors of sexual and gender-based violence and other- all with the purpose to ensure that women have increased agency, voice and equal access to services. In order to institutionalize gender equality mainstreaming, gender equality strategies and guidelines have been developed in the areas of local governance and climate adaptation. In terms of political participation of women, 20% female representation in the National Parliament has been achieved;
- Development capacities of women organized in networks in non-violent communication, leadership and other relevant skills necessary for participation (under the Women, Peace and Protection Programme) has brought up a transformational effect in terms of women’s abilities to influence the direction of social change through stronger women’s networks and increased women’s participation and engagement in the community. However, limited opportunities for UNDP, due to the security and conflict sensitivity issues, to ensure direct monitoring of **effectiveness** of interventions is the main factor to collect credible data and evidence of what transformational impact in relation to GEWE UNDP is making. Other factors to collect evidence about effectiveness of gender equality mainstreaming approaches include lack of common understanding at UNDP and their partners what transformative changes are expected from GEWE interventions and lack of specific targets in the CPD;
- The UNDP CO is in a strong position to upscale results of gender equality mainstreaming under the CPD. In addition to having an expertise in designing and managing programmes across gender equality issues in different thematic areas, UNDP remains the trusted partner of the Government in state building which provides ample opportunities for UNDP make to substantive contributions to achievement of national gender goals. Dissemination and institutionalization of use of the Conflict

Navigator tool, Political and Economic Analysis of new liberated areas, the citizen participation platforms such as CONSUL and other participatory tools hold potential to contribute to transformative gendered impacts of interventions given that the benefits of these products and tools achievement of GEWE are acknowledged and capitalized upon across the UNDP thematic areas and in cooperation with partners. Ownership over these products should not be limited to government institutions but ensure that CSOs, women's networks, youth groups, private enterprises, academia and media add to credibility of gendered needs analysis and data and contribute meaningfully to GEWE results;

- Establishment of gender responsive structures such as Parliamentary Women's Caucuses, women's networks, Peace Committees and Working Groups, gender focal points and gender departments in ministries and other is meant to provide space for women's participation in decision making. However, the reliance on external funding may threaten sustainability of these structures and participatory processes initiated under the CPD. As well, GE and HR are often seen by implementing partners as a project output instead of being an underlying approach in all UNDP and partners' interventions. More focus on sustainable solutions and, at the same time, on increasing ownership and leadership of local communities over these solutions, including embedded gender equality norms and behaviours, may enhance **sustainability** in addition to top-down, institutional approaches;
- Assignment of Gender Markers and support provided to UNDP project staff by the Gender Specialist have positively affected allocation and tracking of resources for GEWE. In line with the Global policy, UNDP CO put a mechanism in place to ensure at least 70% of the projects/programmes budget is allocated towards achieving gender results and ensuring youth inclusion. In 2022, the programme expenditures constituted 75.3 % for GEN2 and GEN3. In 2023, there was a significant increase of the proportion of GEN2 activities – about 89%.⁹ At the same time, allocation of budget for GEN3 activities is about 9%.¹⁰ There is a comparatively balanced proportion of GEN2 activities under all Outcomes. However, making conclusions on **efficiency** of gender mainstreaming into programmes and projects is challenged by a rather small scope of GEWE interventions; as well, allocation of gender markers requires more capacity development at UNDP in future.

5. Conclusions

- The CO laid a strong foundation for gender mainstreaming through planning processes such as the Gender Equality Strategy, gender equality mainstreaming tools and structures such as the Gender Task Team. There is strong leadership and motivation to promote further GEWE in institutional practices and programmatic interventions. The comprehensive scope of the UNDP interventions to promote mainstreaming of gender equality has been instrumental in the process of raising capacities of partners in GEWE, in particular establishing gender structures and mechanisms such as gender equality units and focal points in the ministries, Women's Caucus in the Parliament, women's networks.
- However, more coherent approach to mainstreaming of GEWE is needed across the thematic areas if the CPD. To ensure coherence and better synergies between UNDP portfolios, creating spaces for sharing knowledge and learning of each other approaches and results is essential. In addition to

⁹Starting from 2024, UNDP Somalia is using the Quantum system where the gender marker is allocated at the activities level, therefore, the number reflects the actual figures. Before that, gender markers were applied at the output level.

¹⁰ GEN0 activities (3,4%) fall under the administrative project managed by UNDP for other UN agencies which is related to HR and salaries payment

learning shared under the GTT, participation of UNDP in the Digital Fitness Programme might be one of such spaces for UNDP staff to learn and collaborate on the design of innovative solutions to promote GEWE results. This should also strengthen the position of the Accelerator Lab, which is currently less visible, in supporting the CO and partners to speed up transformative changes in GEWE.

- Sustainability of GEWE results may be threatened by still weak governance institutions, conservative cultural norms and dependence on external funding to upscale the results. Building national and local level ownership over GEWE tools and structures developed under the CPD should not be limited to government institutions but ensure that CSOs, women's networks, youth groups, private enterprises, academia and media contribute meaningfully to GEWE results. If the UNDP CO decides to go for a Gold Certification, it would be important to focus during the last two years of the CPD cycles on consolidating the results that has been achieved so far. Such areas as M&E, knowledge managements and communication of GEWE results, and partnership development, especially with CSOs and the private sector, require more attention.

6. Key recommendations

Based on the findings from the evaluation, conclusions and lessons learned, **6 major recommendations and 30 specific actions** have been proposed for UNDP and some partners. The key recommendations include the following:

- Enhance ownership of the UNDP Gender Equality Strategy and gender equality mainstreaming processes at the UNDP CO Somalia by identifying key results (products) under each thematic area that are likely to accelerate gender equality mainstreaming in the areas of the UNDP mandate and formulate their linkages to other portfolios;
- Ensure that building capacities of duty bearers to promote GEWE in the areas of CPD is in balance with building capacities of right holders, in particular, empowerment of vulnerable, minorities and marginalized groups to enable them to claim for their rights and contribute to sustainable development of their communities;
- Prioritize Knowledge Management of GEWE results for their sustainability and scale up by developing a knowledge management strategy in areas of CPD; consolidate regularly results from integration of areas- based and community-based approaches implementation and their impact on GEWE in relation to specific thematic areas such as reconciliations and security, justice, climate change, participation in governance, inclusive economic growth;
- Expand opportunities (beyond the GTT) for sharing of knowledge and experience among UNDP staff on GEWE mainstreaming approaches undertaken under portfolios and by other UN agencies; ensure that learning exchange on gender- specific tools and methodologies such as non-violent communication is provided across RBAS gender staff/focal points;
- Develop a communication strategy for CPD that integrates a unified approach to delivering key GEWE messages and raising visibility of results; develop relevant communication guidelines for staff and, if necessary, provide capacity development to key specialists in projects and joint programmes;
- Regularly update the mapping of partners from different sectors including the analysis of their potential role as GEWE champions and capacities to ensure sustainability of the CPD interventions; integrate specific gender mainstreaming tool such as Gender Equality Seal for Public Institutions and the Private Sector;
- Identify human resources/GEWE champions/volunteers with relevant capacities at the UNDP CO and provide stimuli (i.e., annual performance review, support to career advancement) for them

to build capacities in the UNDP CO and in partners' institutions in gender equality mainstreaming in the CPD thematic areas including gender-sensitive monitoring and evaluation methods and tools and reporting of results.

1. Introduction

1.1. Background

Somalia is one of the most fragile countries in the world and has remained among the top three most fragile states for the last 15 years and currently stands at number one in the 2023 Fragile State Index.¹¹ The main drivers of the fragility are interwoven and predominately related to recurrent natural disasters and environment shocks (drought, floods, and locust), multiple forms of armed conflict and insecurity at different levels.¹² In early 2022, Somalia faced a political crisis and, during this period, Al-Shabaab intensified its operations against security forces, government facilities, and public places. Political violence also escalated, and political fighting displaced more than 200,000 people in Mogadishu in April 2021.¹³ The country has one of the highest numbers of IDPs in the world with total of 2.9 million internally displaced people as of 2022.¹⁴ In addition to the 2.967.500 IDPs, Somalia has 16,737 refugees, 19,259 asylum seekers, and 93,756 assisted refugee returnees. The number of IDPs in Somalia is ever-increasing creating large-scale, protracted informal settlements¹⁵, with the majority of IDPs living in over 2000 camps spread across the country on the outskirts of the major towns.¹⁶

The rising political tensions and military confrontations between the FGS and the Federal Member States have hindered the progress of necessary reforms, including the constitutional review process. The review process was intended to address issues such as federalism, power-sharing, and the distribution of resources, but has been stalled due to the political and security situation in the country.¹⁷ Priorities for the FGS and FMS Governments include enhancing service delivery, social cohesion and strengthening transformative processes to shape Somalia 's federalist structure.

According to the World Bank estimates, Somalia's population was 17.3 million.¹⁸ Like many countries in sub-Saharan Africa, that population is predominantly young with 75 percent of it estimated to be under the age of 30, and almost 50 percent under the age of 15.¹⁹ Despite forming the majority of the society, Somalia's young people have been inhibited from reaching their potential as catalysts for long-term stability and development in their country due to the continuing conflict and socioeconomic and political

¹¹ Fragile State Index. Country Dashboard-Trend from 2007 to 2023. Available at <https://fragilestatesindex.org/country-data/>

¹² These include terrorist attacks, counter-insurgency operations, inter-clan, local communal violence and organized individual violence

¹³ ACAPS, Key crisis to watch in 2023

¹⁴ Ibid

¹⁵ Somalia hosts some 3.1 million persons of concern to UNHCR, including over 34,000 refugees and asylum-seekers, mainly from Ethiopia and Yemen. More than 93,000 refugees have voluntarily returned to Somalia with UNHCR assistance, the majority coming back from Kenya, Yemen, Djibouti, Libya, Sudan, and Eritrea. In addition, nearly 3 million people are also internally displaced in the country due to conflict, insecurity, and the effects of climate change such as cyclical droughts and floods, UNHCR, Country – Somalia, available at <https://data.unhcr.org/en/country/som>

¹⁶ UNOCHA, Somalia Humanitarian Overview, 2022.

¹⁷ UNDP Gender Equality Strategy 2023-2025

¹⁸ World bank, 2023 <https://data.worldbank.org/indicator/SP.POP.TOTL?locations=SO> Accessed on 13th December 2023

¹⁹ Somalia National Development Plan 2020-2024.

exclusion.²⁰ The major structural drivers underlying youth engagement in violent conflict in Somalia are high youth unemployment and lack of livelihood opportunities.²¹

Somalia remains one of the poorest countries in the world²², with the Gross Domestic Product (GDP) of 8.13 billion US dollars in 2022 and per capita income estimated at approximately \$462 billion in 2022.²³ About 70 percent of the population live below the poverty line, existing on less than USD 1.90 per day.²⁴ In December 2023, Somalia graduated from the Heavily Indebted Poor Countries Initiative (HIPC), creating new opportunities for its people. Political relations in the region are experiencing dynamic change, with new opportunities for Somalia to benefit from regional trade integration as it became the eighth member of the East African Community at the end of 2023. As Somalia moves out of fragility, it needs to gradually transition from relying on humanitarian aid to sustainable development approaches.²⁵

1.2. The GEWE context in Somalia

i. Political participation

Political space remains hugely dominated by men due to the clan power structures in Somalia. The inclusion and meaningful participation of women, youth and historically marginalised groups²⁶ remains limited with only 13 per cent of the cabinet and 21 per cent of the parliamentary committee positions held by women.²⁷ In the 2022 elections, a total of 54 women, 20 per cent, were elected out of the 275 House of the Peoples seats, falling short of the 30 per cent goal and attaining fewer than the 24% achieved in the 2016 elections.²⁸ Despite a strong history of activism centred on increasing women's political rights, and valued roles in clan activities and local peacebuilding processes, Somali women have not experienced notable increases in their formal political power or status. Overall, despite challenges, there is a perception of 'gradual growth' in the participation of Somali women in the political arena, and a new perceived value for women's inclusion in politics for 'improved governance' and a more 'equitable' Somalia.²⁹

ii. Economic empowerment

The equality of men and women is enshrined in Article 11 of the Somali constitution (2012). However, the Somali customary system is based on a clear gender division of labour, and Somali women have unequal access to resources, opportunities, power and decision-making. Somalia has the fourth lowest position globally on the Gender Inequality Index and women suffer severe exclusion and inequality in all scope of

²⁰ UN Somalia Country Result Report 2018.

²¹ IGAD, Somalia country profile paper, 2019-2024

²² It has the sixth highest poverty rate in the region after the Democratic Republic of Congo, Central African Republic, Madagascar, Burundi and South Sudan.

²³ World bank 2023, <https://data.worldbank.org/country/SO> Accessed on 11th December 2023

²⁴ UN, 2020. Progress Towards The 2030 Agenda In Somalia: A Companion to the United Nations Common Country Analysis 2020. <https://somalia.un.org/sites/default/files/2020-09/Somalia%20CCA%20Companion%202020.pdf>

²⁵ World Bank, Somalia, Overview, updated on Feb 26, 2024, available at <https://www.worldbank.org/en/country/somalia/overview>

²⁶ Marginalized groups may differ from one location to another, but according to the CCA, these include clan minorities, IPDs, refugees, women headed households, widows, and PWD.

²⁷ UNOCHA, Somalia Humanitarian Overview, 2023

²⁸ UNDP, https://www.undp.org/sites/g/files/zskgke326/files/2022-07/VNR%20Report%20Somalia_2022.pdf

²⁹ Ibid

the index—health, employment and labour market participation.³⁰ Women continue facing challenges in participation in formal employment and diversification of economy despite the acknowledgment that gender equality and women’s empowerment are central to economic development as well as environmental sustainability.³¹

Gender-specific reasons were highlighted in the Somali Poverty Profile for participation in the economic activity. The formal wage sector remains male dominated and women and youth face discrimination in accessing formal employment, particularly in the public sector.³² Labor force participation rates are exceptionally low with significant gender gaps. According to the World Bank and ILO data, in 2023, it was 47 % for men and 21% for women.³³ Many of women will be found operating in the small and micro enterprise economy (SMEs), and only a few will be active in sectors that yield high profits such as imports and exports; livestock export and fishing, industries considered the mainstay of the Somali’s economy. Women face high structural barriers and discrimination that prevent them from growing their businesses.

³⁴

iii. Women, Peace and Security

Most of the individuals who bear the burden of conflicts and insecurity in Somalia are women. Conflicts also result in separate migration, as each member of the household seeks a livelihood or economic opportunities. Gender Based Violence (GBV) remains a highly prevalent and persistent phenomenon affecting women and girls in Somalia. The most common forms of GBV include harmful traditional practices related to female genital mutilation or cutting (FGM/C), early and forced marriage, and physical and sexual violence.³⁵ Nearly half (45%) of women aged 20 to 24 years are married by the age of 18 years.³⁶ Somalia is still characterized by a weak state justice system, which makes it difficult to ensure that the common law becomes the main legal system to address sexual and gender-based violence (SGBV) cases.³⁷ Most incidents of violence against women go unreported; there is a culture of impunity surrounding sexual and domestic violence. IDPs are the most affected groups due to the nature of their vulnerability. GBV data indicates that 74% of survivors who accessed services in 2022 were IDPs; 99% of whom were females.³⁸ About 70% to 80% of people living in these IDP sites and settlements are women and children whose husbands or male relatives have died or have been recruited by armed groups in the course of ongoing conflict. Although women have traditionally participated in conflict resolution and peacebuilding processes in many ways, they are not engaged into formal reconciliation processes.

iv. Resilience and Climate Change

With most Somalis dependent on livestock agriculture and forestry, climate change is also a major concern that drives humanitarian need in the country and has a huge impact on women’s livelihoods. Women and girls are consistently more vulnerable to climate change, as it places a triple burden on them to survive,

³⁰ SIDRA, Gender dimensions of climate change related projects in Somalia.

³¹ SIDRA, Gender dimensions of climate change related projects in Somalia

³² IGAD, UN WOMEN, Somalia Gender Profile, 2021

³³ International Labour Organization. “ILO Modelled Estimates and Projections database (ILOEST)” ILOSTAT, accessed on February 06, 2024 at ilostat.ilo.org/data

³⁴ World Bank, Somalia Overview, updated on Feb 26, 2024, available at <https://www.worldbank.org/en/country/somalia/overview>

³⁵ IGAD, UNWOMEN, Somalia gender profile, 2021

³⁶ Demographic health survey, 2020

³⁷ UNFPA, UNDP, ESCWA, Somalia gender justice, Assessment of laws affecting gender equality and protection against gender-based violence, 2021.

³⁸ Somalia GBV Sub cluster Annual Report 2022.

care for their families and evade sexual violence. Evidence shows that food insecurity and poverty increase the prevalence of GBV, as do war and harmful gender norms and stereotypes. For example, women traveling greater distances on insecure routes to collect water and firewood due to droughts increase their exposure to GBV.³⁹ Natural disasters, for example, floods and drought conditions affect the rise of the commodity prices and, respectively, contribute to increased inflationary pressure. The economic effects of climate and environment related crises are further increasing gender gaps in livelihoods in Somali communities and undermining women's empowerment.⁴⁰

v. *People with Disabilities in Somalia*

The National Disability Report 2024 noted the prevalence of disability in the adult population (age 18 and above) of Somalia, standing at 11.7 percent.⁴¹ Women have a slightly higher prevalence of disability at 12.6 percent compared to men at 10.5 percent. Place of residence appears to have an influence on disability prevalence, with rural areas reporting a higher prevalence of 13.5 percent, compared to urban areas at 11.3 percent and nomadic areas at 9.8 percent. There is also a striking difference of educational attainment between individuals with and without disability with 80.6 percent of adults with disabilities have had no formal education compared to 62.6 percent of those without disability. Similar, adults with disabilities face more barriers and challenges when it comes to securing employment opportunities. In 2023, the National Disability Agency (NDA) drafted a five-year action plan for the Somali, which emphasizes implementation of the Convention on the Rights of Persons with Disabilities and proposes comprehensive strategies to address the specific needs and challenges faced by individuals with disabilities. This includes initiatives such as promoting inclusive education, creating employment opportunities, and strengthening social support systems.

vi. *National Framework to advance GEWE*

There is a recognition at the national level of the need to reprioritize gender equality in the national development plan, with adequate policies and programmes. The Federal Government of Somalia is currently implementing its ninth National Development Plan (NDP9). The Ministry for Women and Human Rights Development (MoWHRD) at Federal Government State (FGS) and Ministries of Women at Federal Members States (FMSs) were established to better support gender equality and human rights development in Somalia. In addition to leading the development and implementation of relevant gender laws and policies, the task of MoWHRD is to ensure coordination between the various ministries on gender, as well as to coordinate actions between Government and civil society. The Gender Focal Team was set up for all ministries under the MoWHRD lead. Ministries have developed Gender Policy in 2016 (currently under review) and Somalia Women's Charter 2020 which calls for full inclusion of women across the political, economic and social dimensions in Somalia (50/50). Development of relevant monitoring frameworks and tracking of gender budgeting across ministries remain key outstanding areas of action for the MoWHRD. In 2019, MoWHRD established a CEDAW ratification advocacy committee. The Gender-Based Violence Strategy was developed for three years (2018-2020), however, at the grassroot level the

³⁹ <https://africa.unwomen.org/sites/default/files/2022-04/Gender%2C%20Climate%20and%20Conflict%20Analysis%20in%20Somalia%20%20%28WEB%29.pdf>

⁴⁰ Rapid Assessment on the Impact of COVID-19 on Somali Women Leading Small Scale Businesses 2020, ministry of Women and Human Rights Development (MWHRD)

⁴¹ Somalia National Bureau of Statistics (2024). National Disability Report, available at <https://nbs.gov.so/wp-content/uploads/2024/03/National-disability-report.pdf>

progress has been slow.⁴² Major gender-related bills such as Sexual Offences Bill (SOB) and Female Genital Mutilation/Cutting (FGM/C) Bill have been passed or under development across member states, but due to recent backlash on women's rights, the SOB is still awaiting approval at the Federal Parliament.

There are also continued efforts towards accelerating the implementation of United Nations Security Council Resolution 1325 on Women, Peace and Security, supported by UNDP, UN Women and UNSOM under Women, Peace and Protection Joint Programme. In September 2022, the Federal Government of Somalia launched the Somali National Action Plan (NAP) for the implementation of the Somali Women's Charter and United Nations Security Council Resolution 1325 (UNSCR 1325). The national action plan identifies and seeks to respond to persisting and emerging peace and security issues that affect and concern Somali women such as conflict related sexual and gender-based violence, access to justice, inclusion in the constitutional review processes, state building and peacebuilding, national reconciliation and transitional justice mechanisms, prevention of violent extremism, as well as climate change, humanitarian emergencies and COVID-19. At the moment of writing this thematic assessment report, implementation of the national plan has not been initiated yet due to lack of funding.

1.3. Mainstreaming of GEWE in CPD

Box.1 GEWE mainstreaming approaches at UNDP Somalia:

- (1) institutionalization, both internal and with Somali institutions;
- (2) capacity strengthening, both internal and with Somali partners;
- (3) working in partnerships, within UNDP and with UN system, institutional partners, private sector, academia, think tanks, media, civil society organizations (CSOs), women's platforms/groups and other civil society actors;
- (4) digitalization and innovation;
- (5) knowledge generation and sharing, including sex-age disaggregated data and research.

UNDP Country Programme is contributing to the national development priorities through three interlinked and mutually reinforcing development results, namely: 1. Effective Governance, Inclusive Politics and Reconciliation; 2. Enhanced Security, Rule of Law, and Access to Justice; and 3. Sustainable Management of Natural Resources for Inclusive Economic Growth. Also, the Country Programme Document (CPD) is aligned with the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2021- 2025 in its content, structure, and timelines. Among other objectives, CPD 2021-2025 sets key priorities to advance gender equality and women empowerment such as (1) launch initiatives that support gender equality and the empowerment of women, (2) mainstream gender throughout the four outcomes areas and (3) assess the gender marker tool as a means of ensuring gender financing of the UNDP Programme. UNDP's Global Gender Equality Strategy 2022- 2025, UNDP Somalia Gender Equality Strategy 2023- 2026, and UN Somalia Gender Equality Strategy 2021- 2025 set a clear framework and define strategies for working towards promotion of GEWE at the

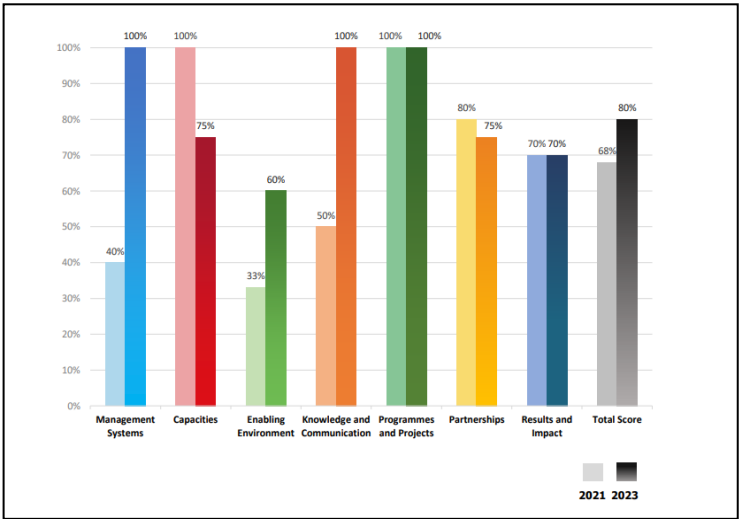
institutional level. Internal processes of gender equality ought to respond to the needs and areas of engagement identified across the Somali Women's Charter, the National Development Plan (NDP 9) and CPD 2021-2025. Gender specific priorities under the CPD include increased political participation of

⁴² African Development Bank and UN Women (2023). Country Gender Profile Somalia: trends of change in a fragile and fragmented context, available at https://africa.unwomen.org/sites/default/files/2023-11/somalia_country_gender_profile_0.pdf

women with 30% quota to be achieved at all levels of the government; increased participation of women, youth, representatives of minorities, IDPs in decision making processes at national and local levels and, in particular, in reconciliation and peacebuilding processes.

In line with the undertaken commitments, UNDP adopted gender mainstreaming in all its programmatic and operational activities. To ensure sustainability and institutionalizing gender equality, UNDP Somalia embarked on the Gender Equality Seal for Development process to demonstrate maintenance and strengthening of work on gender equality with special attention towards systematic allocation of resources, maintaining institutional arrangements and the full and meaningful integration of gender equality into programmatic and operational work. UNDP Somalia joined the Gender Equality Seal for Development for the 2021-2023 round, had the self-assessment in 2021 and drafted a development plan, and received the final assessment report in October 2023 with a Silver certification (Figure 2). An institutional set-up for gender equality mainstreaming includes a dedicated staff – UNDP Gender Specialist, establishment of UNDP Gender Task Team (GTT) which is led by the Deputy Resident Representative; and development of performance standards in the Gender Equality Seal seven areas, gender equality mainstreaming guidelines, capacity development for staff and a performance review mechanism.

Figure 1 Baseline Scores in the Gender Seal Areas (final scores 2023)



Despite of the high assessment of the UNDP Somalia work in mainstreaming of gender equality and women’s empowerment into internal processes and at the partners’ institutions during the Gender Equality Seal process, there are some challenges, gaps, and opportunities the CO would like to address with the support of this thematic evaluation to include in the country office development plan. In particular, there is a need to increase cross-portfolio collaboration as a driver for creating transformative changes in all areas of the CPD. As well, it is necessary to ensure more balanced

approach to gender equality mainstreaming across thematic areas and at the project level. Other than that, measuring and reporting impact from gender equality mainstreaming remains a challenge. To bring the mainstreaming processes to the next level, it would be critical to know what impact UNDP makes at the systemic and institutional level, in particular in transforming institutional culture and social norms, and how the transformational impact may be achieved and reinforced.

2. Evaluation approach and methodology

2.1. Evaluation purpose and objectives

The thematic evaluation was conducted in the third year of the CPD 2021-2025 implementation and its main purpose was to assess UNDP's contributions made so far to gender equality and women's empowerment in Somalia during the period of 2021-2023. To that end, the evaluation was expected to identify relevance, coherence, efficiency, effectiveness and sustainability, bottlenecks and lessons that can be applied in the programme outcomes to ensure that the remaining gaps are addressed in the period of 2023- 2025 when the CPD ends. Key specific objectives for the evaluation, as they are formulated in the Terms of Reference (Annex 1) include the following:

- Identify to what extent the CPD remains compliant with the UNDP Global Gender Equality Plan, UN and UNDP Somalia Gender Equality Strategies and national and regional GEWE priorities;
- Validate the CPD results in terms of achievements and/or gaps toward the GEWE targets under Outcomes and Outputs; as well, validate the results of participation of UNDP Somalia in the Gender Equality Seal for Development processes and provide recommendations for the development plan to address the challenges and gaps;
- Also, assess the extent to which the gender equality mainstreaming strategy has been applied in a balanced manner through the CPD outcomes, portfolios and projects and whether it has led to better coherence resulting in achievement of gender-intended results across thematic areas and sectors;
- Identify strengths, weaknesses and opportunities or each portfolio and department in implementation of the UNDP Gender Equality Strategy and provide recommendations on the course correction if relevant;
- Also, determine to what extent the CPD implementation has considered women, men, youth, people with disabilities (PWD) and other vulnerable groups as a driving force of the development processes and promoted their empowerment in order to enable them to become agents of change in their communities;
- Assess the efficacy of gender equality mainstreaming on the institutional culture within UNDP and whether it produces a desirable effect on ownership over the GEWE targets by direct partners and other stakeholders.

The findings from this evaluation are expected to inform decision making at UNDP in relation to gender equality mainstreaming until the end of CPD programmes, as well as development of a new CPD programme and revision of the current UNDP Somalia Gender Equality Strategy and action plans. The evaluation will also be used to inform future evaluations such as the ICPEs. Identified by the evaluation lessons learned, best practices, and challenges will inform future work of UNDP Somalia and their partners in mainstreaming of gender equality and women's empowerment in the country. The main evaluation users will be UNDP Somalia, other UN agencies, relevant ministries in the FGS and FMS, government institutions, members of parliaments and regulatory commissions, local governance institutions, community leaders, women's and youth's networks, CSOs, and donors supporting UNDP projects.

2.2. The scope of evaluation

The evaluation covered the CPD implementation from 2021 until the end of 2023 in all thematic areas: Rule of Law and Security (ROL), Inclusive Politics (IP), Resilience and Climate Change (RCC), Economic

Recovery and Institutional Development (ERID). The evaluation team explored the extent of gender equality mainstreaming in these areas and whether the impact of mainstreaming processes on legislative and policy environment, institutional capacities and empowerment of beneficiaries at the grass- root level, in particular women and youth. In addition, the evaluation searched for the evidence of increased complementarity between thematic areas and projects in addressing gender- specific inequalities and their root causes.

At the same time, the evaluation validated the results of UNDP participation in Gender Equality Seal for Development, in particular in the areas where the gaps in the performance had been identified, and assessed the effectiveness of implementation of the new UNDP Gender Equality Strategy 2022- 2025 and a respective Gender Action Plan that contains targets related to programmatic and operational capacities. In this connection, issues of ownership of the UNDP Gender Equality Strategy 2022- 2025 by UNDP staff have been studied as well. Finally, the evaluation had both national and regional scope. To that end the evaluation team analysed the work that had been done to increase gender sensitivity of systems and institutions at the national, regional and local level and assessed to what extent it led to inclusion and participation of women and men, youth, IPDs, refugees, clan minority, PWD and other vulnerable populations in governance and decision-making processes.

2.3. Issues to study

UNDP Somalia embarked on the gender equality mainstreaming process in order to build in-house capacities, as well as capacities of national partners', and to support transformative gender equality results. Furthermore, gender equality mainstreaming means for UNDP supporting partners to develop, implement and assess all development efforts through gender lenses to ensure that they reduce, rather than exacerbate, gender inequalities in these areas. Therefore, it deemed important to promote learning through this thematic evaluation and study from the UNDP Somalia experience:

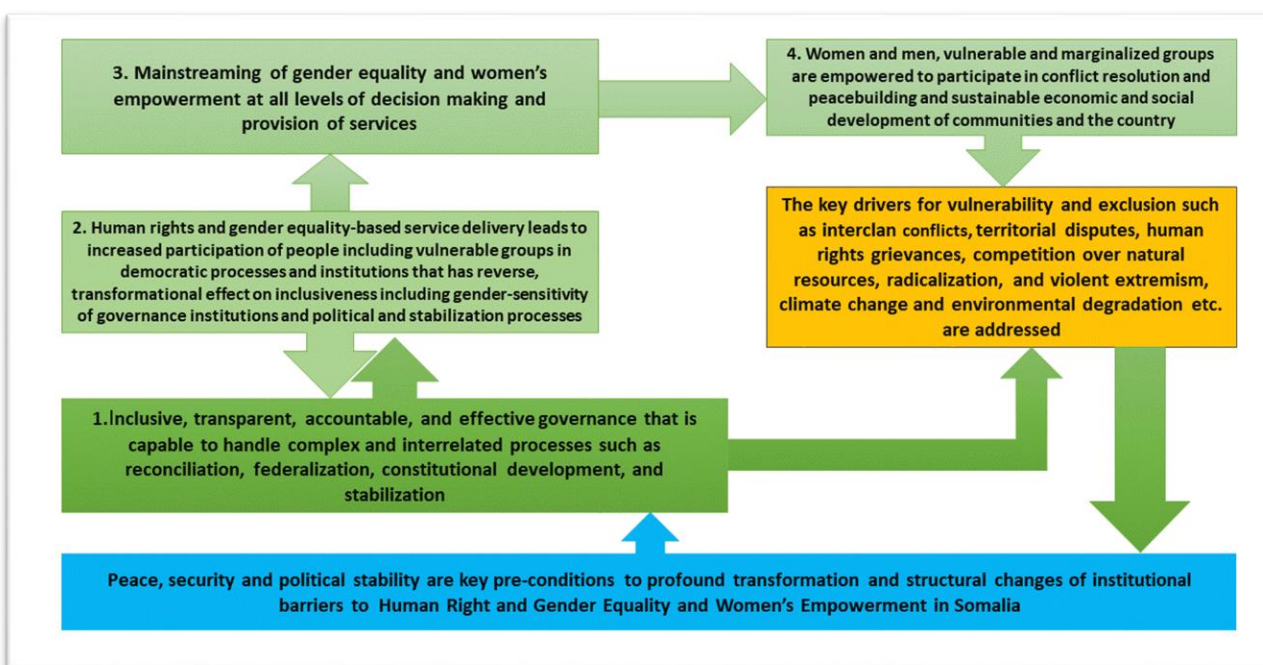
- 1) how gender equality may be effectively mainstreamed and what factors affect the effectiveness of mainstreaming interventions;
- 2) what transformative effect has gender equality mainstreaming on empowerment of women, youth, representatives of vulnerable groups to enable them to become active agents of stabilization, state building and sustainable development of communities;
- 3) to what extent adaptive management, stabilization, Area-Based Approach (ABA), NEXUS approach and other tools piloted by UNDP have been instrumental in mainstreaming gender equality and women's empowerment across the humanitarian-development-peace nexus and advanced its operationalization.

2.4. Evaluation approach

The feministic approach to evaluation was based on key propositions that (1) there should be equity amongst humans, (2) gender inequity leads to social injustice and (3) gender-based inequalities are systematic and structural. Since the gender as institution plays an important role in the social change theories, mainstreaming of gender equality and women's empowerment in the CPD has been assessed in relation to impact on gender -based rules, norms and practices by which resources have been allocated, tasks have been assigned, value has been given and power has been mobilized. In this regard, the evaluation has sought for evidence in shifts in power and identity at the level of beneficiaries and stakeholders, i.e., gender roles and power structures.

The evaluation was theory-based meaning that the theory of change was used the hypothesis to guide assessment of the Programme design, interventions and results. The Theory of Change was reconstructed during the inception phase of the thematic evaluation. It was founded in the theories of change underlying the UNSDCF 2021-2023 and the CPD and UN and UNDP Gender Equality strategies. The reconstructed theory of change defined key results as changes in GEWE at the level of the CPD outputs under four thematic portfolios. Progress at the output level is expected to promote higher level changes in the GEWE targets and indicators at the level of UNDP/UNSDCF Outcomes. The Theory of Change was used to guide the data collection and analysis and inform interpretation of findings in the final evaluation report. Figure 2 presents a concise version of the ToC, while its full version may be found in Annex 2. In addition, the 10-Point Action Agenda, the new UNDP strategic framework for its gender equality work in crisis settings, has been used as a reference to evaluate the relevance of gender equality mainstreaming interventions in the context of Somalia.⁴³

Figure 2 Theory of Change for the thematic evaluation



2.5. Evaluation Standards, Criteria and Questions

The consultants ensured that the evaluation process and the final report were in compliance with the UN and UNDP quality standards. The thematic evaluation was conducted according to the UNEG Norms and Standards for evaluation (2016), UNDP Evaluation Guidelines (2021), UNEG Ethical Guidelines for Evaluation (2020) and UNEG Guidelines on Integrating Human Rights and Gender Equality in Evaluations (2014). To answer the requirements for accountability at the inter-agency level against the performance indicators in the UN Disability Inclusion Strategy (UNDIS), the consultants reviewed the extent of mainstreaming of rights of people with disabilities across the project interventions.⁴⁴ To ensure alignment

⁴³ UNDP (2022). THE 10-Point Action Agenda for Advancing Gender Equality in Crisis Setting: New Practical and Positive Outcomes to Enhance Crisis Prevention, Recovery, and Resilience, available at <https://www.undp.org/sites/g/files/zskgke326/files/2022-11/UNDP-10-Point-Action-Agenda-for-Advancing-Gender-Equality-in-Crisis-Settings.pdf>

⁴⁴ <https://www.un.org/en/content/disabilitystrategy/>

with the Social and Environmental Safeguards, the evaluation team integrated social dimensions such as human rights, gender equality, disability inclusion and LNOB into all stages of the evaluation. Moreover, assessment of the extent of gender mainstreaming into the CPD considered its contribution to gender sensitive resilience-building, systems-strengthening, preparedness, early action and humanitarian response.⁴⁵

Following the initial desk review and online consultations with Evaluation Management and Evaluation Reference Group and the project partners, the team of consultants conducted the evaluation based on the standard criteria of *relevance, coherence, effectiveness, efficiency, sustainability*. Evaluation cross-cutting issues will include *conflict sensitivity, human rights and inclusion of persons with disabilities*. Guided by the key evaluation questions in the terms of reference (see attached in the Annex 1), the evaluation team developed a refined set of questions and sub-questions under the criteria. The full list of evaluation questions and specific indicators of success (standards) is included in the Annex 3 (Evaluation Matrix).

Finally, the evaluation was conducted in accordance with the principles outlined in the UNEG Ethical Guidelines for Evaluation (2020): *respect, empowerment, informed consent, inclusion and non-discrimination, do no harm and fair representation*. The full description of the principles is found in the Annex 4.

2.6. Participation of stakeholders in evaluation

The evaluation team, supported by the Evaluation Management and Evaluation Reference Group, undertook this evaluation as a consultative, inclusive and participatory process at all stages. Sense-making exercises were conducted with representatives of local governance, CSOs and UNDP staff using participatory technique i.e., real-time surveys to enable stakeholders to participate in data and findings interpretation. During the inception phase, the evaluation team reviewed the stakeholders' analysis compiled by the Gender Specialist. The analysis presents a mapping of governmental institutions, CSOs, academia, associations, UN agencies and others involved into promotion of gender equality and women's empowerment in Somalia under the UNDP programme. This provided a starting point for the evaluation team to identify potential interlocutors for this evaluation.

The stakeholder analysis was conducted in a gender-responsive, culturally sensitive, non-discriminatory and inclusive manner, ensuring that potentially affected vulnerable and marginalized groups are identified and provided opportunities to participate.⁴⁶ Special attention was given to representativeness of right holders in this evaluation : women- leaders, women participating in peacebuilding and conflict resolution, women-beneficiaries of economic and climate resilience interventions and other. To ensure their meaningful participation in collection of data and interpretation, participatory methods of evaluation

⁴⁵ UNDP (revised 2021). Social and Environmental Standards, p. 68, available at https://ses-toolkit.info.undp.org/sites/g/files/zskgke446/files/2023-03/UNDP%20Social%20and%20Environmental%20Standards_2019%20UPDATE_rev%202023.pdf?_gl=1*1y8bawe*_ga*MTM0MDk5OTk5MS4xNjY5Mzc2MzE0*_ga_3W7LPK0WP1*MTcxNDkzMTQ4MC40My4xLjE3MTQ5MzE2MTcuNjAuMC4w

⁴⁶ UNDP (revised 2021). Social and Environmental Standards, p. 68, available at https://ses-toolkit.info.undp.org/sites/g/files/zskgke446/files/2023-03/UNDP%20Social%20and%20Environmental%20Standards_2019%20UPDATE_rev%202023.pdf?_gl=1*1y8bawe*_ga*MTM0MDk5OTk5MS4xNjY5Mzc2MzE0*_ga_3W7LPK0WP1*MTcxNDkzMTQ4MC40My4xLjE3MTQ5MzE2MTcuNjAuMC4w

have been employed. According to the United Nations Disability Inclusion Strategy⁴⁷, inclusion of people with disabilities (in particular women) in this evaluation was given special consideration. The table with the evaluation sample is included in Annex 5.

In addition, criteria for inclusion included the position of power of stakeholders to the CPD Outputs and gender-related targets and criticality of their engagement for sustainability of GEWE results. At the same time, with the support of the Ministry of Women and Human Rights Development, the evaluation team managed to collect data from a sufficient number of women at the grassroots level. The full list of interlocutors is found in Annex 8.

2.7. Data collection and analysis

The evaluation deployed mixed methods including quantitative and qualitative data collection methods. Quantitative data mainly included data collected by the Gender Focal point (Gender Advisor) on GEWE targets and indicators and, by the M&E Team, on the CPD key performance indicators. In addition, some quantitative data such as budget allocation for GEWE (Gender markers), data on gender parity and some other data was collected from respective units and UNDP projects. Qualitative data collection methods include **document review, interviews, focus group discussions and SWOT analysis exercise workshops** which were conducted remotely and face to face. The list of reviewed documents is included in Annex 6. The data collection instruments are found in Annex 7.

SWOT workshops were conducted with the UNDP staff and women's networks and CSOs. These were followed by validation exercises integrating real-time surveys to enable stakeholders to participate in interpretation of findings. The real-time surveys served more of a purpose to validate the results of interviews and engage participations into discussion than collect statistically significant data. Integration of HR and GE into data collection included adjusting interview questions to age, gender, ethnic, cultural identification, level of education, vulnerability status of participants; and comparing data obtained from different sources (triangulation). Due to security issues, the consultants were not able to travel to the CPD locations. To mitigate these limitations, the evaluation team engaged 10 coordinators at the MoWHRD who are hired under the Women, Peace and Protection Joint Programme (UNDP, UN Women and UNSOM). They were trained in SWOT techniques by the international consultant and provided with step-by-step guidelines that were developed by the international consultant. Six of them volunteered to organize SWOT workshop with women at the grassroots level and shared the results with the consultants. To ensure that women at the grassroots level are able to contribute meaningfully to the SWOT workshops, the guidelines were translated into the Somali language.

Human Rights and Gender Equality - sensitive data analysis methods included: utilization of baselines and disaggregated data informing on the situation of HR and GEWE in the areas of the CPD; comparing data obtained from different sources (triangulation) including comparing the data obtained during the interviews and focus groups discussions with existing information on the situation with GEWE in the country (i.e., baselines studies, Gender Equality Country Profile, national statistics, research etc.); identifying themes and responses which are common and different between groups of stakeholders (duty bearers and rights holders); interpreting the data in relation to the context, relationship of power (gender roles and decision making); and comparing individual stories and case studies with general information

⁴⁷ https://www.un.org/development/desa/disabilities/wp-content/uploads/sites/15/2019/03/UNDIS_20-March-2019_for-HLCM.P.pdf

on HR and GEWE found in the studies and reports produced by UNDP partners and other actors. The results of the SWOT that are included into Annex 12 were analysed according to the women's empowerment framework provided by the European Institute for Gender Equality.⁴⁸

2.8. The evaluation process and work plan

The thematic evaluation was carried by the team of the consultants comprised of the international consultant and the national consultant according to the work plan included into Annex 9. It was coordinated with the Evaluation Management, the Gender Specialist and members of the Evaluation Reference Group. The consultants' short bios are found in Annex 10. The Evaluation Reference Group (ERG) was involved in quality assurance of processes and in the validation of the evaluation results. The list of members of the Reference Group is included into Annex 11. The team worked under the overall supervision of the UNDP Country Office Monitoring and Evaluation Specialist who functioned as the Evaluation Manager with oversight of the whole evaluation process and provided technical guidance. The evaluation was also supported by the Gender Specialist at UNDP Somalia who oversaw mainstreaming of human rights, gender equality and women's empowerment into the evaluation design and execution. Despite some delay in data collection, mainly due to reasons related to unexpected retirement of the previously selected national consultant and, also, availability of some key staff, the evaluation was conducted according to the evaluation policy at UNDP.

2.9. Limitations

During the inception phase, the evaluation team identified potential limitations that may affect validity and reliability of findings. These limitations are related to participation of beneficiaries, especially from difficult to reach areas, cultural challenges that may prevent beneficiaries from meaningful participation in interviews and focus groups discussions; issues of attribution of the CPD interventions to changes in gender sensitivity of systems, policies and institutions and empowerment of targets groups at the local level, and issues of subjectivity in interpretation of qualitative data from interviews and focus group discussions. In addition, while the international consultant was able to travel to Mogadishu, she was not allowed to travel to the project locations. In the middle of the data collection, the Evaluation Management had to engage another national consultant due to unexpected retirement of the previous one. New national consultant joined the team on a short notice which prevented him from travelling to other locations than in Mogadishu. Table 1 presents these issues together with risks and mitigation strategies.

⁴⁸ Women's empowerment has five components: women's sense of self-worth; their right to have and to determine choices; their right to have access to opportunities and resources; their right to have power to control their own lives, both within and outside the home; and their ability to influence the direction of social change to create a more just social and economic order, nationally and internationally. In this context, education, training, awareness raising, building self-confidence, expansion of choices, increased access to and control over resources, and actions to transform the structures and institutions that reinforce and perpetuate gender discrimination and inequality are important tools for empowering women and girls to claim their rights, available at <https://eige.europa.eu/thesaurus/terms/1102#:~:text=Women's%20empowerment%20has%20five%20components,influence%20the%20direction%20of%20social>

Table 1 Limitations and mitigation strategies

Limitations	Risks	Mitigation strategies
1. Consultants were not able to travel to the UNDP project sites and meet face to face with beneficiaries at the grassroots level	Findings do not capture progress or lack of that in GEWE for most vulnerable populations including women and youth, and beneficiaries of UNDP	<ul style="list-style-type: none"> • A variety of data collection methods, such as in-depth desk review, individual interviews (phone), group interviews (face to face and on Zoom), SWOT workshops, real time surveys allowed addressing these limitations; • International Consultant trained 10 coordinators from the MoWHRD to conduct SWOT workshops with women in communities targeted by UNDP projects
2. Cultural challenges	Participation of women and vulnerable groups and their openness may be limited due to stigma, religious believes which may affect quality of collected data	<ul style="list-style-type: none"> • The evaluation team ensured that questions are adjusted to consider cultural aspects; • A validation session was conducted on Zoom with the coordinators from the MoWHRD to discuss gaps in collected data due to sensitivity of some topics, such as SGBV and FGM and other
3. Attribution versus contribution of the CPD interventions to gender sensitivity of systems, policies and institutions	UNDP partners and other actors have been identified (IFIs, UN agencies, CSOs etc.) have been working on GEWE issues in partnership with UNDP or separately in the similar thematic areas, which makes it challenging to establish ownership	<ul style="list-style-type: none"> • To avoid the bias, the evaluation team has done an in-depth analysis of the project documents and evaluation reports to establish result areas where comparative advantages of UNDP have been most evident: • The evaluation team conducted desk review and interviews with key partners of UNDP Somalia on the topic of synergies and/or overlapping.
4. Subjectivity related to qualitative data collection and analysis	Subjectivity such as differences in interpretation of qualitative data and making connection to evaluation questions may affect reliability of findings	<ul style="list-style-type: none"> • The international consultant developed a coding system that was used by the team to analyse and interpret the data. • 2 workshops have been conducted with the UNDP team, separately with the female staff, to check on the validity of perceptions of results

3. Findings

3.1. Relevance

Finding 1: The CPD design and its Results Framework are aligned with the theory of change and formulate outcome and output level changes that the programme should achieve in relation to GEWE in four thematic areas. The Results Framework clearly articulate UNDP priorities under the CPD such as inclusive political participation at the national and local level and participation of women in

reconciliation and peacebuilding, assess of vulnerable groups including women to justice and protection from violence, support to women-led enterprises and development of gender-sensitive climate change adaption disaster risk reduction strategies. However, results are not always formulated in a way that makes it clear what results are expected in relation to gender equality. The overall set of indicators is not representative of key changes in institutional capacities and legal environment that would be anticipated if gender -sensitive results under the CPD have been achieved.

Aligned to the UNSDCF theory of change, the CPD is based on the logic that transformative and inclusive politics and reconciliation, including deepening the federalization process and establishing a constitution, are preconditions for realizing sustained security, ensuring access to justice and rule of law, attaining inclusive economic recovery, and building resilience in a sustainably managed environment for the people’s benefit. The emphasis made on transformative and inclusive politics and reconciliation reflects the current status of state building processes in Somalia and criticality of empowerment and inclusion of all people into these processes. For instance, achievement of 30% women in federal and member states parliament is an important target given that women are excluded from decision making. The related target at the output level on active engagement of women, youth, persons with disabilities and IDPs in political processes explains what transformative results are expected for representatives of vulnerable and marginalized groups in Somalia. Achievement of peace and security for all people in Somalia and, in particular for women, is emphasized through selection of several targets such as access of sexual and gender-based violence survivors to the formal justice system, involvement of CSOs in reconciliation processes and establishment of networks to counter of violent extremism (PCVE). Access to green economy is emphasized for agro-pastoralists and women-led households. Figure 4 presents seven gender responsive and seven gender transformative results (targets) in the CPD.

Figure 3 Gender Responsive and Gender Transformative Results in the CPD Result Framework

Gender Responsive Results	Gender Transformative results
1.1.1. Number of legal and regulatory frameworks aligned to international and regional standards/human rights conventions	1. Proportion of seats held by women in: (a) Federal Parliament (b) Federal Member States parliaments
3.2.2. Number of women, youth and persons with disabilities–owned enterprises capacitated	1.1.2. Women, youth, persons with disabilities and IDPs actively engage in political processes
3.5.1. Number of youths trained on digital literacy	1.4.1. Proportion of voter turnout by elective category and electoral levels (youth, persons with disabilities) disaggregated by sex
3.5.3. Number of private sector entities employing youths	1.5.1. Level of citizen engagement in local level development processes
3.6.1. Number of IDPs benefitting from livelihoods initiatives	2.3.1. Proportion of marginalized population accessing justice services
3.6.2. Number of IDPs/returnees reintegrated	2.3.2. Proportion of sexual and gender-based violence victims accessing formal justice system
4.2.2. Number of target groups (pastoralists, agro-pastoralists, fishermen) benefitting from natural resources management initiatives	3.3.1. Number of households benefitting from clean, affordable and sustainable energy access, by category (women, pastoralists, IDPs)

While the CPD results make relevance to the needs of women, people with disabilities, youth, IDPs and rural populations (among them women-led households), the level of disaggregation does not capture sufficiently gender, age and status-related vulnerabilities to inform on removal of specific for these groups

barriers to meaningful participation in the society. Other targets in the CPD, while making relevance to improvement of enabling environment and institutional capacities for fulfillment of human rights and gender equality in Somalia, do not spell out direct impact on gender equality and women's empowerment. The overall set of targets may be not sufficient to measure qualitative changes in systems and institutional capacities such as the extent of gender equality mainstreaming into legislation, policies and institutions in the result of UNDP interventions.

Finding 2. UNDP invests sufficient resources into the analysis of gendered aspects of existing inequalities and impact of diverse conflicts on men, women, children and marginalized groups in Somalia. Nevertheless, use of generated knowledge to inform strategic level decisions and shape programmatic priorities and GEWE approaches at UNDP and partners requires improvement. Adoption of an adaptive management approach at UNDP may increase relevance of interventions and address gender specific needs of women, PWD, IDPs in different geographical areas.

At the strategic level, the comprehensive UNDP Somalia Gender Equality Strategy and the Action Plan promotes mainstreaming of gender equality across all programmatic and operational processes. One of strategic strengths of UNDP Somalia in GEWE is the capacity to produce high quality gender equality analysis in all thematic areas of the CPD. The analysis of existing gender inequalities, also with the focus on women and girls, from historical, cultural and roots causes prospective provide crucial for strategic planning information on conflict dynamics, power relations and dynamics in relation to access to resources, climate change response, displacement and other.

In this regard, the initiated in 2023 Stabilization Programme provides early evidence to support the need for an intersectoral approach and adds value to the knowledge base on strategic resources existing in the new liberated areas from Al-Shabaab such as humanitarian, civil society organizations, women and youth groups, Peace Committees and other. Understanding how the potential of formal and informal groups into solution of crises including those that exaggerate gender-based inequalities i.e., SGBV may be used is critical for planning effective tailored approaches to solution of gender-based inequalities. Given, that specific triggers of the conflicts and availability of local resources to address them vary from the area to area, most positive is that UNDP adopted an **adaptive management approach** which is integrated with the support of a dedicated staff. Nevertheless, adaptive management has not been widely implemented across programmes and projects. To add, the specific key GEWE strategies how to integrate adaptive management in projects, partnership agreements, for example, in partnerships with CSOs, faith-based organizations, clan elders etc. are still to be defined. As mentioned in some evaluation reports, given the uncertainty and context-specific nature of social change and, in particular, in relation to GEWE, it would be beneficial to give more flexibility for community-based organizations, women and youth groups to define GEWE outcomes and outputs of projects that are most relevant for them and for which they may undertake full responsibility.

It is most noteworthy that UNDP Acceleration Lab contributes to the analytical capacity at UNDP by working with clear gender equality lens on solution of complex problems from the systemic prospect i.e. water scarcity, how to sustain communities (a study), transformation of the justice systems, digital solutions for PWD etc. Still, knowledge sharing happens within specific projects but does not systematically provide data and evidence on gendered aspects of acceleration to inform decision making on how to increase relevance of interventions to promote gender equality and empowerment of vulnerable and marginalised groups.

Finding 2: Mainstreaming of GEWE into interventions strategies are found most relevant to the needs of people of Somalia, in particular women, youth and people with disabilities. UNDP CO has capitalized

on its comparative advantage as a conveyor of inclusive dialogue between the federal and state governments, local administration, clans' elders, religious leaders, women networks and created safe spaces for engagement of women and marginalized groups.

While UNDP may be complemented on undertaking the gendered need analysis through highly participatory consultative processes that directly involve men and women, children, representative of IDPs and other marginalized populations, recognition of these groups as strategic resources to promote change and sustainable development is in the early stage. So far, engaging of Women's Networks in promotion of peacebuilding and women's political participation has been a strong example of building on local human resources. It is important that conflict and crises mitigation strategies acknowledge people of Somalia regardless age, gender and social status as active agents of change in their communities and, respectively, in the country.

There is a recognition at UNDP CO of the imbalance in strategic engagements with governmental structures and more formal GEWE structures such as Ministry of Women and Human Rights Development Women's Parliamentary Caucus, 17 Women Networks versus community-based formal and informal groups. It may be expected that implementation of the framework for engagement with CSOs and CBOs that is currently under development (Inclusive Politics-IP) will contribute to empowerment and self-reliance of communities which should promote positives transformations in relation to limiting behavioural and decision-making practices that sustain gender inequalities. Furthermore, the Conflict Navigator methodology piloted by UNDP (IP) may become instrumental in identifying community resources and designing tailored strategies that are most relevant for the unique political, socioeconomic and ecological situation in every district.

3.2. Coherence

Finding 3: Identifying comparative strengths and planning from them is critical for the UNDP CO, particularly, when there are many actors working on mainstreaming of gender equality in different thematic areas.

UNDP's strong, longstanding relationships with governments and support to state building presents an opportunity for progress on gender equality mainstreaming. UNDP has successfully convened across line ministries at the federal and states level to address the gender dimensions of strong and inclusive governance, the justice system, climate response and resilience.

Stakeholders of UNDP point out at the need to have more clarity on the UNDP mandate (as well as other UN agencies) in relation to promotion of GEWE and suggest that UNDP focus more on addressing structural barriers for **inclusion** and **participation** to reach out those who are left behind, especially, through UNDP work on democratic governance. This work is essential for creation of favourable conditions for other actors to step in with their technical knowledge to deepen gender -sensitivity of public and private sectors, policy and decision-making processes. UN agencies interviewed for this evaluation also see UNDP comparative advantages in evidence-based policy development. The policy and strategic documents developed under the UNDP projects to support the state building stand out for the extent of mainstreaming of gender equality, human rights and leaving no one behind (LNOB) principles. More focus on integration and institutionalization of gender mainstreaming methodologies such as Gender Impact Assessment, Gender-Responsive Budgeting into policy development processes would be a better fit with the UNDP mandate than small scope interventions to provide immediate relief and temporarily solutions. UN political level interventions are suggested to align expectations better, in

particular to create a common understanding of gender transformative top-down and bottom-up approaches.

Finding 4: Strategies to mainstream gender equality and women’s empowerment in thematic areas are not widely shared between portfolios, which may result in overlapping and duplication. The scope of cooperation between UNDP projects and in joint programmes on promoting gender equality may be not sufficient to produce a transformative impact on systemic barriers and challenges.

As confirmed by the UNDP team, there is evidence of improved complementarity between UNDP projects, in particular addressing the local development i.e., building effective and transparent local governance, boosting economic empowerment, stabilization and climate resilience. For example, representatives of UN agencies interviewed by the evaluation team acknowledged the area-based approach as having positive impact on coherence. However, given the scope of GEWE issues to be addressed and fragility of structures, coherence requires improvement and, most important, at the strategic level.

Box 2. If **transformational effect** is promoted in one area, for example, access to justice, then the gender equality analysis should identify all gaps at the legislative, institutional and individual level to understand the chain of interrelated changes to happen and reflect them in the joint programs.
JROLP (2023). The final evaluation report

Mainstreaming of GEWE into thematic areas such as gender equality in local governance or in climate adaptation or other areas has been done rather in silos than by systematically identifying and addressing the necessary gaps to ensure transformational effect. There is a significant number of gender mainstreaming guides and analytical tools produced under the CPD during the last two years. For example, adoption and integration of Manual on Gender Equality Mainstreaming at Local Governance requires promoting interrelated changes at the legislative, institutional and individual levels such as requirements or performance standards to public servants at all levels, creating sustainable solutions for their quality professional development and accountability for gender-sensitive service delivery. Efforts of

UNDP to create public servants’ training institutions (Local Governance Institute in Somaliland) that provide training on different aspects on administration and governance are noteworthy. Nevertheless, coherent efforts from UN agencies and other actors are required to ensure institutionalization of gender mainstreaming into capacity development of local administration and governance; as well, more efforts and resources are required to ensure that capacity development is matched with practical application of gender mainstreaming in public administration and governance and services provision.

3.3. Effectiveness

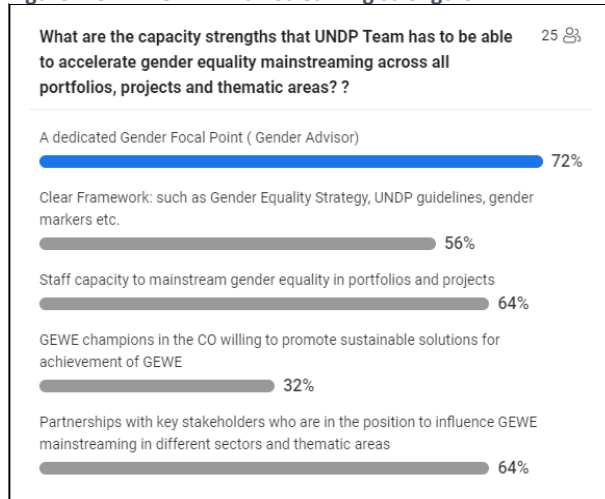
The current section focuses on effectiveness of gender equality mainstreaming at UNDP and their stakeholders. The findings are organized according to the key mainstreaming approaches that UNDP defined in the Gender Equality Strategy 2023-2025.

(1) Institutionalization of gender equality, internal and with Somali institutions

Finding 5: The Gender Equality Seal Certification process has been an important catalyst for change at UNDP Somalia and provided guidance on gender mainstreaming. Institutionalization of gender equality in internal practices has already resulted in some important milestones and raised awareness at UNDP of strengths and weaknesses related to mainstreaming processes.

In 2023, the Somalia Country Office achieved a **Silver level certification** based on the final score of **80%**, fulfilling **24 out of 30 benchmarks**. This is a significant improvement from a baseline of 68% achieved in

Figure 4 UNDP GEWE mainstreaming strengths



2021. The appointment of the Gender Equality Focal Point (Gender Specialist) who undertook development of a clear implementation framework and a comprehensive capacity development of the staff has been mentioned at the UNDP SWOT workshop as key factors to accelerate gender equality mainstreaming in programmatic and operational activities (Figure 4).

In particular, mainstreaming of gender equality into revision of project proposals at the Local Project Appraisal Committee (LPAC)⁴⁹ has been viewed as most beneficial for improvement of the quality of project proposals from the gender lens perspective. Furthermore, UNDP is trying to keep GEN2 and GEN3 project activities as above 70%. Monitoring of

gender targets established in the Gender Equality Action Plan has been institutionalized.

A representative Gender Task Team (GTT) has been established in order to contribute towards gender equality outcomes defined for the organization as a whole at the corporate level as well as to complement the CPD at the local level. The GTT has representation from both Operations and Programme, it is chaired by the Deputy Resident Representative – Programme, Co-Chair by the Gender Specialist, and will be in charge of the implementation of a work plan to ensure gender mainstreaming in programmes and projects as well as ensure gender parity in the workplace and that all staff in the office is gender sensitive. The GTT has become a knowledge sharing and learning place for UNDP staff on gender mainstreaming in programming and operations. Nevertheless, participants of the UNDP SWOT workshop suggest expanding opportunities for learning of specific methodologies and tools for gender mainstreaming across the CPD. thematic areas in order to enhance their capacity to fully integrate gender dimension in policies, programs, projects, and operations.

Finding 6: Mainstreaming of gender equality by the UNDP CO into operations such as procurement, security and Human Recourses has been promoted into cooperation frameworks with partners and programmatic activities with some success. Stronger advocacy for institutionalization of gender-sensitive organizational processes is needed to ensure dissemination of these transformative practices across the sectors, governance and private institutions.

It is most commendable that recruitment procedures at UNDP include screening for gender competences for both male and female candidates. In addition to adding to overall gender equality mainstreaming capacities in the office, it sends an important signal to partners and beneficiaries that gender equality and women’s empowerment is not only about gender parity at work. Setting requirements or a quota for participation of women has demonstrated some impact on increased participation of women- contractors

⁴⁹ Checklist to Mainstream Gender in all Project Documents and Project Proposals and the Gender Marker Analysis guidelines have been developed to ensure that gender is properly integrated into the project management cycle (as reflected in project proposal documents)

at UNDP and also local governance institutions (for example Joint Programme for Local Governance). For instance, gender inclusivity has been emphasized through the signed Letter of Agreement (LOAs) which resulted in larger recruitment of women by partner organizations. Although the mechanisms for prevention of gender-based violence and sexual harassment at work established at partner institutions as line ministries have not been fully operational and effective according to some interlocutors, it is most commendable that UNDP has been raising the importance of women's security at work through its programmatic and operational activities. According to the majority of interlocutors among women working in the Parliament and line ministries, their security remains an issue and, often, the only solution is seen to provide women with separate safe spaces for work which may be not the best for practicing decision making by women for meaningful participation in democratic institutions and inclusive governance.

Since the outdated Labour Law has been currently revised by the Labour Commission at the Parliament, this provides more opportunities for UNDP to mainstream gender equality and prevention of violence and sexual harassment into a world of work including into the partnership agreement in alignment with the ILO Convention No. 190 (or C190 for short).⁵⁰ Other than security, female interviewees from line ministries and from UNDP see opportunities for women to undertake leadership roles as limited and there may be more done to ensure that women participate in decision making along men and try themselves for leadership roles. In this regard, organization of Gender Equality learning events twice a year may look closer at gender equality in decision making patterns in the office and opportunities for women to practice leadership.

Finding 7: UNDP promoted institutionalization of gender equality at partners' institutions with the Ministry of Women and Human Rights Development (MoWHRD) playing the leading role in these processes. Gender departments and units have been also established at other line ministries at the Federate State and Member State level. Creating other gender equality responsive institutional structures seems to be justified, but it may time-consuming managing these structures which takes away the focus on processes and behavioral changes.

Ministry of Women and Human Rights Development (MoWHRD) remains the key institution to accelerate mainstreaming of gender equality and women's empowerment into the federal and state legal and policy framework and government institutions. There is a dedicated team of coordinators trained by UNDP who ensure liaison between the ministry and counterparts from the local governments, women's networks and civil society organizations. Gender focal points have been established with support of UNDP in other ministries and rule of law implementing structures. A variety of structures have been developed at different levels such a Women's Caucus at the Parliament, 17 Women's Network, "women's desks", special units at the Prosecutor Office, Alternative Dispute Centres with mixed (female-male staff), some one-stop centres and other- all with the purpose to ensure that women have increased agency, voice and equal access to services. In order to institutionalize gender equality mainstreaming, gender equality strategies and guidelines have been developed in the areas of local governance and climate adaptation.

While establishment of many structures seems to address the gaps in the capacity of the governments to include women in decision processes and provide an equal access to women to enjoy their human rights in all spectres of life, management of these structures requires much time and resources. It was evident

⁵⁰ The Convention was adopted in June 2019, by the International Labour Conference of the International Labour Organization (ILO), and came into force on 25 June 2021, available at <https://www.ilo.org/global/topics/violence-harassment/lang-en/index.htm#:~:text=ILO%20Convention%20No.,gender%2Dbased%20violence%20and%20harassment>

for the evaluation team that the Ministry of Women and Human Rights Development (MoWHRD) is overwhelmed with tasks, as well as other gender focal points and units in other ministries. Some tasks, such as raising awareness among other ministries seems to be repetitive. According to interlocutors, UNDP is tasked to ensure that developed structures remain sustainable and are provided with continuing capacity development and support. Having the priority that UNDP places on transformative change approach in an evolving context as Somalia, it may be less emphasis on separate gender equality promoting formal structure and more on integrating gender equality and women's empowerment in all institutional processes and affecting behavioral changes.

(2) Capacity strengthening, both internal and with Somali partners

Finding 8: Capacity building in gender equality mainstreaming is supported through the ambitious UNDP Somalia Gender Equality Strategy Action Plan (2023-2026) and includes several direct and hands-on learning approaches. If UNDP is to go for the Gold in the Gender Equality Seal, the office should consider expanding opportunities for learning of staff through formal and informal formats and self-paced learning and motivate them to apply acquired knowledge.

As emphasized in the Gender Equality Seal Final Report (2023), the CO has been most proactive in building capacity of its staff in the office and four geographical locations (Mogadishu, Garowe, Hargeisa and Nairobi) The Gender Equality Advisor has organized a number of perspective building sessions, such as a brief on the Gender Equality Strategy and topics on women's leadership, climate change and gender, etc., for both programme and operations staff and ensured the coverage of over 200 staff stationed across various project sites. Gender thematic trainings were extended to portfolio managers and programme teams to ensure integration of gender and conflict sensitivity. The CO PSEA focal points are placed in the main CO office and four geographical locations where they meet monthly and provide PSEA trainings to all staff, training of trainers for PSEA focal points, and implementing partners. In addition, the HR and CO Gender Specialist provide refresher trainings for all staff at least twice a year. The UNDP Gender Equality Strategy Action Plans sets the targets that 100 % of staff has completed mandatory courses and 80% of staff and programme teams attended trainings on inclusion of age and disability.

At the same time, the participants of the UNDP SWOT workshop see the need for more formal and informal learning formats on practical application of gender equality mainstreaming in different thematic areas. Encouraging of staff learning across portfolios and projects on specific issues such as women's empowerment analytical framework, gender equality in community engagement tools, and other relevant for programmes and projects implementation topics may be supported through joint learning sessions, as well as development of resources on gender equality mainstreaming that may be accessible for the staff any time to promote self-paced learning. At the UNDP SWOT workshop revealed that there may be more knowledge and willingness across the staff to champion gender equality work at UNDP, however, currently, their engagement may be promoted within the GTT and/or gender learning sessions, while their more active participation in raising gender capacities in the office is likely to get more boost if their contribution is targeted and reflected in the performance reviews.

Finding 9: With the strong focus on state building, UNDP has raised understanding of gender equality and women's empowerment of government institutions at national and regional levels and at local governance. While implementation of institutional and local gender equality strategies and plans requires additional capacity building, there is evidence of strong ownership over the gender equality agenda at some line ministries and agencies due to establishment of gender focal points and gender equality departments.

In the scope of this evaluation, numerous representatives of duty bearers from line ministries, governmental agencies and other public institutions have been interviewed and the evaluation team reviewed respective institutional gender equality strategies, action plans and reports. Overall, there is a good level of understanding of what GEWE is and how it should be promoted. Capacity development of human resources at governance institutions has been complemented with establishment of gender equality institutional mechanisms such as gender focal points and departments responsible for mainstreaming of gender equality women’s empowerment into sectorial policies and strategic plans. Capacity development was also of a good variety introducing a comprehensive approach to gender equality mainstreaming such as conducting gender equality assessment and need analysis, conducting participatory gender audits (for example, self-assessment at police), providing with a training on drafting legal documents with the particular focus on gender equality, establishing “women’s desks” and other - all with the purpose to develop inclusive and participatory democratic governance and ensure gender-sensitive service provision. Although additional resources and support from UNDP in collaboration with other UN agencies are needed to ensure that governance institutions mainstream gender equality and women’s empowerment into their daily practices, in particular planning, monitoring and provision of services, there is understanding at governance institutions of benefits of inclusive and participatory approaches for conflict prevention and peaceful development of local communities.

Finding 10: UNDP has put significant efforts into creating participatory decision-making mechanisms and processes, however, there is insufficient evidence whether communities including women, youth, and other marginalized groups have strong ownership over these processes.

Box 4. Women need to “rise to the occasion” and start supporting each other. They need to practice “power with” if they must conquer the male-dominated space and change the way the gatekeepers treat them. They need to “multiply their faces and amplify their voices” for change to happen.

Somalia Local Governments Gender Advocacy Strategy 2022-2026

UNDP has intensified its effort towards building an inclusive and participatory governance in Somali by developing innovative citizen participation tools such as the CONSUL platform, conducting needs assessment in communities, establishing mandatory consultation mechanisms involving women, youth and IDPs in order to inform decision-making and planning of policies. In particular, community-based planning approaches in addressing climate-related security risks has been praised for their effectiveness in mobilizing resources available in communities including women’s and youth groups and ensuring ownership of initiatives by the communities themselves. Undoubtedly, development of

capacities of women organized in networks in non-violent communication (NVC), leadership and other relevant skills necessary for participation (for instance, under the Women, Peace and Protection Programme) has brought up transformational effect in terms of women’s ability to influence the direction of social change through stronger women’s networks and increased women’s participation and engagement in the community, also with local governments and traditional leaders. It is noteworthy that women feel themselves empowered to build alliances and networks with women from other districts and train other women, which should have a multiplying effect in time (see Annex 12).

Nevertheless, interviewed gender focal points and representatives of civil society encourage UNDP and other international organization to foster more participatory approaches that incorporate diverse voices and ensure the inclusion of minority clans, marginalized groups with focus on the women, youth and PWD. The results of SWOT conducted with 35 women with support of gender coordinators from the MoWHRD suggest that while women are becoming more vocal and open to express their ideas,

cooperation with local government has not reached the desirable level because of clan-based power structures and lack of trust and understanding why women should participate.

The evaluation has found that that women's groups need more agency, structure and capacity development to be able to benefit from participatory decision-making innovative mechanisms promoted by UNDP. In addition, insufficient representation of women in local councils may also be a limiting factor for participation of women in decision making processes. Furthermore, as it is acknowledged in various reports, women in politics are very much influenced by traditional male dominance in decision making and assume a passive role of supporters, therefore, it may have been beneficial to look closer at decision-making capacities and collect evidence of meaningful participation of women and other vulnerable population in decision-making that influences their security and well-being and those of their families and communities.

(3) Working in partnerships

Finding 11: Selection of partners in the key position to influence transformation in gender roles through programmatic interventions has been one of the strengths of UNDP Somalia and contributed to the partners' institutional and human resources capacities in mainstreaming gender equality and women's empowerment. Nevertheless, the approach to increase gender-sensitivity of both public and private sectors may be strengthened through integration of specialized tools owned by UNDP.

Implementation of the CPD has engaged strategic partnerships from government institutions, civil society organizations (CSOs), academia and research institutions, media, associations and other UN and non-UN agencies. The evaluation team was able to appreciate the level of awareness of gender equality and women's empowerment and commitment to mainstreaming of these principles into the partnership agreements. The complementarity and coherence between actions of the governmental institutions and the civil society, for instance between the MoWHRD and the National Association of Journalists, "Bilan" media outlet has been most evident in raising visibility of problems that prevent women from equal participation in the family and the society and in promoting necessary changes in legislation to remove barriers to meaningful participation of women in the social and economic development.

To less extent, UNDP has invested into building effective alliances with a variety of sectors to address gender inequality, especially, when long term solutions are expected to enhance peace and resilience such as equitable access to land, sustainable financing and other. For example, with its mandate on sustainable development, democratic governance, peacebuilding, crisis prevention and recovery, and climate and disaster resilience, UNDP is well placed to emphasize implementation of the UNDP Private Sector Strategy 2023-2025 for most fragile states focusing on inclusive economic growth and providing resilience jobs for women. In this connection, implementation of the Gender Equality Seal for Private Sector may complement the work of UN Women on mainstreaming Women's Economic Empowerment Principles. Due to extensive experience in building governance institutions in Somalia, UNDP has a comparative advantage to implement UNDP Gender Equality Seal for Public Institutions i.e., Ministries of Finance, Tax Offices, Central Banks with the purpose to increase opportunities for inclusive economic growth for most vulnerable and marginalized populations.

Since the stakeholder's analysis has been mainly done at the project level, it deems justified to continue mapping of partners from their position to have influence on gender equality and women's empowerment mainstreaming at the strategic level. This process has been initiated by the Gender Advisor at UNDP and

may add value not only in terms of building new strategic partnerships, but also identify in which sectors mainstreaming of gender equality is likely to have most transformative impact on overall perceptions of gender roles and participation of women, youth and other marginalized groups and how to use it as a leverage to promote positive changes across other sectors. Moreover, having now a Partnership Specialist in the office may add to the quality of stakeholders' analysis and to stronger mainstreaming of gender equality into partnership agreements.

(4) Digitalization and innovation

Finding 12: With its ambitious new Digital Strategy 2022-2025, UNDP Somalia has been mainstreaming gender equality through digitalization in a number of ways. Some digital and innovative tools and products developed by the project have direct impact on gender equality by opening opportunities for vulnerable groups for inclusion and participation, however, it is important that development of digital solutions is supported by understanding how it is going to affect gender equality across populations, between elders and young people, elder and younger women.

Some specific technological solutions were developed by the Acceleration Lab in Somali for people with disabilities (PWD) to address issues of their exclusion from participation in political, social and economic processes. Most recently, the Conflict Navigator was developed as a digital tool that should open participation in conflict mapping for diverse populations including women, youth, PWD, IDPs, refugees, returnees and other vulnerable groups. It is noteworthy, that the tool is free for nonprofit organizations which should facilitate engagement of CSOs with the tool and empower local communities to collect data on conflict triggers and community resources to enable local, federal and national level governments, UNDP and other actors to plan better their interventions.⁵¹ For development of a participatory and inclusive local governance UNDP adapted CONSUL, a citizen participation tool for an open, transparent and democratic government. Digital Transformation Project designed for promoting startups in digital economy for Somali youth and promote their employment contributed to the knowledge base with the ecosystem mapping.

Digital solution has been promoted to improve provision of services of duty bearers' institutions for instance, as a part of the assistance to boost the institutional capacity to promote access to justice for victims of sexual and gender-based violence in Puntland, an online database management system was developed by a local software firm to improve the tracking and management of SGBV.

Participation of 22 staff from the CO in the Digital Fitness Programme workshop creates assurance that Accelerator Lab in Somalia with support from the Gender Specialist will give special attention to needs assessment and understanding the digital divide to ensure that UNDP continues to advocate for and implement 'intentionally inclusive' approaches to digital development that place people at the center.⁵² Moreover, it is an excellent platform to engage UNDP staff in collaboration on innovative solutions to developmental problems through gender lens. Furthermore, to develop new solutions for Somali society and seize opportunities provided by technology, it would be important that UNDP designs creative ways of bringing Somali women and men to think and to act together. Compartmentalization by gender and age is still quite high in Somalia, so seeking synergies between the Digital Fitness Programme, area and community-based approaches integrated by UNDP may open new venues for elder and youth to join forces and define innovative and, if needed, digital solutions for the betterment of Somalia.

⁵¹ <https://www.kobotoolbox.org/>

⁵² <https://www.undp.org/digital/blog/somalia-successfully-completes-digital-fitness-programme-shares-insights>

(5) Knowledge generation and sharing including disaggregated data and research

Finding 13: UNDP invested significant resources into building of statistical capacity of the Somalia National Bureau of Statistics (SNBS) including collection of data disaggregated by sex and age. Requirements for collection of data that informs on inequalities between women and men have been systematically integrated into guidelines and tools developed for partners by UNDP which should improve the situation with statistics in Somalia in a long run. Better reporting of results that goes beyond participation of men and women in project interventions is expected to increase visibility of impact that UNDP makes on different gender fronts.

Mainstreaming of gender equality into the work of the Somalia National Bureau of Statistics (SNBS) is a critical milestone achieved with support of UNDP for ensuring that national level planning, as well as internal planning at UNDP, is informed by an in-depth analysis of gender aspects of existing inequalities. Moreover, the Bureaus' Gender Equality Strategy target the increased statistical awareness and involvement of disabled and internally displaced people, youth, women and marginalized people in governance processes and official data source quality. This is most commendable if the NBS with support of UNDP is enabled to create venues for dialogue, feedback and participation in data collection and analysis for representatives of women and men of different age, socioeconomic status and types of vulnerability. Increased statistical awareness of communities including disabled and internally displaced people, youth, women and marginalized people should not only promote their participation in governance processes but also support decision making in relation of communities' well-being and resilience.

In this regard, it should be expected that capacity development done by SNBS and supported by UNDP would go beyond trainings and information sessions and will focus on meaningful participation of disabled and internally displaced people, youth, women and marginalized people in data collection and its interpretation. Collection of disaggregated data through scientific, rigorous data collection instruments⁵³ which integrate complex data collection processes and require advanced knowledge of data analysis is no doubt important to allow for comparability across countries. The tools such as the Conflict Navigator add to knowledge on how conflicts affect differently men and women, age groups, vulnerable populations. However, given the complexity of data collection at the community level, localization of data collection may provide with more in-depth understanding of gender-based differences, for instance on gender, peace and security and, at the same time, ensure ownership of communities for their own security.⁵⁴

Empowering communities to collect data on gendered aspects of challenges targets by UNDP intervention may have also a positive impact on reporting on programmes and projects' results. While reporting of results is sex disaggregated, it is mainly referring to comparison of number of male and female beneficiaries. As highlighted in some evaluation reports, the analyses did not, on most occasions, highlight the difference and inequalities between women and men on various dimensions, nor did they provide progress made on different gender fronts.⁵⁵

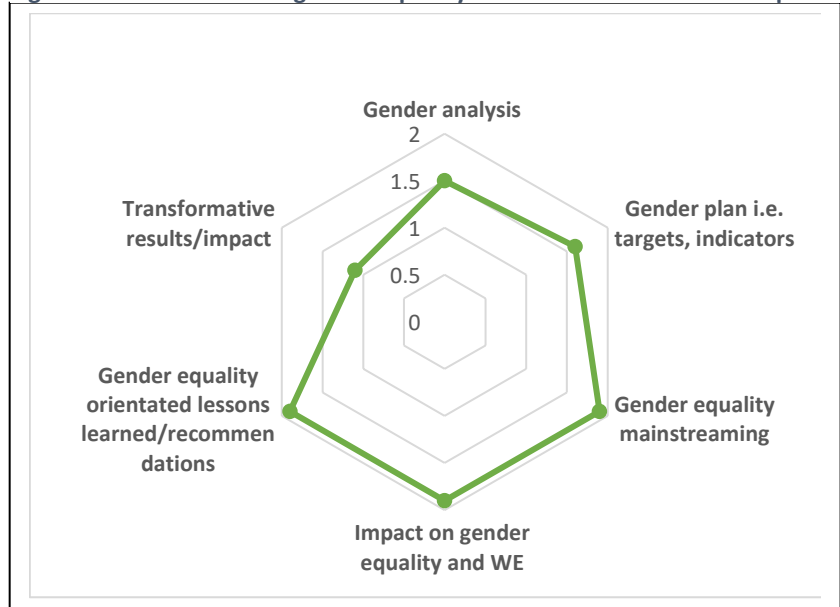
⁵³ For instance, *Guidelines and Methodology for Vulnerability Assessment* developed by UNDP Somalia in collaboration with the Green Climate Fund.

⁵⁴ See on development of gender -sensitive templates for local communities in *Localising Climate, Peace and Security: A Practical Step-by-Step Guide for Local Peacebuilding Actors*, p.28 at https://gppac.net/files/2023-03/Localising%20Climate%2C%20Peace%20and%20Security_A%20Practical%20Step-by-Step%20Guide.pdf

⁵⁵ For example, see Joint Security Sector Governance Programme (JSSGP). The Third-Party Monitoring and Evaluation (TPME) exercise undertaken on behalf of the European Union Delegation (EUD) to Somalia, between 04 February 2020 and 17 April 2020

Finding 14: Mainstreaming of gender equality into evaluation is satisfactory, however, more coherence is desirable in application of gender equality standards across portfolios and projects in requirements to external evaluation reports.

Figure 5 Reflection of the gender equality criteria in the evaluation reports



Despite to the shared opinion of the UNDP staff that external evaluation reports generally do not provide information on effectiveness of GEWE mainstreaming in the results areas, some reports may serve as benchmarks in the way how gender equality is mainstreamed in a comprehensive matter including the discussion of potential transformative impact on GEWE (for instance, under the Rule of Law portfolio). The quality of reports under the Climate Change and Resilience portfolio in relation of mainstreaming of GEWE is outstanding, which may be also

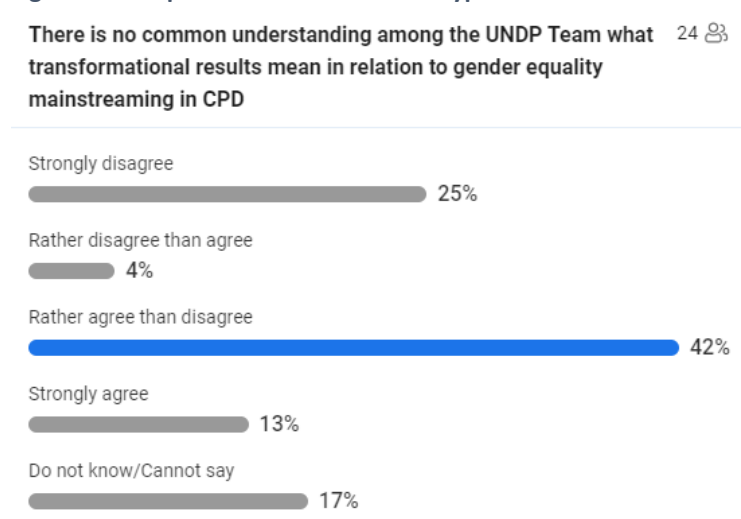
due to requirements of donors such as GEF to have a comprehensive gender equality plan. While there is a need to improve coherence in mainstreaming of gender equality across the portfolios and projects, in particular to improve quality of gender analysis and gender orientated planning and to organize findings around the discussion on what transformative impact UNDP makes on GEWE, the evaluation team finds the progress that UNDP is making in this area of work most satisfactory.

Finding 15: Some evaluation reports present attempts to analyse of interventions from the perspective of achieving a transformative effect on GEWE. Mainstreaming of gender equality into learning exercises and project reviews has led to quality lessons learned and recommendations. However, this information may have a limited value due to lack of common understanding and agreement on what transformative impact would be and how it should be pursued.

The UNDP Somalia Gender Equality Strategy puts the emphasis on empowerment men and women, representatives of marginalized groups to solve themselves issues pertinent to diverse conflicts in communities, climate change management, security and other challenges as the main transformative impact stemmed from gender equality mainstreaming. Establishment of a learning culture at the UNDP CO is most evident for the evaluation team that reviewed the results of some learning exercises and internal assessments conducted in the framework of projects. In addition to providing evidence in support of UNDP approaches such as adaptive management, areas-based and community-based approaches, results from these learning activities inform on strengths and weaknesses of gender equality mainstreaming strategies and add to the lessons learned extracted from the external evaluation reports. Nevertheless, setting the value of the developed knowledge is challenging since there is lack of common understanding among the UNDP staff what transformative impact in GEWE is anticipated under the thematic areas and how it should be measured. During the SWOT workshop conducted in the scope of

this evaluation, 55 % of participants out of 24 agreed with that statement, while 17% are not aware of that.

Figure 6 Perceptions of transformative types of results at the CO



Moreover, consolidation of results of learning activities and lessons learned should be reinforced. Currently, the knowledge on how to ensure transformative impact on gender roles and behaviours seems to be scattered across projects and not shared systematically between projects and portfolios, according to the interlocutors from UNDP. Furthermore, lack of knowledge management strategies to track gender equality orientated lessons learned and recommendations prevents projects' staff and portfolio leaders from timely acknowledgement and correction of the course if necessary. Not least

important, recommendations from learning exercises strongly advise on improving coherence across UN agencies and international actors by mapping existing approaches in thematic areas to avoid duplication.

To support UNDP learning on raising visibility of impact on gender equality (and human rights), the evaluation team compiled a list of outputs including approaches and gender equality mainstreaming mechanisms that are discussed in their relevance to promoting a transformative impact on women, men, youth, displaced people and other vulnerable groups (see Annex 13).

Finding 16: Measuring impact from gender equality mainstreaming into the programmes and projects is challenged due a variety internal and external factors. Monitoring of the CPD targets is in place but affected by issues of security and conflict-sensitivity. The set of indicators requires revision, also in terms of disaggregation, to capture better achievement of gender equality and empowerment for vulnerable and marginalized groups.

UNDP is mainstreaming gender equality in four outcomes and thematic areas as democratic governance, rule of law and security, economic development and climate resilience. Transformative changes that advance the progress in human rights and gender equality achievement are being promoted under the CPD at the level of enabling environment, institutions and human behaviour level (individuals and groups). Measuring impact on gender equality may be easier in relation to some targets such as women's political participation or access to GBV services. To compare, reporting on transformation in gender roles such as participation of women in peacebuilding processes is challenged by the lack of the monitoring framework which may add to reliability of findings from interviews and focus group discussions on positive changes power relations such as collaboration of traditional elders and women in peacebuilding and improving access to security and justice for victims of GBV. Other than that, some indicators have limited value in terms of measuring of impact on GEWE, for example indicators on youth and women's economic empowerment provide measure at the level of input or activity.

Collection of data for CPD targets is much affected by security and sensitivity issues that make UNDP rely on third party monitoring. This negatively affects the trustworthiness of national data in general.

Nevertheless, having more clarity on what kind of transformative gender results are expected by the end of the CPD cycle would be beneficial for the UNDP team and implementation partners who may be engaged into collection of data. To add, systematic collection of data disaggregated by sex and age is not the case yet and M&E specialists undertake different approach to that which affects how data are and reported by implementing partners (see also Finding 17).

Finding 17: Lack of common approaches to communication of results and impact from the CPD on gender equality and women’s empowerment seems to present a bigger challenge as it requires dedicated communication staff capacity, clear guidelines and accountability of staff to report results in order to inform about impact on GEWE under thematic areas.

There are excellent examples of communication materials that have been shared with the evaluation team such as empowering human success stories ⁵⁶, also the ones developed by partners (under the “Bilan” – all women media project) or through Somali digital storytelling. Most noteworthy are the efforts of UNDP to ensure gender equality is disseminated through the social media (at least 15% of posts) and there is a tracking system in place. Numbers of developed communication materials on gender equality and women’s empowerment are impressive and they are most valuable for advocacy of importance of gender equality and women’s empowerment at all segments of the society. However, to be able to make more progress in the Gender Seal benchmarks, UNDP may be expected to undertake a more comprehensive approach on how results are communicated in their relevance to a desired transformative impact on people in Somalia. For instance, the report *Building Alternative Dispute Resolution Centres (ADRs) based on Transformative Change: The Example of Baidoa* captures (2021) comes most closely to capturing the gendered effects of implementation of non-violent communication in ADR Centres at different levels: individual-level change, institutional changes (ADR) and social change. Although the report acknowledges limitations to producing sustainable changes, the use of a robust women’s empowerment framework in the results interpretation makes it a best practice example.

In this regard, it is noteworthy that there are some attempts to measure efficiency of GEWE interventions through community- based initiatives for example women participation in ADC or in peacebuilding. The efforts to measure the impact from UNDP interventions on use of time or resources are most appreciated i.e., reduction in cooking time for women (the PROSCAL project) or economic efficiency through the development of a gender-sensitive IWRM. Communication of such findings would raise visibility of UNDP making impact on triggers of gender inequalities such as use of time for unpaid domestic activities and would acknowledge importance of careful planning of volunteering activities, for example for peacebuilding, which requires much time and energy from women. Finally, improvement in reporting of results to donors and raising the added value of external assessment and evaluation reports seems to be most feasible due the existing experience at UNDP in applying gender equality standards (gender markers) to project documents.

3.4. Efficiency

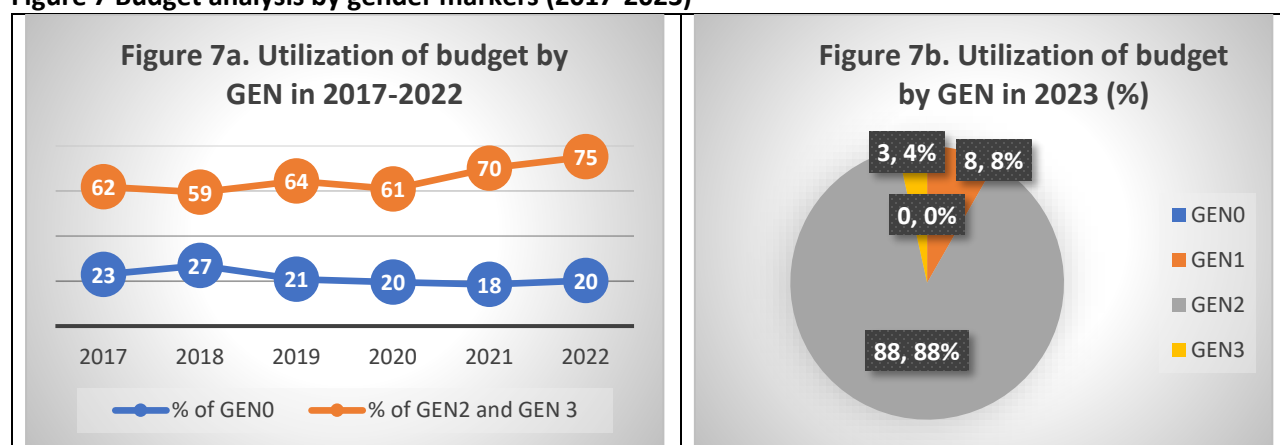
Finding 18: Integration of gender markers and tracking the budget allocation at the activity level have been most beneficial for raising awareness of budgeting allocation for GEWE across the Outcomes and Outputs, although consistency in allocation of gender markers requires more attentions in future.

⁵⁶ For instance, *Reporting on Somaliland’s Joint Rule of Law Programme: Human interest stories on accessing justice in Somaliland*

Assignment of Gender Markers promoted mainstreaming of Gender Equality, which is also as evident from the budget utilization analysis (Figure 8). Other factors include development of gender mainstreaming tools i.e., a gender checklist, support provided to UNDP project staff by the Gender Equality Specialist; and the comprehensive LPAC process at the project planning stage.

The percentage of GEN2 and GEN3 activities has been steadily increasing. In 2023, there was a significant increase of the proportion of GEN2 activities (about 89%); at the same time, allocation of budget for GEN3 activities is about 9%. The requirement of 15% of resources allocation for GEWE has been achieved and overachieved by some projects. However, it would be difficult to conclude at this stage that increased gender mainstreaming in the budget has impact on achievement of the CPD GEWE targets (the ROAR report) for marginalized groups, among them women, IDPs, PWDs, and youth. Mainly, it is due to a small scope of interventions directly targeting these groups; also, the methodology has been changed most recently and UNDP project staff has acknowledged some challenges in applying gender markers.

Figure 7 Budget analysis by gender markers (2017-2023)



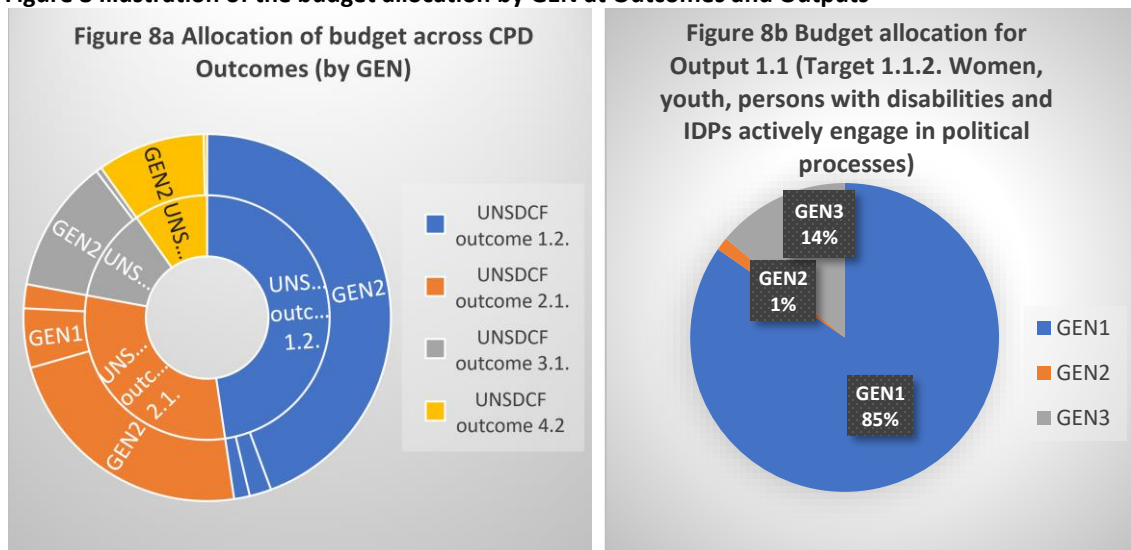
Finding 19: Assignment of gender markers at the activity level holds potential to conduct a deeper analysis and identify issues with efficiency of GEWE interventions across Outcomes and Outputs. It would be more useful for UNDP to look beyond average numbers of allocation of gender markers and check for the budget efficiency at the Output level.

Within the objective to propose further improvement in tracking of effectiveness and efficiency of gender mainstreaming, the evaluation team explored the extent of balance in gender mainstreaming across the CPD Outcomes and some Outputs that have targets directly reporting on improvement in GEWE. As it may be seen in Figure 3, there is a comparatively balanced proportion of GEN2 activities under all Outcomes (in total 89%) given the difference in UNDP contribution to the UNSDCF priorities. Since the methodology has changed just recently and the reasons for not having GEN3 interventions under Outcomes 3.1 and 4.2 may vary, including that some of the projects were not approved in 2023 or GEN3 activities are supposed to start in 2024.

The evidence from the analysis of gender makers allocation to Outputs suggests that there is a need to go beyond the average numbers and track annually the distribution of gender markers at the Output level. For example, it would have been important to identify the reasons for a high proportion of GEN1 (see Figure 4b) or lack of GEN3 activities under some Outputs that contain targets informing on increased

participation of right holders in political, social or economic processes.⁵⁷ It is most commendable that the UNDP CO with support from UNDP HQ team with conduct yearly exercise analysis for CO Gender Marker and come up with some solutions, for example, scale up the pipeline projects with GEN 3 and modify some of the current activities in selected projects to align to GEN3. It may be assumed that this work will lead to more accurate reflection of expenditures per Outputs and, consequently, GEWE related results under them.

Figure 8 Illustration of the budget allocation by GEN at Outcomes and Outputs



3.5. Sustainability

Finding 20: The CPD has been most proactive in generation of the national ownerships of the GEWE results. Support to development national, state and local level policy documents and NAPs that integrate gender analysis creates an enabling environment for dissemination of gender mainstreaming tools further.

Sustainability has been ensured through institutionalization of gender mainstreaming tools at the national level and through implementation of gender equality strategies in target agencies. The leadership of the Ministry of Women and Human Rights Development and establishment of gender focal points and units in other line ministries should facilitate dissemination and upscaling of results that come from. The National Bureau of Statistics has increased its capacities to collect disaggregated data; implementation of the Gender Equality by the Bureau should further increase collection and use of gender statistics for decision making.

Sustainable use of guidelines on mainstreaming of gender equality into specific thematic areas i.e., local governance, climate change is likely to be enhanced by the overall emphasis that UNDP makes on inclusive governance and decision making. In addition, mainstreaming of gender equality into partnerships has resulted in enhanced gender responsive of these institutions such as increased recruitment of women,

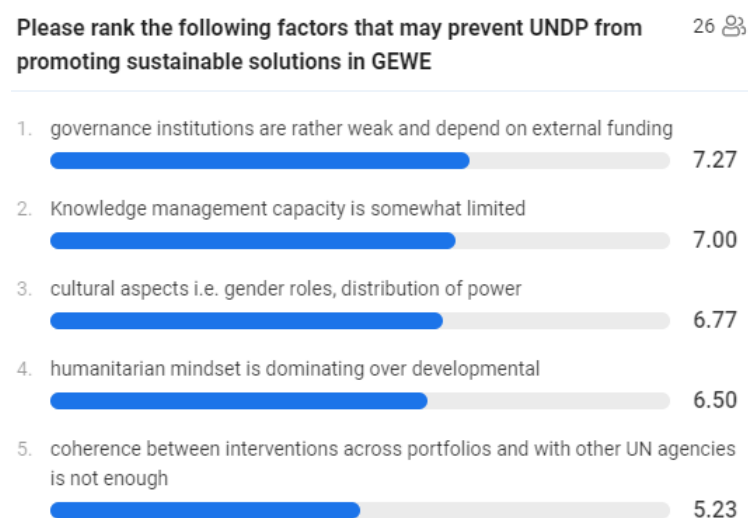
⁵⁷ In 2023, Output 2.3 Capacity of women, youth, persons with disabilities and IDPs strengthened to access justice services had 100% of GEN2 type activities, although, as a whole, it sounds as a GEN3 output.

creation of enabling working environment for them and other, although some additional support is needed to ensure positive changes are deeply imbedded into institutional practices and human behaviour.

The strategic position of UNDP in supporting the Government of Somalia in state-building and reconciliation, involvement of UNDP into development of the next national development programme and revision of the Constitution and other important legal and policy framework documents creates ample opportunities for UNDP to promote institutionalization of GEWE approaches and methodologies.

Finding 21: Weak governance institutions and their dependence on external funding presents a challenge to sustainability of created gender -sensitive implementation structures and mechanisms. More focus on sustainable solutions that contribute to ownership of local communities and greater gender equality may enhance sustainability in addition to top-down, institutional approaches.

Figure 9 Factors affecting sustainability of GEWE results



The findings from the UNDP real-time survey conducted a part of the SWOT analysis identify a number of factors that may prevent UNDP from promoting sustainable solutions in GEWE. Among them, weak governance institutions and their dependence on external funding present the main impediments, according to the majority of interlocutors.

The main strategy to ensure sustainable future for gender sensitive structures and implementation mechanisms remains their integration into new programmes. For example, sustainability

of ADR centres, with reduced dependence on international funding, is planned to be a key focus of new Joint Justice and Corrections Programme (JJCP). Establishment of Local Governance Institute and development of curriculum for local administration present an excellent opportunity to mainstream gender equality into required courses and ensure sustainability of capacities of civil servants. Unfortunately, the core activities of the LGI are currently put on hold due to lack of funding and space to provide face-to-face course. Seeking innovative including digital solutions, for example access to online free courses owned by ILO Training Center, UN Women and other agencies, may be an alternative option to sustainability for raising capacities of regional and local administration in gender equality mainstreaming in their operations and services.

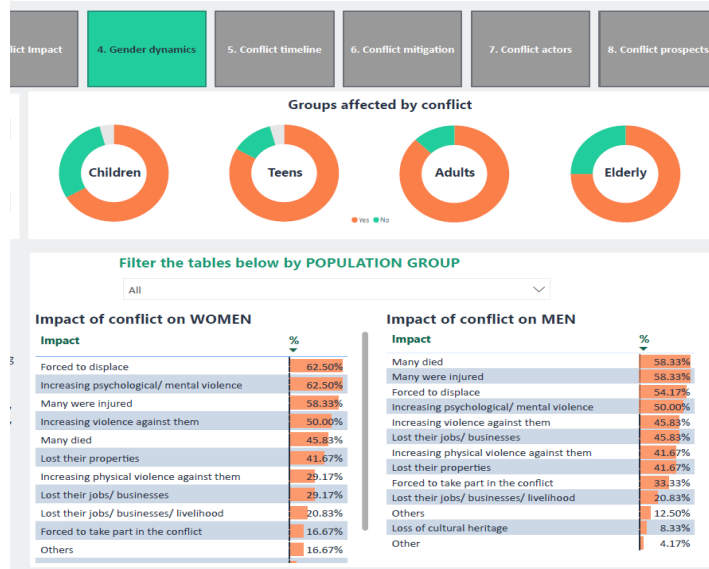
Also, under the Joint Rule of Law Programme (JROLP) in Somaliland, SGBV capacity in the justice sector has been enhanced through the establishment of six specialized units in regional prosecution offices focusing on juvenile and women’s SGBV related cases. The sustainability and effectiveness of operation of these units depends also on continuation of the JPP programme. The fact that the Attorney General’s Office has hosted SGBV coordination meetings between relevant justice institutions and stakeholders provided an example of enhancing sustainability through creation an inter-institutional coordination and accountability that, with the appropriate leverage, may be the way to enhance ownership over developed by UNDP capacities.

The UNDP leadership has been active in fundraising to promote sustainability of gender equality results through extension existing project and development of new programmes i.e., on addressing disability; however, long approval time for some donors, changing priorities of donors and other considerations may distort progression an upscaling of achievements. At the same time, there is acknowledgement among UNDP staff and UN agencies that the humanitarian mindset is still dominating over developmental and some cardinal changes are need there. As frequently mentioned by interlocutors and recommended in the external evaluation studies, more focus on sustainable solutions and, at the same time, on increasing ownership of local communities over these solutions, including embedded gender equality norms and behaviours, may enhance sustainability in addition to top-down, institutional approaches.

3.6. Conflict sensitivity

Finding 22: Conflict analysis conducted under programmes and projects has been found gender sensitive and has added to knowledge base on how conflicts affect differently women and men, among them vulnerable groups. While practical application of that knowledge still to be seen, the contribution made by UNDP in this regard is likely to have a transformative effect on how gender equality is mainstreamed into the peace-development nexus.

Figure 10 Data sample collected by the Conflict Navigator tool



The desk review of project documents allowed eliciting some most commendable practices such as conducting the Political Economy analysis (Stabilization programme), doing conflict mapping and gender analysis and development of a gender action plan (Resilience and Climate Change pillar). Development and piloting of Conflict Navigator under the Inclusive Politics area may add to evidence base on triggers of conflicts and its impact on populations in relation to sex and age (see Figure 11). It may be assumed that internal capacity at UNDP is sufficient to ensure quality conflict analysis in relation to gendered aspects of development. Consolidation of results of analyses should allow for better understanding of power

dynamics including gender power dynamics and help UNDP develop more effective and sustainable solutions for promotion of GEWE.

It is noteworthy that collection of gender-sensitive data on crises has been done through participatory approaches and, in case of the Conflict Navigator, through digital technologies that may be adapted to the needs of most vulnerable populations (translation into local languages). Stakeholders from governmental institutions seem to have high expectations from the data to be produced from the Conflict Navigator, however, it is equally important that CSOs, women’s networks under the WPP programme and other community-based organizations are familiar with the methodology and have capacities to collect relevant data and use the findings to plan their work. In addition, as data from piloting of Conflict

Navigator suggests, using this tool may also inform on involvement of local councils, CSOs, religious leaders, women's and youth groups in conflict resolution and provide mapping of actors involved into peacebuilding and stabilization processes by geographic area. The work on development of early warning systems to address conflict related sexual violence and gender-based violence and training CSOs and women's network in mitigation measures is noteworthy, although it has been ongoing and the results cannot be assessed at the time of writing of this report.

Finding 23: Evidence from piloting of an Area-Based Approach suggests that this approach may be more appropriate in the complex context of Somalia and have positive impact on conflict resolution and gender equality in a longer term.

Box 5. Conflicts are recurring events in Somalia, with distinct gendered impacts, dynamics, and resources for peace.

**Somalia Conflict Navigator,
UNDP SRSP**

Respondents from UNDP and partners from UN agencies and governmental institutions have recognized an Area-Based Approach as more efficient for addressing complexity of conflict issues including those that arise from climate change and natural disasters and their impact on gender equality. In particular, UN agencies emphasize better coordination among partners due to implementation of the Area- Based Approach, which is critical to avoid potential negative impact on gendered aspects of power relations and conflict dynamics. In this regard, appointment by UNDP of Area-Based Coordinators to mitigate potential negative effects of interventions is a noteworthy strategy provided that they are equipped with knowledge and data coming from conflict analyses done in the geographical areas of engagement.

Furthermore, UNDP CO has been promoting intersectoral engagement for reconciliation and stabilization from the start such as building intergovernmental relations between and within FGS and FMSs and increasing the role of CSOs by creating structures and mechanisms of cooperation, for example Civil Society Reference Group under the Women, Peace and Protection Joint Programme. However, as shared their opinion representatives of civil society, MoWHRD and donors, development of sustainable solutions for resolution and prevention of crises requires more efforts targeting empowerment of communities and their self-reliance. In this regard, implementation of the Area- Based Approach may address the scope of crises that stem from political conflicts and conflicts arising from limited access to natural resources and livelihoods, lack of employment and displacement.

Given that conflicts affect men and women in some cases equally, but also differently, mainstreaming of gender equality into peacebuilding, reconciliation and development should target, first of all, inclusion of all community members in development of relevant for them solutions. It is most positive that the Acceleration Lab is currently working on the study on how to sustain communities, which should add value to UNDP and other actors' interventions to achieve sustainable solutions for stabilization, peace and reconciliation. The findings from this study will add to data that the Conflict Navigator will provide also in terms of conflict mitigation strategies employed by communities and other actors helping UNDP to identify gaps and to promote gender-sensitive conflict transformation more strategically. What seems missing at the moment is the common framework at the UNDP CO to integrate conflict sensitivity in joint programmes and projects considering expected impact on gender equality and human rights.

3.6. Human Rights, Gender Equality and Inclusion of People with Disabilities

Finding 24. Under the CPD, UNDP has been working in many thematic areas and promoting positive developments in a large spectrum of human rights. This work is not possible without taking a systems-level approach to transform policies, laws, services, and budgets that discriminate and put men, women, girls and marginalized groups in situations of vulnerability or dependency.

Under the CPD, UNDP Somalia supports the country to fulfil its international obligations and recommendations from the human rights instruments such as Universal Periodic Review. Most recommendations from the URP 2021 (3rd Cycle, Session 38) referred to legal and general work implementation and women's rights, while 43% of recommendations related to SDG 16 and 24 % to SDG 5.⁵⁸ Therefore, the emphasis that UNDP makes on interventions under these goals to accelerate achievement of targets in relation to peace and strong and inclusive governance and gender equality and empowerment of women is most relevant since these achievements are likely to have a spill out effect on other targets and goals.

The desk review of external evaluation reports has also elicited numerous examples of integration of human rights and gender equality together following the LNOB principle, for example in relation to rule of law i.e., respecting human rights of women, persons with disabilities and other vulnerable groups through specific measures whether during arrest or detention or dealing with violence against women and girls. Other examples include the trainings covered the role of the police in the observance and protection of the rights of vulnerable groups including women and persons with disabilities when questioned by police, including the right to have an interpreter for the hearing impaired, the protection of internally displaced persons, and other. The manual and guidelines produced under UNDP projects are gendered and adhere to human rights instruments and national frameworks including the Somalia Women's Charter and UN Security Resolution 1325 on Women, Peace and Security NAP.

Finding 25. Development of initiatives by UNDP and their partners for solution of some specific violations of human rights may prove useful to push decision making in relation to these rights, for example in relation to PWD or SGBV. At the same time, it is important to ensure institutionalization of tools and methodologies developed by UNDP under the CPD that are going to promote systemic changes to promote HR and GEWE across all developmental areas under the UN Cooperation Framework.

Development of initiatives by UNDP and their partners to address the needs of most excluded populations is useful in order to push development of a more enabling environment for their participation and draw to them attention of the society. For example, the new project for Persons with Disabilities (PWD), valued at USD 998,211, has been signed with King Salman Humanitarian Aid and Relief Center. The project that started in April 2024 intends to strengthening policy frameworks, developing enhanced policies to reduce stigma and discrimination against persons with disabilities, enhanced legal and mobility access; and improve support for SGBV survivors living with disabilities and operationalize protection and services policies. However, it would be equally important to mainstream rights of people with disabilities in all UNDP projects and programmes, which is not evident at the moment.

Some concerns were raised in the external evaluation reports and echoed by donors, that gender equality, as Human Rights, becomes a "separate project", which takes attention and joint efforts away

⁵⁸ UNHRC, 2021. Universal Periodic Review, 3rd Cycle, available at <https://www.ohchr.org/en/hr-bodies/upr/so-index>

from a system-level approach to remove structural barriers and root causes of exclusion and discrimination. From the interviews with the gender focal points in the ministries it was also evident that gender equality is seen as a project implemented by structures established and supported through specific projects' funds. As it was mentioned previously, establishment of separate gender and human rights coordination and implementation structures threatens sustainability of projects' and programmes' gains in relation to GEWE and HR. At the same time, it may have a negative impact on GE and HR mainstreaming due to emphasizing GE and HR as a project output instead of promoting them as underlying approaches to all UNDP and partners' interventions.

Acting within the UNDP mandate requires keeping an eye on a bigger picture such as ending poverty, building democratic governance, strengthening rule of law and promoting inclusive institutions and targeting root causes of human rights violation and gender inequality. Under the CPD, UNDP had some experience in integration of tools and methodologies used by UN to promote systemic changes, for example conducting Gender Impact Assessment when developing some legislative acts; also, UNDP has introduced Gender Equality Analysis in development of local development plans; there are plans to promote Gender-Responsive Budgeting. Institutionalization of these potentially transformative practices still has to be achieved and complementarity of actions within UNDP CO and with other UN agencies is most needed to accelerate human rights and gender equality responsiveness in policy and legislation making, provision of services, and planning and implementation of budgets. Being one of the leading agencies in the UNSDCF Outcome 2 (SDG 16), UNDP has a strong position to advocate for the need for a system-level approach to address Human Right and Gender Equality across UN agencies and other actors and propose institutionalization and integration of gender mainstreaming methodologies that may have a transformative impact across sectors and institutions.

4. Lessons Learned

The gender equality relevant lessons learned presented in this report has been generated by the evaluation team together with participants of interviews and workshops. As well, the evaluation team also included lessons learned from the evaluation reports and learning exercises.

Lesson learned 1: In order to deal with resistance and changing the mindsets and clan elders and religious leaders in relation of women's active participation in political and social life and decision making, it is important to raise visibility of benefits of women's participation in leadership positions in public and economic sectors, in peacebuilding and stabilization.

Lesson learned 2: Achieving sustainable changes in gender equality and women's empowerment requires continuing support for development and empowerment of women networks, Civil Society Reference Group, and other women platforms in Somalia.

Lesson learned 3: During the planning stage, engagement of relevant stakeholders with community leaders, religious leaders, clan elders and women- leaders is essential to collect their thoughts and experiences on how they can participate and ensure sustainability of initiatives, including those that should promote gender equality and women's empowerment.

Lesson learned 4: Promoting sustainable solutions (for UNDP projects) in GEWE requires clear indicators and targets – what changes are expected, monitoring and reporting mechanisms for partners with an allocated budget, as well as capacity development of staff in gender departments and unit (i.e., MoWHRD) to enable them to report on impact of their interventions on gender equality and women's empowerment.

Lesson learned 5: Women have always participated in political and peacebuilding process albeit only in a supportive capacity. This traditional approach is still influencing older women leaders, resulting in a more discrete way of promoting the role of women in the society. Conversely, younger generation of women are more assertive and outspoken. Addressing these unbalances would mean also harmonizing the diverse interpretation of gender roles between younger and older generation of Somali women.

Lessons learned 6: Where women peacebuilders saw the need for new responses and ways in which women could contribute to peacebuilding processes, they established new informal peacebuilding spaces, supporting women to take on new roles within their communities. They re-purpose Somali cultural traditions and norms to design and implement peacebuilding strategies, such as using family and clan ties to wield influence over leaders and raise funds for peace activities.

5. Conclusions

Conclusion 1. Using its participation in the Gender Equality Seal for Development, the UNDP CO has accelerated mainstreaming of gender equality into its programmatic and operational structures. The CO laid a strong foundation for gender mainstreaming through planning processes such as the Gender Equality Strategy, gender equality mainstreaming tools and structures such as the GTT. There is strong leadership and motivation to promote further GEWE in institutional practices and programmatic interventions. Some weak areas to address include knowledge management for GEWE, communication and reporting of results, and strategic partnerships for sustainable solutions across all sectors, in particular increasing cooperation with the civil society and the private sectors. It is important to focus during the last two years of the CPD cycles on consolidating the results that has been achieved so far meaning not only improvement of the Gender Equality Seal benchmarks, but also actual gender equality results that brought up by UNDP interventions.

Conclusion 2. The capacity of the CO has been strengthened by hiring a Gender Equality Specialist. Implementation of the Gender Equality Strategy Action Plan contributed to increase in the capacity within UNDP to mainstream gender equality. Nevertheless, there are capacity gaps that need to be address such as M&E of impact of GEWE interventions and consistent use of gender markers. More coherent approach to mainstreaming of GEWE is needed across portfolios; having one output on gender should not replace the systematic application of gender equality and women's empowerment principles, along with human rights, into all projects and activities. It is important that gender equality is not seen as a project output by the UNDP staff and strategic partners. In this regard, the UNDP has some best practice examples, for instance, under the climate adaptation projects in how gender equality is consistently integrated into the project design and the project cycle management. To ensure coherence and better synergies between UNDP portfolios, creating spaces for sharing knowledge and learning of each other approaches and results is essential. Participation of UNDP in the Digital Fitness Programme might be one of such spaces for UNDP staff to learn and collaborate on the design of innovative solutions to promote GEWE results. This will also raise the position of the Accelerator Lab, which are currently less visible, in supporting the CO and partners to speed up transformative changes in GEWE.

Conclusion 3. The comprehensive scope of the UNDP interventions on gender equality to promote mainstreaming of gender equality has been instrumental in the process of raising capacities of partners in GEWE, in particular establishing gender structures and mechanisms such as gender equality units and focal points in the ministries, Women's Caucus in the Parliament, women's networks. Development of gender

equality mainstreaming guides and manuals should further support governance institutions in development of enabling environment that is inclusive of needs of women, youths and most vulnerable and marginalized groups. Sustainability of these gains may be threatened by still weak governance institutions, conservative cultural norms, dependence on external funding to upscale the results and GEWE interventions that may be insufficient to change profoundly institutional norms or human behaviour.

Conclusion 4. Benefits from implementation of the Gender Equality Strategy and Action Plan are evident and appreciated by the UNDP staff. Results and impact on gender equality though are more visible in some thematic areas than others, for example participation of women in peacebuilding, access to justice for vulnerable groups, improvement of livelihoods and resilience to climate change. Visibility of transformative gender impact is greater when UNDP integrates area and community-based approaches that build on existing resources and empower members of communities- traditional elders, women-leaders, religious leaders, women and youth groups to participation together in needs analysis and implementation of interventions. Collection of human stories and support to gender sensitive journalistic and women's media adds to visibility of GEWE results. Limited opportunities to ensure direct monitoring is the main factor to collect credible data and evidence of what transformational impact in relation to GEWE UNDP is making and support conclusions about effectiveness of gender equality mainstreaming approaches: other factors include lack of common understanding at UNDP and their partners what transformative changes are expected from GEWE interventions and lack of specific targets. To add to the previous, participation of CSOs and communities targeted by UNDP interventions in data collection and interpretation of GEWE results might add not just to visibility of changes and, at the same time, would strengthen ownership over these results by those whose human rights, security and peaceful development are promoted.

Conclusion 5. The UNDP CO is in a strong position to upscale results of gender equality mainstreaming under the CPD. In addition to having an expertise in designing and managing programmes across gender equality issues in different thematic areas, UNDP remains the trusted partner of the Government in state building which provides ample opportunities for UNDP make to substantive contributions to achievement of national gender goals. UNDP capacities to develop credible and rigorous evidence-base on gender equality in Somalia have been acknowledged by partners and respected by government counterparts and development community. If the UNDP CO decides to go for a Gold, it is important to focus during the last two years of the CPD cycles on consolidating the results that has been achieved so far meaning not only improvement of the Gender Equality Seal targets, but also actual gender equality results that brought up by UNDP interventions. It would require a more balanced gender equality mainstreaming in different thematic areas, in particular addressing the areas where gender equality targets are less pronounced such as economic empowerment and resilience and climate change. In this regard, more pro-active engagement with global agendas and ownership over specialized gender equality mainstreaming instruments such as Gender Equality Seals for Public and Private Institutions would enable UNDP in Somalia to mainstream gender equality more strategically and purposefully in all thematic areas under the CPD.

Conclusion 6. Dissemination and institutionalization of use of the Conflict Navigator, Political and Economic Analysis of new liberated areas, the citizen participation platforms such as CONSUL and other participatory tools hold potential to contribute to transformative gendered impacts of interventions given that the benefits of these products and tools achievement of GEWE are acknowledged and capitalized upon across the UNDP thematic areas and in cooperation with partners. Ownership over these products should not be limited to government institutions but ensure that CSOs, women's networks, youth groups,

private enterprises, academia and media add to credibility of gendered needs analysis and data and contribute meaningfully to GEWE results.

6. Recommendations

The evaluation team developed **six major recommendations** that are supported by more specific action points for how to operationalize each recommendation. The recommendations were developed in consultations with the UNDP staff and stakeholders from the MoWHRDs and line ministries and representatives of partners and beneficiaries from CSOs and associations, academia and media. The recommendations make references to the corresponding findings, conclusions and lessons learned. The majority of recommendations are addressed to UNDP with some recommendations addressed to UN Women and other UN agencies.

Reference	Recommendations	Responsibility	Priority
UNDP strategic position for transformative GEWE results	Recommendation 1: Enhance ownership of the UNDP Gender Equality Strategy and gender equality mainstreaming processes at the UNDP CO Somalia		
Finding 1 Conclusion 2	1.1. At the CPD planning stage, conduct ToC exercise integrating HR and GEWE considerations (as other planning principles) to ensure that every portfolio has results that accelerate achievement of GEWE targets in other portfolios;	Strategic and Programme Planning team (Portfolio Managers, Gender Specialist, POQA etc.)	High
Finding 16 Conclusion 2	1.2. Define clear GEWE results for CPD, targets and indicators (linked to the UNDP Global and UNDP Somalia Gender Strategy);	Strategic and Programme Planning team (Portfolio Managers, Gender Specialist, POQA etc.)	High
Finding 1	1.3. Identify key results (products) under each thematic portfolio that are likely to accelerate gender equality mainstreaming in the areas of the UNDP mandate (!) and formulate their linkages to other portfolios and applicability in respective programs and projects;	Portfolio Managers, Gender Specialist	High
Monitoring and reporting of results of UNDP mainstreaming of gender equality into programmatic interventions and operational processes	Recommendation 2: Systematically mainstream GEWE, HR and Conflict Sensitivity into Result- orientated management and Monitoring, Evaluation and Learning (MEL)		

Finding 16	2.1.Ensure consistency of how gender – sensitive data is collected, if needed, develop templates for projects etc. to collect data on key GEWE results in order to analyse holistically complementarity and impact	POQA, M&E Specialist, M&E focal points	High
Finding 14	2.2. Ensure that evaluation ToRs and reports all have an objective of assessment of impact on gender equality; put requirements to reflect the key criteria as gender analysis, gender plan, GEWE mainstreaming, impact on gender equality followed by a discussion on a potential transformational effect of UNDP interventions on GEWE; Ensure quality management response to evaluation recommendations related to Gender Equality and track implementation of these recommendations;	POQA, M&E Specialist, M&E focal points	High
Finding 15	2.3. Raise awareness of partners of expected GEWE results in the thematic areas of programs and projects; ensure participatory consultations on a potential transformational effect;	Portfolio Managers, Project managers/Area Coordinators, gender and youth focal points	High
Findings 2 and 15	2.4. Integrate adaptive programming and build adaptive capacities of partner organizations (esp., CSOs and other organizations working with communities at the grassroots level) in addressing social norms, challenges and crises, GBV etc.)	Portfolio Managers/Project managers Adaptive Management Coordinator	High
Finding 22 Conclusion 6	2.5. Using the Conflict Navigator, raise awareness of conflict dynamics at UN entities and partners to ensure better coherence and minimize the potential negative impact on GEWE i.e., on women, men, different age, specific vulnerabilities such as disability, replacement, minor clans etc.	IP Knowledge Management Working Group (or Specialist)	High
A transformative approach to empower women, men, youth, PWD and other	Recommendation 3: Ensure that building capacities of duty bearers to promote GEWE in the areas of CPD is in balance with building capacities of right holders, in particular, empowerment of vulnerable, minority and marginated groups to enable them to claim for their rights and contribute to sustainable development of their communities		

marginalized groups to become agents of change			
Finding 10 Conclusion 5	3.1. Continue implementation of a social mobilization methodology to build and strong community -based organizations including women’s and youth -led self-help groups and networks; seek donors’ and partners’ support to design grant mechanisms, especially for women’s and youth groups (call for proposals) to implement peace, reconciliation and confidence building measures in the communities;	IP, ERID, RCC, ROL UN Women,	High
Lesson learned 3 Conclusion 4	3.2. To strengthen inclusivity and diversity and enhance social cohesion , promote gender equality, inclusivity and diversity through interventions that target a whole community approach and engage all populations i.e., traditional elders (women and men), community-based organizations, formal and informal groups and networks of women, youth and marginalized groups to contribute to development of sustainable communities	All portfolios: ROL ERID IP RCC Stabilization	High
Findings 2, 10 Conclusion 5	3.3. Increase visibility of impact of the social mobilization interventions by partnering with strong CSOs/NGOs and other UN agencies (especially, UN Women) that may ensure sustainability of building capacities of women’s and youth groups and CBOs in the communities and ensure dissemination of this methodology into target regions and newly liberated FROM Al-Shabaab areas;	Partnership Analysis Officer, POQA UN Women	High
Knowledge Management, Communication and Dissemination of Good Practices and Innovative Solutions in GEWE	Recommendation 4: Prioritize Knowledge Management and Communication of GEWE results for their sustainability and scale up		
Finding 15 Conclusion 1	4.1. Assign a dedicated staff for Knowledge Management who will develop a knowledge management strategy in areas of CPD with	UNDP CO Leadership (Senior management,	High

	mainstreaming of HR, GEWE, inclusion of PWD and other underlying principles	portfolio managers and department heads), POQA	
Finding 5	4.2. Allocate a space (and time i.e., learning sessions) for sharing of knowledge and experience between UNDP staff on GEWE mainstreaming approaches undertaken within thematic areas and by other UN agencies; learn and use, when appropriate, GEWE mainstreaming tools implemented by other UN and non-agencies i.e., UN Women, ILO, EU, WB	UNDP CO Leadership (Senior management, portfolio managers and department heads), POQA	Moderate
Finding 5	4.3. Share with UN agencies, traditional and non-traditional partners good practices and results in Gender Equality mainstreaming in areas such as procurement (for example with UN JWG on Procurement), human resources management, security etc. to disseminate good practices and developed unified approaches;	UNDP CO Leadership (Senior management, portfolio managers and department heads), POQA	High
Finding 23	4.4. Consolidate regularly results from integration of area- based and community-based approaches implementation and their impact on GEWE in relation to specific thematic areas such as reconciliations and security, justice, climate change, participation in governance, inclusive economic growth	Knowledge Management Working Group (or Knowledge Management Specialist/communication team), M&E Focal Points	High
Findings 12 and 23	4.5. Encourage Acceleration Lab to contribute actively to knowledge management and learning at the UNDP CO with knowledge products and presentations of developed solutions and their potential transformative impact on reduction of inequalities	UNDP CO Leadership, Knowledge Management Working Group (or Knowledge Management Specialist/Communication team) Acceleration Lab	High
Finding 17	4.6. Under the leadership of the Communication Specialist develop a communication strategy for CPD that also integrates a unified approach to delivering key GEWE messages and raising visibility of results; develop relevant communication guidelines and staff and, if necessary, provide	Communication Specialist and Gender Advisor, Communication specialists, gender focal	High

	capacity development to key specialists in projects and joint programs	points at the project level	
Strategic Partnership for acceleration of GEWE achievement	Recommendation 5: Build effective GEWE alliances with partners from a variety of sectors to address gender inequality in the framework of long-term solutions to enhance peace and resilience		
Finding 11	5.1. Regularly update the mapping of partners from different sectors including the analysis of their potential role as GEWE champions and capacities to ensure sustainability of the CPD interventions;	Partnership Specialist MoWHRDs Portfolio Managers Gender Advisor	High
Finding 20	5.2. Consider developing joint programmes together with UN Women that promote a transformative effect on reduction of inequalities, also on the basis of gender and age and other criteria for exclusion: the following areas seem to be most relevant - gender sensitivity and inclusivity of the private sector, innovative public and private financing for gender equality and women's empowerment, land and water management;	Acceleration Lab	Medium
Finding 20	5.3. Design and implement joint UN initiatives that intend to mainstream good GEWE practices into the public sector and private business such as mechanisms to prevent sexual harassment and violence at work and private institutions; gender - sensitive public procurement and other that may become relevant in future	UNDP Leadership UN agencies	Moderate
Conclusion 5	5.4. Consider integrating UNDP Gender Equality Seal for Public Institutions in key public sectors and UNDP Gender Equality Seal for Private Sector (complementary to Women's Empowerment Principles in the private sector under leadership of UN Women);	UNDP Leadership Gender Specialist UN Women	Moderate
Finding 21	5.5. Use UNDP Global and Regional Networks and develop partnerships with UN specialized training centres, such as ILO Training, UN Training Institute, etc., to ensure sustainability of UNDP training modules and courses on GE and access to these to the staff from ministries, regional and local	UNDP CO/HQ Project managers Acceleration Lab UN Agencies	Moderate

	administration and other stakeholders with power to promote GEWE		
Finding 21	5.6. Seek cooperation with donors to ensure access to partners to regional and global GEWE platforms and networks, for example The European Charter for Equality of Women and Men in Local Life for local administrations	Partnership Specialist, MoWHR (federal and states), Gender Advisor	Moderate
Capacity at UNDP CO and partners' institutions to mainstream gender equality	Recommendation 6: Expand opportunities for institutional learning and capacities building for UNDP staff and key strategic partners in GEWE		
Finding 8	6.1. Conduct mapping of existing capacities of human resources at UNDP Somalia in terms of mainstreaming of gender equality and women's empowerment and conflict sensitivity including MEL capacities, in particular in gender-sensitive and participatory M&E methods;	HR, Gender Specialist POQA, DRR-P and DRR-O	High
Finding 8	6.2. Identify human resources/GEWE champions/volunteers with relevant capacities and provide stimuli (i.e., annual performance review, support to career advancement) for them to build capacities in the UNDP CO and in partners' institutions in gender equality mainstreaming in CPD thematic areas, as well as in participatory and gender-sensitive monitoring and evaluation methods and tools and reporting of results	UNDP CO Leadership Gender Advisor HR POQA	Moderate
Finding 18	6.3. Clarify for UNDP staff the guidelines on gender markers and calculation of budget (15%) and ensure coherence in their application; if necessary, engage with HQs/Regional Bureau to have clarity on context-based application of gender markers i.e., fragile states, ongoing military conflict etc.	Gender Advisor POQA/Financial Specialist DRR-P	High
Finding 8	6.4. Systematically identify capacity gaps of staff in GEWE mainstreaming and, upon providing capacity development, integrate reporting on practical application of gender mainstreaming tools and results during annual performance reviews and other review processes	HR, Learning Coordinator Gender Specialist	High

Findings 21 and 25	6.5. Mainstream issues of inclusivity and diversity, gender equality and women's empowerment into training courses for local administration and public officials; provide access to existing courses at UN Women Training Center with partnership with ITC-ILO, https://trainingcentre.unwomen.org/	UNDP UN Women ITC-ILO	Moderate
Finding 9	6.6. In cooperation with UN Women, raise awareness of partners (Gender and M&E focal points at the MoWHRD and other ministries) in gender equality and women's empowerment analytical frameworks to enable them to measure effectiveness of GEWE interventions and increase visibility of results whether related to behavioural or institutional practices, legislation and policy development ⁵⁹	UN Women, UNDP POQA, M&E Specialist, M&E focal points at the project level	High
Finding 22	6.7. Strongly communicate to partners (LA, grants mechanisms, etc.) requirements for knowledge and experience in conflict sensitivity and gender equality	POQA Portfolio managers Project managers	High

⁵⁹ See for the examples of gender analysis and empowerment frameworks the resources at <https://eige.europa.eu/gender-mainstreaming/tools-methods/gender-analysis#toc-gender-analysis-frameworks> or International Trade Center <https://intracen.org/file/agenderanalyticalframeworkfortheagreementsandworkoftheworldtradeorganizationpdf>

6. Annexes

Annex 1 Terms of Reference

Thematic evaluation of UNDP's contribution to gender equality and women's empowerment at mid-term stage of implementation of the Somalia Country Programme Document 2021-2025

1. Introduction

In 2023, United Nations Development Programme (UNDP) Somalia Country Office will conduct an independent thematic evaluation at the mid-term stage of its Country Programme Document (CPD) 2021- 2025 implementation, to evaluate the contribution of UNDP Somalia to Gender Equality and Women's Empowerment (GEWE) in Somalia. The reference material for the evaluation will be the UNDP Country Programme Document (CPD) and the projects/programmes thereof. This evaluation will assess the overall progress made by UNDP in mainstreaming gender and the organization's contribution to the development and institutional change in gender equality and women's empowerment in the country.

2. Background

Somalia ranks 119 out of 120 countries in the Fragile States Index¹, a result of a combination of decades of conflict², poor governance and unresolved power and resource sharing arrangements, poverty, the damaging effects of climate change, and, more recently and the effects of COVID19. Conflict and insecurity remain the main driver of humanitarian needs in Somalia. The security situation in the country remained tense, with Al- Shabab, referred to as the non-state armed group (NSAG), frequently conducting indiscriminate attacks where civilians became innocent victims. In a bid to reclaim territory from the NSAG, Somali security forces and their allies continued military operations, primarily in Hirshabelle and Galmudug states. Although the efforts of local communities and authorities, and sustained humanitarian assistance have prevented famine for the time being, thousands of Somalis remain vulnerable to climatic shocks. According to the Protection and Returns Monitoring Network (PRMN), which has been tracking internal displacement trends for the past 17 years, 70,000 internal displacements were recorded in July 2023, primarily due to conflict/insecurity and drought, bringing the total number of internal displacements in 2023 to more than 1.4 million.

Finding durable solutions for refugees and asylum-seekers, refugee returnees, and internally displaced persons (IDPs) in collaboration with the Federal Government of Somalia (FGS), Federal Member States (FMS), and development and humanitarian partners remains one of UN's top priorities in Somalia. Because of this, the enormous demands of recovery and development in Somalia place a disproportionate burden on women, who face discrimination. To overcome this discrepancy and solve this serious problem, UNDP plans to include women's concerns and experiences as an important component in designing,

¹ The Fragile States Index (FSI) is based on a conflict assessment framework – known as “CAST”, developed by the Fund for Peace (FFP). 2021 data accessed 21 June 2022 at <https://fragilestatesindex.org/country-data/>.

² The conflicts in Somalia can roughly be categorized as a) political conflict (between the federal government, regional member-state governments, Municipalities, and Ministries); b) communal conflict (between clans and local elites, mostly over access to resource and land); and c) violent extremism primarily led by Al-Shabaab.

implementing, monitoring, and evaluating all policies and programs in the political, economic, and social spheres of life what is the face of Somali women today.

Women and girls in Somalia are structurally disempowered and subject to discrimination and marginalization. Women are underrepresented in decision-making institutions and there are limited opportunities for formal employment within Somalia's current economic system, particularly for women. Restrictive social and cultural norms on gender/social relations in addition to extremely weak legal and state protection mechanisms predispose women and girls to gender-based violence including intimate partner violence, non-partner violence, sexual assault, rape, and exploitation.

Gender equality and women's empowerment are key to sustainable human development. Building resilient societies based on gender equality and respect for human rights is central to UNDP's mandate to promote gender-responsive sustainable development. UNDP works closely with governments, and national and sub-national institutions to support integration of gender-related concerns in their development agendas aligned with the Sustainable Development Goals. UNDP Somalia is currently composed of four programme portfolios: Rule of Law and Security (ROL); Inclusive Politics (IP); Resilience and Climate Change (RCC); Economic Recovery and Institutional Development (ERID). Gender and youth are cross-cutting areas of the UNDP Programme.

The Country Program Document (CPD) 2021- 2025 is designed to support the efforts of Somalia to achieve the Sustainable Development Goals (SDGs) as articulated in the National Development Plan 2020-2024 (NDP-9). The Country Programme Document (CPD) is aligned with the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2021- 2025 in content, structure, and timelines. UNDP Country Programme is contributing to the national development priorities through three interlinked and mutually reinforcing development results, namely: 1. Effective Governance, Inclusive Politics and Reconciliation; 2. Enhanced Security, Rule of Law, and Access to Justice; and 3. Sustainable Management of Natural Resources for Inclusive Economic Growth. These are being achieved through integrated programmatic approaches, with emphasis on sustainable capacity development; gender mainstreaming and women's empowerment; human rights-based approach; environmental sustainability; humanitarian-development-peace nexus; coherent policy support; local area-based programming; risk/conflict sensitive programming; and partnerships.

UNDP's global Strategic Plan 2022- 2025 puts greater emphasis on GEWE through its commitment to the 2030 agenda and the emphasis on "leave no one behind" and "reach those furthest behind first". Through its **Signature solution 6: Strengthen gender equality and the empowerment of women and girls**, UNDP recognizes that significant gender inequalities persist in every region of the world, manifest as the unequal distribution of care work, lack of equitable access to decision-making and unequal access to basic services, assets, and finance. As such, UNDP expects that the organizational interventions at the Country level will address these inequalities and their structural causes, and discriminatory practices that perpetuate them, require sustained multisectoral interventions. ³UNDP's Global Gender Equality Strategy 2022- 2025, UNDP Somalia Gender Equality Strategy 2023- 2026, and UN Somalia Gender Equality Strategy 2021- 2025 further sets a clear framework and define strategies for working towards the corporate ambitions of GEWE.

In line with these commitments, UNDP adopted gender mainstreaming in all its programme activities across the board. Reducing gender gaps in health, education, labor markets, access to finance, employment opportunities and other areas results in improving women's socio-economic position in society which has multiplier effects such as lowering poverty levels, increasing economic growth, productivity, and creating more resilient communities. UNDP Gender mainstreaming means supporting partners to develop, implement and assess all development efforts through a gender lens to ensure that they reduce, rather than exacerbate,

gender inequalities in these areas. The CPD Resources and Results Framework (RRF), has 3 outcomes that are like those in the UNSDCF. to which UNDP contributes as part of the UN Development System support to the Government of Somalia.

Below are the three programme priority areas for the four CPD outcomes with outputs and output indicators in its three program priorities contributing to GEWE mainstreaming.

- ❖ **Programme Priority 1: Governance, Inclusive Politics and Reconciliation**
- ❖ **Programme Priority 2: Security, Rule of Law, and Access to Justice**
- ❖ **Programme Priority 3: Sustainable Natural Resources Management for Inclusive Economic Growth**

To ensure, sustainability and institutionalizing gender equality, UNDP Somalia embarked on the gender seal certification process to demonstrate maintenance of and strengthening of work on gender equality with special attention towards systematic allocation of resources, maintaining institutional arrangements and the full and meaningful integration of gender equality in programmatic work. ⁴The Gender Equality Seal for UNDP Country Offices promotes an organizational culture of gender equality and incentivizes country offices to meet standards by integrating gender into all aspects of our development work. It is UNDP’s flagship initiative to build capacities and support transformational gender equality results. The Seal serves as a learning platform to help Country Offices to establish baselines, fine-tune strategies, address gender gaps, document innovations and showcase the impacts of interventions for gender equality. Unlike the usual “gender audit” or “gender evaluation”, the Seal process creates an inclusive and open space for free thinking and stimulates out-of-the-box thinking. The Gender Equality Seal benchmarking exercise proposes three levels of certification: Gold, Silver, and Bronze. UNDP Somalia joined the gender equality seal process for the 2021- 2023 round, had the self-assessment in 2021, and then drafted a development plan, submitted the benchmark evidence for the final assessment in June 2023, and expected the result in September 2023.

Gender Work in Somalia

UNDP comprehensive stabilization approach aims to address the diverse challenges faced by vulnerable communities in Newly Liberated Areas. These challenges include those posed by conflict, climate change and gender inequalities. The Stabilization approach will offer entry points for longer term engagement on resilience and development programming. By focusing on the key pillars of basic services, livelihood opportunities, security, and local governance, and streamlining climate adaptation and gender perspective into them, we can lay the groundwork for sustainable peace, resilience, and development in a changing climate.

Women Political Participation and Peace and Security

UNDP has been engaged in Women, Peace, and Protection (WPP) programming in pursuit of two mutually reinforcing priorities of the Women, Peace, and Security (WPS) Agenda and women’s participation and protection. UNDP is part of the Joint Programme that promotes women’s meaningful participation, decision-making and leadership in peacebuilding processes at national and community level by engaging, empowering, and capacitating women through legislative provisions, policy interventions, and strengthening gender-responsive infrastructures for peacebuilding. It simultaneously promotes women’s protection from sexual and gender-based violence through enactment of relevant laws, enhancing the capacity of protection actors, strengthening service provision and coordination, and operationalizing women-led early warning systems- with specific interventions on conflict-related sexual violence. It also focuses on community engagement and awareness raising-particularly with community leaders and influencers, to shift negative social norms which impact women’s participation and protection. As such, this evaluation will contribute to gauging the level of

⁴ [undp-ci-gender-seal-renewals-guidance-note-2022.pdf](#)

progress towards this work in Somalia. Annexed is a list of projects and their level of effort on gender based on the budget and objectives using a UNDP criterion for gender markers.

3. Purpose and objective

The purpose of the thematic evaluation is to assess UNDP's contributions to gender equality and women's empowerment in Somalia during the period of 2021-2023 where the CPD is halfway through in implementation. Furthermore, it will also assess the extent to which the gender mainstreaming strategy has been applied in the CPD outcomes and how it has functioned to assist UNDP to achieve the gender-intended results. The evaluation is expected to identify relevance, coherence, efficiency, effectiveness and sustainability, bottlenecks and lessons that can be applied in the programme outcomes to ensure that the gaps remaining are addressed in the period of 2023- 2025 when the CPD ends. The evaluation will also be used to inform future evaluations such as the ICPEs. The main evaluation users will be UNDP Somalia, other UN agencies, relevant ministries in the FGS and FMS as well as institutions of the Government, local women, youth, community leaders and other civil society networks.

4. Scope

The scope of the thematic evaluation is aligned with the CPD 2021-2025 whose objective among others is to advance gender equality and women empowerment through, (1) initiatives that support gender equality and the empowerment of women, and (2) mainstreaming gender throughout the three outcomes areas of Inclusive economic growth and poverty reduction; Environmental sustainability, climate change and resilience; Inclusive democratic governance, security, Rule of Law and Access to Justice (3) Assess of the gender marker tool as a means of ensuring the minimum requirements for mainstreaming gender issues into the UNDP Programme portfolio;

- ❖ **Geographical coverage:** this evaluation will cover the areas in which UNDP is implementing the programme, including the FGS and FMS.
- ❖ **Target groups and stakeholders:** The evaluation will engage all stakeholders - benefitting communities/institutions, Ministries, funding partners, UNDP, UN agencies and partnering CSOs.
- ❖ **Target Audience:** UNDP, the project beneficiaries and stakeholders, other UN agencies, donors, and other relevant users of the report.

5. Evaluation Questions and Criteria

In response to the evaluation purpose as stated above, the evaluation will investigate the five OECD/DAC main evaluation criteria as recommended by the UNDP Evaluation Policy: 1) Relevance; 2) Coherence; 3) Effectiveness; 4) Efficiency; and 5) Sustainability.

Below details the evaluation criteria and list of questions that should serve as a guide.

Relevance and coherence:

- Has UNDP contributed to gender equality and women's empowerment development results?
- Has UNDP integrated gender mainstreaming in the design and implementation of the CPD at the policy, technical, and institutional levels from 2020-2025?
- What is UNDP's value added in promoting gender equality and women's empowerment results?
- What evidence is there to show UNDP's contribution to GEWE in each of the four outcomes of the CPD?

- Were the GEWE interventions strategic to the main goals and challenges in the country? Did relevance continue throughout implementation?
- Were the gender markers assigned to projects representative of reality?

Effectiveness

- How effective has UNDP been in contributing to development results that are gender-responsive?
- To what extent has UNDP contributed to development results being gender transformative?
- How has UNDP used partnerships to promote GEWE at national and sub-national levels?
- How effective has UNDP been in implementing gender mainstreaming and contributing to institutional change results?
- How effective has UNDP been in building gender equality capacity and accountability frameworks both in-house and with counterparts involved in CPD implementation?

Efficiency

- To what extent is gender equality integrated into the country's programme implementation of the design of its outcomes, outputs, and projects?
- To what extent were resources used to address inequalities in general, and gender issues in particular?

Sustainability

- Where/how have UNDP's institutional changes (the Gender Equality Seal process) been the most and least successful in improving gender equality and women's empowerment development results?
- To what extent has the UNDP's Gender Equality Seal process for the 2021- 2023 Round, and its action plan contributed to the achievement or lack of achievement of gender development results?
- How much has UNDP improved/ strengthened its gender analysis and gender equality results at the output and project levels in each of the three outcomes?
- To what extent will financial and economic resources be available to sustain the benefits achieved by GEWE?
- Are there any social or political risks that may jeopardize sustainability of UNDP contributions to GEWE?
- Do the legal frameworks, policies and governance structures and processes within which UNDP operates pose risks that may jeopardize sustainability of GEWE benefits?
- What is the chance that the level of stakeholder ownership will be sufficient to allow for the project benefits to be sustained?
- To what extent do mechanisms, procedures and policies exist to allow primary stakeholders to carry forward the results attained on GEWE?

Evaluation cross-cutting issues:

Conflict Sensitivity

- Did UNDP Somalia have an explicit approach to conflict-sensitivity?
- Were internal capacities adequate for ensuring an ongoing conflict-sensitive approach?
- Was the UNDP Somalia responsible for any unintended negative impacts?

Human rights

To what extent have poor, and PWD, women, men and other disadvantaged and marginalized groups benefited from the work of UNDP in the country?

Persons with Disabilities (PWD)

- Were persons with disabilities consulted and meaningfully involved in programme planning and implementation?
- What barriers did persons with disabilities face?

Making results gender transformative means considering not only the symptoms of gender inequality but also how to produce results that address the social norms, behaviors, and social systems that underlie them. Based on the above analysis, the evaluator is expected to provide overarching conclusions on the results, as well as recommendations and lessons learned. Guiding evaluation questions can be refined by the evaluator and agreed with UNDP and the stakeholders in the inception report.

6. Methodology

The thematic evaluation is expected to take several methodological approaches, such as a "theory of change" (TOC), gender mainstreaming approaches and SWOT (strengths, weaknesses, opportunities, and threats) analysis and mixed methods to collect data and information from a range of sources to determine causal links between the development challenges, and the interventions that UNDP has supported and observed progress under the project outcome.

The Gender thematic midterm evaluation will be conducted by a team of external evaluators and will engage a wide array of stakeholders and beneficiaries, including national and local government officials, donors, civil society organizations, women networks, UN agencies, missions, academicians and subject experts, private sector representatives and community members.

Desk Review

A desk review should be carried out of the key strategies and documents underpinning gender mainstreaming UNDP in Somalia and Somalia's current CPD 2021-2025. This includes reviewing the CPD 2021- 2025, the UNSDCF 2021- 2025 as well as the Gender Equality Seal process, the Somalia Gender Equality Seal action plan, and all project documents developed for the CPD period, The team shall also review a wide array of monitoring and evaluation documents produced within the CPD period, annual reports that govern and provide operational information to the process of gender equality and women empowerment and past evaluation and audit reports related to gender to be provided by the UNDP country office. This includes individual project evaluations, National Development Plan 9 and the UNDP Somalia Gender Equality and Women Empowerment Strategy.

Stakeholder Interviews: The evaluation will be hybrid, The evaluation team will conduct face-to-face and/or online interviews with relevant (men and women) stakeholders, UNDP Senior Management, Gender Specialist, and selected staff (managers and programme/project officers), and selected staff from operator team (HR, Procurement)

- UN agencies and missions implementing joint projects/programme with UNDP.
- Select national and local government implementing partners in the projects selected by the evaluation team.
- Relevant beneficiary groups were selected by the evaluation team.

- Development partners in the country
- Focus groups may be organized as appropriate.

Field Data Collection

The evaluation will use data from primary and secondary sources, including desk review of documentation and information and interviews with key informants.

After the desk review, the evaluators will build on the documented evidence through an agreed set of field and interview methodologies, including:

- Interviews with key partners, beneficiaries, donors, and stakeholders
- Field visits to project sites, partner institutions and, Federal Member States
- Survey questionnaires where appropriate
- Participatory observation, focus groups, and rapid appraisal techniques.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report and fully discussed and agreed between UNDP, key stakeholders, and the evaluators.

Evaluation deliverables

The evaluation team will prepare reports which triangulate findings to address the main evaluation questions and other supplementary questions that they develop, highlight key significant changes regarding the key thematic policy documents, draw out success, lessons learned, present findings and recommendations, and reflect comments and feedback received from data collection. The structure of the reports should be used to guide the reader to the fundamental areas. The language of the report should be simple, free from jargon, and with specialist terms explained. It will be important to receive the report on a timely basis, as the information risks being wasted if it arrives too late to inform decisions.

Here are the principal evaluation products the evaluation team is accountable to deliver: Evaluation of products (deliverables)

- Evaluation inception report (10-15 pages). The inception report should be based on preliminary discussions with UNDP after the desk review and should be produced before the evaluation starts (before any formal evaluation interviews, survey distribution, or field visits) and before the country visit in the case of international evaluators. The Evaluation reference group consisting of an inter portfolio team with Area Office representation and Government representative will organize the initial meet up as part of the Inception report.
- Evaluation debriefings. Immediately following an evaluation, UNDP will ask for a preliminary debriefing and findings.
- Draft evaluation report. A length of 40 to 60 pages including executive summary is recommended and the draft thematic evaluation report should contain all the sections outlined in the Evaluation Report Template and address all the required quality criteria as per the UNDP Evaluation Guidelines).
 - Evaluation report audit trail. Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to show how they have addressed comments.
- Final evaluation report.
- Presentations to stakeholders and/or the evaluation reference group.
 - Evaluation brief and other knowledge products or participation in knowledge-sharing events, if Relevant.

(i) Inception report

Draft the thematic evaluation inception report (prepared after briefing the evaluation team and before going into the full-fledged data collection exercise)-to clarify the consultant's understanding of the TOR, what is being evaluated and why, showing how each evaluation question will be answered by way of proposed methods, proposed sources of data and data collection procedures. The data collection procedures presented here are the minimum, and the consultants are free to add any other methods that they deem fit based on the initial review of the documents at the inception stage. The inception report must be cleared by the evaluation reference group before the data collection can commence. The inception report should include:

- Evaluation purpose and scope—A clear statement of the objectives of the evaluation and the main aspects or elements of the initiative to be examined.
- Evaluation criteria and questions—The criteria and questions that the evaluation will use to assess performance and rationale.
- Evaluation methodology—A description of data collection methods and data sources to be employed, including the rationale for their selection (how they will inform the evaluation) and their limitations; data collection tools, instruments and protocols and discussion of reliability and validity for the evaluation; and the sampling plan.
- Evaluation matrix—This identifies the key evaluation questions and how they will be answered by the methods selected. An example matrix is shared below.
- A revised schedule of key milestones, deliverables, and responsibilities.
- Detailed resource requirements tied to evaluation activities and deliverables detailed in the work plan.

Review of the evaluation report

To be reviewed by the evaluation reference group at the other respective stakeholders at the end of data collection. The draft thematic evaluation report should contain all the sections outlined in the Evaluation Report Template) and a PowerPoint presentation for a Stakeholders' meeting.

Final Evaluation report.

The final task of the evaluation team/consultant is to prepare a comprehensive and well-presented final Evaluation report, covering all sections of the Evaluation Report Template Evaluation brief and summary and address all the quality criteria as per the UNDP Evaluation Guidelines.

Evaluation of team Composition and Competencies

Two external evaluators comprising an Evaluation Team Leader and an Evaluator. The evaluation team leader will be hired as an international consultant, while the Evaluator will be contracted as a national consultant.

REQUIRED QUALIFICATIONS OF THE EVALUATION TEAM LEADER

- Minimum master's degree in Gender Studies, International Development with a gender focus, Economics, Development Studies, Social Science, International Relations, or any other field that has a specialized focus on gender and women empowerment in a development context.
- Minimum 10-15 years of international professional experience working in gender mainstreaming, gender equality, and women's empowerment, especially in developing countries.
- At least 7 years of experience in conducting project and/or thematic evaluations in the development sector with governments or international organizations. A special focus on gender mainstreaming, gender budgeting, and gender policy research and analysis will be an advantage.

- Strong working knowledge of the UN and its mandate in Somalia, and more specifically the work of UNDP in support of government and civil society in Somalia.
- Sound knowledge of results-based management systems and monitoring and evaluation methodologies; including experience in measuring and analyzing SMART (Specific; Measurable; Achievable; Relevant; Time-bound) indicators.
- Experience in data collection and data analysis.
- Excellent reporting and communication skills
- The team lead will, inter alia, perform the following tasks:
- The Team Leader will be responsible for the quality and timely submission of the draft and final evaluation report. Specifically, the Team Leader will perform the following tasks:
- Lead and manage the evaluation mission.
- Review the key relevant documents of the country and their impact on the assignment.
- Develop the inception report, detailing the evaluation scope, methodology, and approach.
- Conduct the project evaluation by following the proposed objective and scope of the evaluation and UNDP evaluation guidelines.
- Manage the team during the evaluation mission and consult with UNDP on travel and interview schedules.
- Draft and present the draft and final evaluation reports.
- Lead the presentation of draft findings in the stakeholder workshop.
- Finalize the evaluation report and submit it to UNDP.

Criteria for evaluation of the proposal will be weighted at 70% as follows: Methodology- 35%, experience in the related field - 25%, and educational background - 10%. The applicant receiving the highest combined score that has also accepted UNDP's General Terms and Conditions will be awarded the contract.

REQUIRED QUALIFICATION OF THE NATIONAL EVALUATOR

- Minimum master's degree in Gender Studies, International Development with a gender focus, Development Studies, Social Science, International Relations, or any other related field.
- International Experience in conducting project and/or thematic evaluations in the development sector with governments or international organizations. A special focus on gender mainstreaming, gender policy research, and analysis will be an advantage.
- Experience in data collection and data analysis.
- Experience working in or closely with UN agencies, especially UNDP, is preferred.
- Evidence of a deep understanding of the development context in Somalia and preferably on gender challenges and milestones within the Somalia context is preferred.
- Effective communication skills.
- Excellent oral, reading, and writing skills in English, and Somalia.
- Somalia citizen with experience working in Somalia during the last 7 years.

Criteria for Evaluation of Proposal will be weighted at 70% as follows; Methodology - 35%, Experience in the related field - 25%, and educational background - 10%. The applicant receiving the Highest Combined Score that has also accepted UNDP's General Terms and Conditions will be awarded the contract.

The Evaluator will, inter alia, perform the following tasks:

- Review documents (including but not limited to those listed in Annex 2)
- Lead in the design of the evaluation methodology, data collection tools and the schedule defined in the inception report.
- Assist in evaluating following the proposed objectives and scope of the evaluation.
- Draft related parts of the evaluation report as agreed with the Evaluation Team Leader.

- Document and track the stakeholder's feedback and assist the Evaluation Team Leader to incorporate these into the final report.
- Assist the Evaluation Team Leader to finalize the draft and final evaluation report.

Evaluation ethics

The evaluation must be carried out as per the principles outlined in the UNEG 'Ethical Guidelines for Evaluation' and the evaluators must sign the Ethical Code of Conduct for UNDP Evaluations. Evaluators must be free and clear of perceived conflicts of interest. To this end, interested consultants will not be considered if they were directly and substantively involved, as an employee or consultant, in the formulation of UNDP understanding programming relating to the theme, outcomes, and program under review. To this end, interested consultants will not be considered if they were directly and substantively involved, as an employee or consultants, in the formulation of UNDP strategies and programming relating to the outcomes and programmes under review. The code of conduct and an agreement form to be signed by each consultant are included in Annex.

Implementation Arrangements

The international evaluator is the team leader and will report to the evaluation manager. The UNDP Monitoring and Evaluation Specialist will function as Evaluation Manager. He will be responsible for the oversight of the whole evaluation process and will provide technical guidance and ensure the independence of the evaluation process, and that policy is followed.

An evaluation reference group will be convened to ensure transparency in the evaluation process and strengthen the credibility of the evaluation results. All deliverables need to be submitted to the evaluation manager who will undertake further circulation and collection of comments.

Detailed comments will be provided to the evaluator within the agreed timeframe. The evaluator needs to show how he/she addressed the comments.

The consultant will take responsibility, with assistance from UNDP, for conducting the meetings and the review, subject to advanced approval of the methodology submitted in the inception report. UNDP will provide some logistical support during the evaluation, for instance assisting in setting up interviews with partners. The CO staff will not participate in the meetings between the consultant and the evaluation participants.

The final report will be approved by the evaluation commissioner.

Logistical Arrangements

Logistical/Administrative Support

When in Somalia, the Consultant will work under UNDP's duty of care and will comply with all UNDP security regulations. SSAFE pre-deployment certification is required for Somalia travel and if not already in possession of it, will be facilitated and paid for by UNDP. The number of days spent on SSAFE training (if any) will not be considered as working days.

Reimbursement of cost of one round trip air ticket not to exceed the cost of any economy class air ticket on the most direct route traveled (travel join duty station/repatriation travel), terminals, and visa costs based on actuals but not exceeding quotation from UNDPs approved travel agent. The UNDP will not accept travel costs exceeding those of an economy class ticket. Should the selected individual choose to travel in a higher class, he or she will do so at his own cost.

UNDP shall provide accommodation based on the applicable UN/UNDP living allowance rates when on duty travel in Mogadishu and, a living allowance not to exceed the UN Daily Subsistence Allowance (DSA) applicable rate when on duty travel to other locations in Somalia and Somaliland. Travel to other locations in Somalia and Somaliland will be arranged and borne by UNDP based on UNDP travel policy for individual contractors and prevailing UN/UNDP security guidelines.

In the event of unforeseen travel not anticipated in this TOR, payment of travel-related costs including air tickets, lodging, and terminal expenses will be arranged and borne by UNDP by the UNDP travel policy for consultants. The selected Applicant will be required to provide proof of medical/medical evacuation and travel insurance coverage for the contract period before commencement of the assignment.

The individual contractor will be required to have a personal laptop computer. The UN will provide office space and facilities such as internet connectivity and access to office printers in UN offices as deemed necessary and based on availability.

Deliverables and Timeframe

The expected duration of the assignment is 35 working days after the starting date of the assignment.

No	Deliverables	Estimated Number of Days
1	Desk review of project’s documents and the preparation of the Inception report	4 days
2	Submitting the Evaluation Inception Report and meetings with the UNDP to receive feedback on the inception report.	3 days
3	Interviews with the project team, stakeholders (donors, government officials, CSOs,	15 days
4	Debriefing to UNDP and stakeholders	1 day
5	Preparation and submission of the draft report	7 days
4	Preparation and submission of the final report following the written feedback of UNDP on the draft report.	5 days
	Total	35 days

Fees and Payments

Interested consultants should provide their requested fee rates when they submit their expression of interest in USD for the Evaluation Team Leader and for the National Consultant. Financial proposals should include all expected local and national travel costs within Somalia, including DSA. Fee payments will be made upon acceptance and approval by the UNDP Country Office of planned deliverables, based on the following:

- Payment 1: 15% upon confirmation by UNDP of satisfactory delivery of Deliverable 1 and 2
- Payment 2: 35% upon confirmation by UNDP of satisfactory delivery of Deliverable 3
- Payment 3: 50% upon confirmation by UNDP of satisfactory delivery of Deliverable 4

Application submission process and criteria for selection

Criteria Weight

Technical Proposal 70

Extensive practical experience in or Gender Studies, International Development with a gender focus, 30

Soundtrack records in managing successful thematic preferably within the technical area of the TOR (projects related to gender) 25

The technical proposal should demonstrate a sound understanding of the TORs and must adequately describe the mentioned approach, methodology, and timeline of the assignment. 15

Financial Proposal 30

APPROVAL

This TOR is approved by:

Name: Sophie Kemkhadze

Designation: Deputy Resident Representative/Programme

Signature: _____  59CCAEEA3E014DD...

Annex 2 GEWE Theory of Change for CPD 2021-2025

UNSDCF Outcome 1.2. Somalis, particularly women and youth, benefit from and participate in functional, inclusive, accountable and transparent democratic systems across all levels of government and governmental institutions

Then participation of women, youth, representatives of vulnerable groups (please identity...) in democratic processes and governance at all levels increases

- If gender equality and women's empowerment mainstreamed into legal and regulatory framework (CDP Output 1.1.)
- If participatory consultative mechanisms and processes enable women and youth; people with disabilities and other marginalized groups to provide their views into shaping of the federal Constitution (CDP Output 1.2.)
- If needs of women, youth, vulnerable groups are integrated into implementation of National Reconciliation Framework (NRF) (CDP Output 1.3)
- If women and representatives of vulnerable groups are empowered to participate meaningfully in credible federal elections (CDP Output 1.4)
- If gender equality mainstreaming tools and institutional structures are established allowing allow women, youth, representatives of vulnerable groups to influence decision making at all levels of governance structures (CDP Output 1.5)

Key assumptions and risks:

- Customary traditions and religious beliefs do not prevent women from participation in elections and governance institutions
- Women and representatives of vulnerable groups have knowledge, skills and agency (CSOs, networks) for political engagement
- Federal, state and local governments promote participation of women
- Women benefit from enhanced physical and social security.
- Clan dynamic and its impact

UNSDCF Outcome 2.1. Respect, protection and promotion of human rights, gender equality, tolerance, climate security and environmental governance would be sustained by strengthened Security and Rule of Law institutions and improved accountability mechanisms and legal frameworks.

Then women, youth, representatives of vulnerable groups enjoy enhanced security and protection and are empowered to claim for their rights at duty bearers' institutions

- If security institutions ensure gender-sensitive service delivery (CDP Output 2.1.);
If federal and state levels security institutions, human rights structures and alternative justice systems are inclusive of gender-specific violations of human rights and accountable (CDP Output 2.2)
- If women, youth, persons with disabilities and IDPs, in particular survivors of sexual and gender-based violence, are enabled to access relevant and gender-sensitive justice services (CDP Output 2.3.)
- If participation of women and youth in peace negotiations, countering of violent extremism (PCVE) platforms and conflict mediation mechanisms is promoted (CDP Output 2.4)
- If legal and regulatory frameworks for climate security developed and implemented with consideration of human rights, gender equality and women's empowerment (Output 2.5)

Key assumptions and risks:

- Women and representatives of vulnerable groups have knowledge and skills for political engagement
- Governments at all levels are willing to cooperate with women's CSOs and networks
- Community /religions leaders, educational and health institutions cooperate with security institutions to access security services and climate security measures.
- National policies on GEWE are in place and implemented.

UNSDCF Outcome 3.1. Economic governance institutions are strengthened, and an enabling environment established for inclusive, sustainable and broad-based economic growth driven by the emerging small and medium enterprise (SME) sector.

Then women, youth, IDPs and representatives of vulnerable groups contribute to diversification of economy and inclusive economic growth

- If economic development regulatory framework and business environment is gender-sensitive and inclusive (CDP Output 3.1.) and national capacities are strengthened to generate use disaggregated data, also by gender, for planning for inclusive economic growth (CDP Output 3.4)
- If women, youth and persons with disabilities and other vulnerable groups have increased access to gender -responsive business services (CDP Output 3.2.) and access to clean, affordable and sustainable energy (CDP Output 3.3) and other resources for economic growth
- If Somali youth including girls and young women have access to competitive digital skills (CDP Output 3.5)
- If IDPs including women benefit from sustainable solutions for stabilization, livelihoods and peace (CDP Output 3.6)

Key assumptions and risks:

- Private sector is motivated to employ women, youth and representatives of marginalized groups
- Women have access to assets i.e., land, loans, financial institutions etc. to start business
- Access of women and vulnerable groups to business services and support i.e. cash support does not have a negative effect on power relations
- Women have access to technology and digitalization

UNSDCF Outcome 4.2. Number of people impacted by climate change, natural disasters and environmental degradation reduced.

Then women and vulnerable groups are resilient to climate change, natural disasters and health crises

- If women participate in governance structures at all levels to mitigate and adapt to climate change and influence decision making (CDP Output 4.1.)
- If natural resources management is informed by needs of women, children, elderly, IDPs, people with disabilities and other vulnerable groups (CDP Output 4.2.)
- If needs of women and vulnerable groups are integrated into disaster risk reduction management and strategies including early warning mechanisms (CDP Output 4.3)

Key assumptions and risks:

- women, youth, community members have environmental awareness and climate change.
- Environmental and climate change resilience is mainstreamed into interventions of public, private and civil society actors at national and local levels.
- Natural resources management contributes to income generation and poverty alleviation for vulnerable groups

Annex 3 Evaluation Matrix

Relevant evaluation criteria	Key Questions	Specific Sub-Questions	Data collection methods and data sources	Indicators / Success Standards	Methods for Data Analysis
<p>Relevance: Extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies.</p>	<p>A. How does the CPD reflect and align with the Global UNDP Gender Equality Plan, UNSDCF 2021-2025 Gender equality Strategy, national and regional GEWE agenda and standards under undertaken by Somalia international commitments?</p> <p>B. Is the CPD based on quality analysis, including gender and human rights-based analysis, risk assessments, socio-cultural and political analysis?</p> <p>C. Has UNDP integrated gender mainstreaming in the design and</p>	<p>A.1. Has the Theory of change of the CPD programme and Results and Resources Framework integrated HR & GEWE considerations specific to the context of the country?</p> <p>B.1. Did relevance continue throughout implementation? Were the gender markers assigned to projects representative of reality?</p> <p>B.2. To what extent the CPD design integrate GEWE with the LNOB principle and target achievement of SDGs for the most marginalized groups?</p>	<p>A.1 Desk review: VNR report 2022, CCA, UNSDCF 2021-2025, UN/UNDP gender equality strategies in Somalia, annual reports, evaluations undertaken by UNDP in 2021-2023 Interviews: with Gender Specialist at UNDP, representatives of UN GTG, Ministry of Women and Human Rights Develop; gender focal points at partner institutions</p> <p>B. Desk review:CPD, baseline studies, Gender Profile Somalia, CCA, UN/UNDP gender equality strategies; B.1. Desk review: UNDP Gender Equality Seal self-assessment report annual submission and final Assessment Reports. Interviews: UNDP Gender Specialist, M&E Specialist, programme/portfolios managers, selected project managers/analysts</p> <p>B.2. Desk review: CCA, CPD, portfolios' documents; projects' reports and evaluations</p> <p>C. Desk review: UNDP Gender equality strategy and its AWP, UNDP Gender Equality Seal self-</p>	<p>A. extent of alignment between the CPD design and UN/UNDP GEWE priorities and objectives, international standards; A.1. validity of ToC in the context of Somalia</p> <p>B. evidence of use of baseline studies on gender equality status, third party research in projects; B.1. Perception of UNDP staff of relevance and sufficiency of gender markers to inform on gender equality mainstreaming processes and CPD results</p> <p>B.2. evidence of use disaggregated data in UNDP project reports to inform on LNOB i.e. vulnerable groups, sex</p> <p>C. extent of meeting the Gender Equality Seal benchmarks; satisfaction of UNDP staff with</p>	<p>- Qualitative (coding against indicators/success standards), identifying common themes and topics</p> <p>-Quantitative (frequencies, cross-tabulations etc.)</p>

	implementation of the CPD at the policy, technical, and institutional levels for 2021-2025?	C.1. Were the programmatic strategies appropriate to promote gender equality and women's empowerment?	assessment and final assessment reports; CPD Interviews: UNDP Gender Specialist, programme/portfolios managers C.1. Desk review: annual reports on Quantum, project evaluation reports Interviews: programme/portfolio managers, selected project managers/analysts Interviews and focus group discussions: with beneficiaries of UNDP projects (duty bearers and right holders)	the current extent of gender mainstreaming C.1. perceptions of UNDP staff and project beneficiaries of relevance of programmatic strategies to promote GEWE	
Coherence: The compatibility of the intervention with other interventions in a country, sector or institution.	A. Is the CPD achieving synergies of mainstreaming GEWE across UNDP Somalia portfolios and projects? B. What is UNDP's value added in promoting gender equality and women's empowerment results? C. Is the CPD achieving synergies between UNDP and key national stakeholders including federal, state	A.1. To what extent was UNDP Somalia able to use current comparative advantages to contribute to GEWE results across four portfolios as compared with other UN entities and key actors in Somalia? B.1. What evidence is there to show UNDP's contribution to GEWE in each of the four outcomes of the CPD?	A-A.1 Desk review: project documents/reports, CPD annual reports, UN CR annual reports; protocol of UN GTG Interviews: Gender Specialist, portfolio leaders; representatives of UN agencies (UN Women, UNSOM) and other actors B. Desk review: project documents/evaluation reports, portfolio reports; communication products; Gender Equality Seal documents Interviews: UNDP RR, UN Resident Coordinator, UN agencies under Joint Programmes B.1. Desk review: project documents/project evaluations, portfolio reports; Interviews: portfolio managers C.-C.1 Desk review: CPD reports, project reports and evaluations Interviews: UNDP Partnership Specialist, key partners in the	A. extent of balance of gender equality mainstreaming across the portfolios and projects A.1. evidence of use of UNDP comparative advantages to mainstream gender equality at the partners' institutions B. added value is acknowledged through project documents and reports and communication briefs and recognized by UN partners B.1. results reporting integrates discussion of UNDP contribution in terms of impact on GEWE C. existence of coordination structures or mechanisms to promote synergies	Qualitative: analysis of documents and interviews against predefined criteria (coding in NVIVO) Quantitative: descriptive statistics, % of budget for gender equality and women's empowerment interventions

	governments, local level, formal and informal structures i.e., , CSOs, women’s networks, Women MPs and other?	C1. To what extent was UNDP able to use the complexity of national (federal, regional) structures, systems and decision-making processes to promote GEWE results?	Government, partners in the federal gender equality mainstreaming machinery, women’s CSOs	C.1.evidence of stakeholder analysis from the power position to promote GEWE at all levels of the governments and across key sectors	
Effectiveness: Extent to which the development intervention’s objectives were achieved, or are expected to be achieved, taking into account their relative importance. Effectiveness assesses the outcome level, intended as an uptake or result of an output.	A. How effective has UNDP been in contributing to development results that are gender-responsive? B. How has UNDP used partnerships to promote GEWE at national and sub-national levels? C.How effective has UNDP been in implementing gender mainstreaming and contributing to institutional change results?	A.1. To what extent has UNDP contributed to development results being gender transformative? B.1. To what extent is the CPD likely to make a meaningful contribution to achievement of nationalized SDGs targets under SDG 5, 16 and other gender-related targets in the RRF? C.1. How effective has UNDP been in building gender equality capacity and accountability frameworks both in-house and with	A-A.1. Desk review: UNDP projects’ reports/evaluations if in place; regulatory framework and policy documents Interviews and focus groups discussions with the projects’ beneficiaries (governance institutions, CSOs etc.) B-B.1. Desk review: UNDP reports, UN RC annual reports; UNDP communication materials, UNDP portfolio reports; UNSDCF Result Groups update on status of outcome level indicators; Interviews/focus group discussions: portfolio managers, strategic partners- UN agencies and other; MoWHRD; Women’s Charter members C.-C.1. Desk review: Gender Equality Seal self-assessment and additional submissions, ToRs , Gender Task Team (GTT); and PSEA team, UNDP, Gender Equality Strategy and APs implementation report;	A. effectiveness of strategies to mainstreaming gender equality and women’s empowerment into regulatory and policy framework and achievement of targets; A.1. perceptions of results being gender transformative by strategic partners/beneficiaries B. perceptions of UNDP staff and partners on effectiveness of strategic partnership to promote GEWE B.1. likelihood of the CPD contribution to achievement of gender-related targets under UNSDCF C. evidence of robust gender equality mainstreaming institutional set up at UNDP; perceptions of institutional changes and their impact on UNDP overall capacities to mainstream GEWE across the	Quantitative: results of surveys (descriptive statistics, frequencies, crosstabulation) Qualitative: analysis of documents and interviews against predefined criteria; identifying common themes

	<p>D.What strategies were used to mitigate risks to the CPD effectiveness in GEWE areas, arising also from the political instability, pandemic, environmental issues/climate change, violence against women and girls, other?</p> <p>E. How much has UNDP improved/ strengthened its gender analysis and gender equality results at the output and project levels in each of the four outcomes?</p>	<p>counterparts involved in CPD implementation?</p> <p>D.1. Was the ToC of the CPD sound? Were the assumptions/risks formulated in the project ToC valid and sufficient? To what extent did the specific country context and circumstances have impact on the achievement of GEWE results?</p>	<p>Interviews: portfolio managers, Gender Specialist, selected project managers/analysts; representative of partners SWOT workshop: UNDP staff UNSDCF Result Groups update on status of outcome level indicators;</p> <p>D. Desk review: the CCA, CPD, annual reports, project reports/evaluations; Interviews: portfolio managers, selected project managers/analysts</p> <p>D.1. Desk review: CPD, UN Gender Equality Strategy, UNDP Gender Equality Strategy, programme and projects' reports Interviews: portfolio managers, selected project managers/analysts</p> <p>E.-E.1 Desk review: CPD monitoring and evaluation plan, reports; portfolio and project reports Interviews: M&E Specialist, Gender Specialist; portfolio managers; Somalia National Bureau of Statistics (SNBS)</p>	<p>interventions and in the programme and project life cycle</p> <p>C.1. evidence of increased gender equality mainstreaming capacities at the level of (a) UNDP; (b) partners i.e. mainstreaming mechanisms, accountability framework</p> <p>D. evidence of gender sensitive risk management strategies and tools at the CPD and project levels</p> <p>D.1. evidence of validity of assumptions and risks related to the specific country context and circumstances</p> <p>E. evidence of acknowledging gender-based inequalities to inform the design of programmes and projects in order to to address these inequalities</p> <p>E.1. evidence of strengthened in-house capacity to collect and</p>	
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		<p>E.1. Were the monitoring mechanisms put in place effective to measure progress towards GEWE results?</p> <p>E.2. Was data collected for monitoring at the programme and project level collected and disaggregated in accordance to HR and GEWE principles?</p>		<p>use data to inform on progress in GEWE</p> <p>E.2. evidence of UNDP/CPD contribution to (a) increased availability/use of disaggregated data on GEWE in-house and (b) statistical capacity of partners to collect and use disaggregated data to inform on HR and GEWE status</p>	
<p>Efficiency: Measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results. It is most commonly applied to the input-output link in the causal chain of an intervention.</p>	<p>A. Have resources (financial, human, technical support, etc.) been allocated strategically to promote transformative changes in GEWE in Somalia?</p> <p>B. Has the participation of UNDP in Gender Equality Seal positively affected mainstreaming of gender equality into processes and results?</p>	<p>A.1. To what extent were resources used to address inequalities in general, and gender issues in particular?</p> <p>B.1. To what extent have the design of projects, results, allocation of resources and capacities reflected the programme priorities for gender equality mainstreaming?</p>	<p>A- A.1. Desk review: budget records, financial reports (CPD and projects) Interviews: Gender Specialist, portfolio managers,</p> <p>B. Desk review: project documents including budgeting; Gender Equality Seal self- and final assessment and later submissions; Gender Equality Seal award Interviews: Gender Specialist, portfolio managers, UNDP staff responsible for business processes i.e. procurement etc.</p> <p>B.1.Desk review: CPD, UNDP Gender Equality Strategy and implementation reports; project documents</p>	<p>A. % of resources allocated on capacity building to promote GEWE mainstreaming in CPD / projects; Review of UNDP Gender Marker % especially for GEN3 and GEN2</p> <p>A.1. evidence of tracking of resources/expenditures to address inequalities i.e. prioritize most vulnerable groups and women among them</p> <p>B. evidence of positive impact of GE Seal processes on gender equality mainstreaming in CPD processes and results;</p>	<p>Quantitative (budget calculation, descriptive statistics)</p> <p>Qualitative analysis of documents and interviews against predefined standards/success indicators</p>

			Interviews: Gender Specialist, UNDP Gender Task Team (GTT); selected project managers/analysts	B.1. perceptions of UNDP staff/gender mainstreaming specialist/gender focal points of sufficiency of allocated resources and capacities to achieve priorities for gender equality mainstreaming	
Sustainability: Continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits	<p>A. Where/how have UNDP's institutional changes (the Gender Equality Seal process) been the most and least successful in ensuring sustainability of gender equality and women's empowerment development results?</p> <p>B. To what extent will financial and economic resources be available to sustain the benefits achieved by GEWE?</p> <p>C. What is the chance that the level of stakeholder ownership will be sufficient to allow for the project benefits to be sustained?</p>	<p>A.1. Do the legal frameworks, policies and governance structures and processes within which UNDP operates pose risks that may jeopardize sustainability of GEWE benefits?</p> <p>C.1.To what extent do mechanisms, procedures and policies exist to allow primary stakeholders to carry forward the results attained on GEWE?</p>	<p>A.-A.1.Desk review: Gender Equality Seal documentation, self-assessment and final assessment reports</p> <p>Interviews: Gender Specialist, UNDP management</p> <p>B. Interviews: UNDP management, representatives of donors, IFIs; representatives of Government</p> <p>C.- C.1.Desk review: policy frameworks, GEWE mainstreaming mechanisms, institutional mainstreaming</p> <p>Interviews/ focus group discussions: partners from different levels of government, CSOs, private sector, other development agencies</p>	<p>A. sustainability analysis informs current and future institutional processes and operations to sustain GEWE results</p> <p>B. evidence of (a) fundraising efforts by UNDP and (b) allocation of resources by partners to sustain benefits achieved by GEWE; (c) allocation of resources to disseminate /upscale results country-wide and regionally</p> <p>C. evidence of strengthened capacities of stakeholders and partners to sustain benefits i.e. gender equality plans in</p> <p>C.1.evidence of favorable changes in enabling environment i.e., regulations, policy planning etc.</p>	<p>Quantitative (allocation of budget to sustain actions)</p> <p>Qualitative (of documents and interviews against standards and success indicators)</p>

<p>Conflict Sensitivity</p>	<p>A. Did UNDP Somalia have an explicit approach to conflict-sensitivity, in particular in addressing gender inequalities?</p> <p>B. Were internal capacities adequate for ensuring an ongoing conflict-sensitive approach?</p>	<p>A.1. Was the UNDP Somalia responsible for any unintended negative impacts resulting from the project/programme interventions?</p> <p>B.1. Were the early warning systems effective in scanning for possible conflicts and were the conflict management strategies appropriate?</p>	<p>Desk review: conflict analysis in CPD and project documents Interviews: UNDP management, selected projects' managers/analysts Review of UNDP conflict navigator</p> <p>B. -B1. Desk review: Gender Equality Seal documentation, UNDP internal policies on conflict-sensitivity approach and Interviews: UNDP Gender Specialist, HR management, selected projects' management</p>	<p>A. evidence of conflict – sensitivity mainstreaming into projects' design and interventions</p> <p>B. evidence of internal capacity building to ensure conflict-sensitive approach in addressing gender inequalities</p> <p>B.1.documentation of effective strategies/ lessons learned in operation of early warning systems</p>	<p>Qualitative (of documents and interviews against standards and success indicators</p>
<p>Human Rights/LNOB</p>	<p>A. To what extent poor, and PWD, women, men and other disadvantaged and marginalized groups have been consulted at time the programme/ project development, and what is their involvement in the projects' planning and implementation</p>	<p>A.1.To what extent have poor, and PWD, women, men and other disadvantaged and marginalized groups benefited from the work of UNDP in the country?</p>	<p>A. Desk review: UNDP documentation, communication materials and reports on consultations, minutes of meetings; project reports and evaluations Interviews: UNDP management, selected project managers Focus group discussions representatives of project beneficiaries</p>	<p>A. evidence of consultative mechanisms and structures to involve poor, PWD, women, men and other disadvantaged and marginalized groups into planning and implementation of projects A.1. evidence of addressing HR including women's rights in project interventions; perception of beneficiaries of benefits from interventions promoting GEWE</p>	<p>Qualitative (of documents and interviews against standards and success indicators</p>
<p>Persons with Disabilities (PWD)</p>	<p>A. Were persons with disabilities consulted and meaningfully involved in the programme/project planning and implementation?</p>	<p>A.1. What barriers do the persons with disabilities face to participate meaningfully and how</p>	<p>A.-A.1.Desk review: baseline reports, project documents, reports, evaluations Interviews: UNDP management, selected project managers; beneficiaries i.e. CSOs working with PWD and other</p>	<p>A. evidence of mainstreaming issues of inclusion of PWD into projects' implementation; A.1. effectiveness of inclusion strategies</p>	<p>Qualitative (of documents and interviews against standards and success indicators</p>

		have then been addressed by gender equality mainstreaming strategies at the project level?			
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Annex 4 Ethical standards

The evaluation will be conducted in accordance with the principles outlined in the UNEG Ethical Guidelines for Evaluation (2020). The evaluation team will uphold to the following the principles during the evaluation:

Respect: the evaluation process and communication of results will be conducted in the way that clearly respected the stakeholders' dignity and self-worth;

Empowerment: use of participatory and empowerment approaches methods is to be emphasized by the evaluators to ensure that all participants realize benefits from their participation in this evaluation and how it was related to realization of human rights, gender equality and women's empowerment;

Informed consent: every participant will be informed on the objectives of this evaluation and their participation is on a voluntarily basis, meaning that, at any time, all participants are given the rights to choose whether or not to participate and/or withdraw from the evaluation;

Inclusion and Non-Discrimination: equitable participation and treatment of all participants are ensured through the evaluation methodology; differences in culture, local customs, religious beliefs and practices, personal interaction and gender roles, age and ethnicity are mindfully weighted and considered when planning, carrying out evaluation and reporting on the results;

Do no harm: the evaluation team ensures that no harm happened to the participants of the evaluation, in particular women in the communities; all meetings were be held in safe places and no recording will be made; notes from interviews will not contain full names and will not be shared with anyone, as well data presentation and discussion in the report will not allow for their potential identification;

Fair representation: the selection of participants will be done in relation to the aims of the evaluation, not simply because of their availability; the power imbalances will be purposefully addressed by ensuring that data collection methods allow for participation of the most vulnerable women from difficult locations to reach.

Annex 5 Evaluation sample

Table 2 Evaluation Sample

Category	N of respondents	Data collection methods
UNDP Somalia CO		
UNDP RR and DRR-) Programme and DRR-Operation	3 people	Interview
Portfolio Leaders	4 people	Interview
Gender Specialist	1 person	Interview
M&E Specialists	4-5 people	Interview
Communication specialists	2-3 people	Interview
POQA	2 persons	Interview
Acceleration Lab	2 persons	Interview
Project managers/analysts from the 4 portfolios (key projects/ programmes)	6-8 people	Interviews
Representatives of the Stabilization, Accelerator Lab teams	4-5 people	Interview
Representatives of Operation Team	3 people (2 female and 1 male)	Interview
Government (federal and states, local governance)		
Ministry of Women and Human Rights Development (MoWHRD), federal and states	5 representatives (50% female)	Interview
Women Parliamentary CAUCUS for federal and member states	5 representatives	Interview or focus group discussion
Ministry of Planning, Investment and Economic Development (MoPIED)	1-2 representatives (50% female if relevant)	Interview
Ministry of Justice and Constitutional Affairs	1-2 representatives (50% female if relevant)	Interview
Independent Constitution Review and Implementation Commission (ICRIC)	1-2 representatives (50% female if relevant)	Interview
Ministry of Interior, Federal Affairs and Reconciliation (MoIFAR)	1-2 representatives (50% female if relevant)	Interview
National Independent Election Commission (NIEC)	1-2 representatives (50% female if relevant)	Interview
Ministry of Finance	1-2 representatives	Interview
Somali National Bureau of Statistics	1-2 representatives (50% female if relevant)	Interview
Ministry of Youth and Sport	1-2 representatives (50% female if relevant)	Interview
Ministry of Communication	1-2 representatives (50% female if relevant)	Interview
National Disability Agency (NDA)	1-2 representatives (50% female if relevant)	Interview
Ministries of Environment and Climate, federal and states	5-6 representatives (50% female if relevant)	Interview

Ministries of Energy and Water Resources, federal and states	5-6 representatives (50% female if relevant)	Interview
Ministries of Humanitarian Affairs and Disaster Management (states)	4-5 representatives (50% female if relevant)	Interview
Representatives of local governments (UNDP projects' sites)	About 5-7 representatives (50% female if relevant)	Interview
Gender focal points representatives at the federal and state governance institutions (partners/beneficiaries of UNDP interventions) –	About 15-20 representatives	Focus group discussion
Somalia Disaster Management Agency (SODMA)	1-2 representatives (50% female if relevant)	Interview
Civil society		
Women's Networks	About 15-20 women	Focus group discussions
Civil Society Reference Group (WPS CSRG and other)	About 15-20 representatives (50% female)	Focus group (with real-time survey)
Creative Alternative Now (CAN)	2-4 representatives (50% female)	Interview
Somali Youth Vision (SYV)	2-4 representatives (50% female)	Interview
PENHA	2-3 representatives (50% female)	Interview
Global Water Partnership	1-3 representatives (50% female)	Interview
Representatives of communities i.e. women-leaders, women's and youth networks	About 10-15 women in each of UNDP locations	SWOT tool
Private sector		
Women- entrepreneurs (beneficiaries of UNDP projects)	4-5 women	Interview
United Nation agencies		
UN Women, UNFPA, FAO, UNIDO, IOM, UNICEF	Minimum 4 agencies	Interview
Media		
Bilan media	1-2 women	Interview
National Union of Somali Journalists (NUSOJ)	2-3 representatives (50% women)	
Academia, think tanks		
Women in Tech, STEM (Hano Academy)	1 -2 representatives	Interview
Universities	1-2 representatives	Interview
Donors		
GEF, EU, Sweden, Norway	2-4 representatives	Interview

Annex 6 List of reviewed documents

Evaluation reference materials:

1. UNDP Evaluation Guidelines, Independent Evaluation Office of UNDP, New York, June 2021
2. UNDP, 2019, Revised UNDP Evaluation Policy
3. UNDP, 2018, Disability Inclusive Development in UNDP. Guidance Note.
4. United Nations Evaluation Group (UNEG), 2020, Ethical Guidelines for Evaluation.
5. UNEG, 2018, Guidance on Evaluating Institutional Gender Mainstreaming.
6. UNEG, 2016, Norms and Standards for Evaluation.
7. UNEG, 2014, Integrating Human Rights and Gender Equity in Evaluations.
8. United Nations, 2018, System-Wide Policy on Gender Equality and the Empowerment of Women (SWAP) Evaluation Performance Indicator. Technical Guidance.
9. Organization for Economic Cooperation and Development (OECD) Development Assistance Committee (DAC) Network on Development Evaluation, Better Criteria for Better Evaluation, 2019, Revised Evaluation Criteria Definitions and Principles for Use.

Programme documents:

10. The Country Program Document (CPD) 2021- 2025
11. Global UNDP Gender Equality Strategy 2022- 2025
12. UNDP Somalia Gender Equality Sense Making Strategy 2022.
13. UNDP Somalia Gender Equality Strategy 2023-2025 and 2023 Action Plan
14. UN Somalia Gender Equality Strategy 2021- 2025
15. UNDP Gender Equality Seal, Gender Seal Renewals Guidance Note, September 2022 , available at <https://www.undp.org/sites/g/files/zskgke326/files/2022-11/undp-ci-gender-seal-renewals-guidance-note-2022.pdf>
16. UNDP Gender Equality Seal results and feedback, 2023
17. UNDP Somalia Gender Equality Seal self-assessment and final assessment reports.
18. UNDP Somalia partnerships and communications strategy/action plan (PCAP)
19. Media Portrayal of Women’s Role in Politics and Peacebuilding in Somalia 2022
20. UNDP Somalia Portfolio Strategy 2022
21. UNDP Somalia Portfolio Review Report 2022

National regulatory and policy documents, reports

22. National Development Plan (NDP 9)
23. Somalia National Action Plan (NAP) on UNSCR 1325 (2021 – 2025)
24. Somalia Women’s Charter, 2019
25. Women and Men in Somalia 2022
26. Women and Men in Somalia 2023
27. Somali Socio- Economic Impact Assessment I and II (SEIA)
28. Somalia Voluntary National Report 2022 (VNR)

Portfolio and Project Documents:

IP

29. Semi-annual progress report IESG

30. UN somalia joint fund semi-annual progress report July 2022
31. UNSomalia MPTF Semi-annual progress report IESG 2022
32. CRP_PIP Support to constitution review process
33. A case study of Somali women peacebuilder groups

ERID

34. TPM Q3 & Q4 2023 report
35. Somalia VRN Final report
36. Midterm review report NDP (2020-2024)
37. Saameynta semi-annual report 2023
38. Gender mainstreaming Local Government Somalia 2021
39. Joint program on local governance annual report 2022
40. Joint program on local governance annual report 2021

RCC

41. UNDP micro assessment report MOHADM SWS
42. UNDP micro assessment report MOHADM SWS
43. UNDP micro assessment report MOHADM GSS
44. UNDP micro assessment report MOHADM HSS
45. UNDP micro assessment report MOHADM OPM
46. UNDP micro assessment report MOHADM MoEWR
47. Federal government of Somalia and UN joint PROSCAL
48. TPM report for Q1&Q2 PROSCAL
49. TPM report for Q3 PROSCAL
50. Somalia UN MPTF annual progress report PROSCAL 2022
51. PROSCAL annual report for 2022 final
52. Somalia UN MPTF charcoal program Annual report-PROSCAL
53. Sustainable charcoal reduction Annual report
54. Gender analysis and Gender Action Plan Nov 2021
55. Somalia First Biennial update report.
56. Somalia CSO at COP28: on UNDP supported youth led voice_report
57. UNDP Gender in climate change adaptation manual
58. UNDP Gender in climate change adaptation Tool kit
59. Gender analysis-Africa Mini grid program somalia

ROL

60. WPP PBF 2022 Annual report
61. PTM Q1 & Q2 report_WPP Final
62. PTM Q3 & Q4 report_WPP Final
63. WPP PBF 2023 Annual report
64. PCVE_SJF final report
65. JSSGP MPTF Final report
66. EU funded TPM evaluation report-JSSGP
67. JROLP Somaliland Final SFJ report
68. JPP MTR report final
69. JJP Final SJF report

Stabilization

- 70. UNDP context analysis
- 71. Stabilization PIP somalia final
- 72. PIP Emergency drought response in Somalia

Evaluation reports:

- 73. Final evaluation report somalia JJP
- 74. Evaluation report support to AID coordination and management
- 75. Final report JROLP midterm
- 76. Final report PBF project evaluation
- 77. Governance thematic evaluation final
- 78. Project EDRM final evaluation report
- 79. Somalia CCCD terminal report
- 80. Final report MTR LDCF 11
- 81. Final report BBF funded support for reconciliation and state building project
- 82. Final evaluation report PROSCAL TE report

Other GEWE reports

- 83. African Development Bank and UN Women (2023). Country Gender Profile, Republic of Somalia: Trends of change in a fragile and fragmented context

Annex 7 Data collection instruments

1. UNDP Somalia Country Office

1.1. Interview with Portfolio Leaders, project managers, M&E specialists

Relevance

1. How do you see the significance of the work that you are doing under the CPD/your portfolio in promotion of human rights, gender equality and women's empowerment?
2. To what extent are the projects currently implemented by UNDP are relevant in promoting gender equality and women's empowerment in Somalia?
3. What is being done to ensure that the portfolio strategy, projects and programmes are /remain relevant to national/regional priorities, the needs of stakeholders and beneficiaries including most vulnerable groups?

Coherence

4. To what extent did mainstreaming of gender equality and women's empowerment contribute to better synergies with other portfolios/ UN agencies/ other development partners?
5. *What is the impact, if any, of mainstreaming of gender equality and women's empowerment in processes of UNDP on cooperation with partners from the government, CSOs and other? What evidence is there to support that?*
6. *What is the impact, if any, of mainstreaming of gender equality and women's empowerment in processes of UNDP on the relations with donor, their support?*

Effectiveness

7. What do you define as the main benefits of gender equality mainstreaming processes in your area: a) for programme and project implementation? b) for cooperation with partners and stakeholders? c) for beneficiaries including women, youth, people with disabilities and other. What evidence is there to support that?
8. What are internal and external factors that affect the extent of mainstreaming of gender equality and women's empowerment into programmatic activities?
9. To what extent are current monitoring tools able to capture performance in key performance indicators on GEWE mainstreaming in-house, at the partner's institutions, achievement of the GEWE results at the project level, effectiveness of strategies and lessons learned? What may be done differently/better?

Efficiency

10. Did mainstreaming of gender equality and women's empowerment have any effect (positive, negative, neutral) on more efficient use of available resources?
11. How do you evaluate the quality of expertise in mainstreaming of GEWE under your portfolio? How does it affect programmatic and operational capacities?
12. If gender equality mainstreaming resulted in better synergies with other portfolios/partners, did it have a positive effect on efficiency or cost-efficiency (for example, use of financial, human and time resources, etc). If yes, in what way exactly.

Sustainability

13. What has been done/ is done to ensure that the GEWE results under this portfolio will be sustainable? What may affect the sustainability of the GEWE benefits produced under this portfolio?
14. To what extent are the results/benefits stemming from GEWE mainstreaming visible for UNDP staff, partners, national stakeholders and beneficiaries of the CPD?
15. What innovative ideas, approaches and methods have been introduced under this portfolio that may accelerate mainstreaming of gender equality into institutional structures and processes and enable achievement of GEWE targets in the county? Have they been disseminated as good practices to promote gender equality and empowerment of women?
16. What upscale strategies are used/were used to promote a wider impact on beneficiaries and promotion of GEWE on the national level?

2. Governance institutions

2.1. Interview protocol with representatives of ministries, state agencies etc. at the national and regional level, National Office of Statistics

Relevance

1. In what way has cooperation with UNDP (specific project) on mainstreaming of gender equality supported your institution in implementation of your mandate, your plans and national/state level reforms that affect your institution?
2. Which areas of cooperation remain relevant/require continuing support from UNDP? Why do you think it is important to continue cooperation in these areas in the broader picture of achieving gender equality and women's empowerment in Somalia?

Coherence

3. What other stakeholders do you cooperate with on issues of human rights and gender equality mainstreaming in your area of work? In what way does cooperation with these actors complement work of UNDP?
4. What do you see as strengths of the UNDP approach; any weaknesses or areas of improvement?

Effectiveness

5. What do you see as the main benefits from this cooperation on promoting GEWE for your organization? for the sector you are in? for promoting achievement of the national/regional/local plans i.e. stabilization, security and protection, economic development, climate resilience and other?
6. How has mainstreaming of human rights and gender equality supported by UNDP affected your capacity i.e. having a gender focal point or advisor, planning, delivery of services, monitoring and other processes, access to disaggregated data? What has changed?
7. Which challenges or barriers still have a negative impact on your institutional capacity to promote gender equality and women's empowerment? What might have been done better or differently?

Efficiency

8. How would you evaluate the quality of technical support/expertise (trainings, consultancy, research, mediation etc.) provided to you?
9. Has cooperation with UNDP affected in any way the level of your cooperation with partners and/or stakeholders from different sectors (public, private, CSOs, academia) on gender equality issues? Did this cooperation have any added value to your capacity to mainstream GEWE in your work?

Sustainability

10. Which benefits related to enhanced implementation of human rights and gender equality approaches in your work will be sustainable without additional/external support from UNDP?
11. What is your current situation on access to and use of resources to advance GEWE at the institutional level?
12. For which activities/capacities development would you still need additional support and capacity development from UNDP? What kind of support is needed?

2.2. Interview protocol with the national gender equality machinery (Ministry of Women and Human Rights Development, Women's Networks, Goodwill Ambassadors, Women Caucus , women MPs, Women CSOs)

Relevance

1. To what extent did this project help the country move forwards with the national agenda (strategies and plans) related to human rights and gender equality and meet undertaken international commitments such to CEDAW and others? What about nationalized SDG targets?
2. In what way did the project answer the needs of your organization, such as related to your position and capacity development in order to fulfil your mandate to promote GEWE?
3. What are the areas where your partnership with UNDP remains relevant to work on GEWE mainstreaming in legislation and institutional processes? What other opportunities do you see where cooperation with UNDP would be beneficial for promotion of GEWE further?

Coherence

4. How did this project complement/ was coherent to other projects (and other actors) in the areas of GE and/or WEE that your organization was part of?

Effectiveness

5. How would you define the main results/achievements of the project (in your area of work, your responsibilities)?
6. What went very well and what did not go that well? Which factors, in your opinion, affected the extent of achievement of results (internal – project strategies, cooperation between partners; external- political, social, economic, cultural or other)?
7. Were there any unintended/ unexpected results? What happened?

Efficiency

8. Are you satisfied with the quality of experts (human resources), capacity strengthening provided by the UNDP project/projects?

Sustainability

9. How would you evaluate the current state of gender sensitivity of legislation, policies and governance systems?
10. Which results of the project are most likely to have a sustainable effect on decision making processes and implementation mechanisms as more gender sensitive and with Gender Equality and Women's Empowerment in mind?
11. Which areas of work under this project require addition support to ensure their sustainability?
12. Has participation in this project/with UNDP affected in any way the level of cooperation between partners and stakeholders from different sectors (public, private, CSOs, academia)? If Yes, what has changed? What do you think of sustainability of some (which) partnerships?

2.3. Interview protocol with local governance representatives and gender focal points at the local governance authorities (where in place)⁶⁰

Relevance

1. How useful was for you participation in the UNDP project/projects? (*clarify which project before the interview*)
2. In what way did the project assist your institution in implementation of your responsibilities, the local and regional plans, especially in relation to promoting equal opportunities for men and women, girls and boys, elderly people, people with disabilities and other in your community/communities?
3. Were you able to share your needs, concerns and recommendations with anyone in the project? With who? Was your opinion considered?

Coherence

4. What are other stakeholders who do you cooperate with at local, regional or national levels to solve the problems that may be specific for women, youth, people with disabilities and other? To what extent does this cooperation complement the work that you are doing under the UNDP project?

Effectiveness

5. What do you see as the main results of your cooperation with UNDP for your institutions? for your community in general? For different members of communities i.e. men, women, children, PWD, poor households, IDPs, migrants and other?
6. Were able to notice changes in the capacity of your institution/your staff to address better the diverse needs of members of the communities such as men and women, IDPs, PWD and other? In what way were you enabled to provide better services to different groups in your community?
7. Which difficulties remain in addressing the needs of these diverse community groups? What does not go that well? Why? (political, social, economic, cultural, extent of instability, conflicts or other reasons)?
8. Were there any negative results (for example conflicts or other) from the activities you implemented with the support of UNDP? If Yes, what happened and how you addressed these issues.

Efficiency

9. How would you evaluate the quality of capacity strengthening (trainings, guidelines etc.) provided to you by UNDP project?

Sustainability

10. Would you be able to continue working independently on promoting human rights and gender equality without external support? If Yes, which activities will you continue independently?
11. For which activities would you still need additional support and capacity development? What kind of support is needed?

⁶⁰ When interviews with local governance representatives have been completed, it will be followed by a validation session with gender focal points at local governance level to discuss results from these interviews. Prior to the validation sessions, the evaluation team will summarize results and develop a real- time survey that will be completed by gender focal points. Results of the real- time survey will be immediately discussed to identify common perceptions and interpretation of differences in opinions and reasons for those. In the end, recommendations will be collected to inform future work of UNDP in relation to strengthening gender equality and women's empowerment at the local governance level.

3. Women and youth-beneficiaries of the UNDP interventions, CSOs, women's and youth' networks

3.1. SWOT Analysis Tool for women - beneficiaries in the communities

Objectives To assess the strengths and weaknesses of women's mobilization (CSOs, networks) supported through UNDP projects and complement this with an analysis of opportunities and constraints in the context of Somalia

Participants women in the communities who participated in the UNDP projects, women who started their own business through the support of UNDP, women- members of local networks, women who participated in WPP/WPS programmes, local mobilizers engaged by local authorities, CSOs etc.

Method A framework of four elements guides the systematisation such as: Strength – Weakness – Opportunities – Constraints.

Resources:

- (a) workshops may be conducted face to face and online (in case women cannot gather in one location due security or distances to travel);
- (b) about 10-15 facilitators from local communities (active women, mobilizers at the municipalities) will be trained in the SWOT technics (online) by the international expert with support of the national consultant; guidelines will be sent to facilitators prior to the capacity building session;
- (c) Flipcharts or large sheets of paper, markers (preferably two distinct colours), SWOT guidelines (in handout)

Procedure: Step 1 will be done through focus group discussions facilitated by trained with small groups (10-15) of women in the districts and communities that were targeted by the CPD interventions (about 50-100 women in total). Participants will analyse the strengths and weaknesses of women's mobilization supported under the CPD. The following questions will be asked to the participants to reflect upon:

1. What do you think about your participation (and of women, in general) in networks or CSOs that are trying to address issues that are important to women, young people, other vulnerable members of the community? *(additional question: What has changed for you in the result of this participation?)*
2. What do you see as **advantages or strengths** of women's mobilization?
Additional question: In what way have you/other women in your network become stronger in the result of participation in a UNDP project /programme?
What do you see as **weaknesses of women's networks, CSOs?**
Additional question: What capacities and skills of women/young people need to be strengthened and why?
3. What can you say about cooperation of women's networks with local informal leaders (elders) and local governance? *Additional questions: What goes well and what may be improved? Do you see any changes in how women present their needs and advocate them at the local self-*

government? Do you see more support a) from the local government, b) other governmental institutions? If yes, why do you think it is happening?

4. Is there any change of **attitudes** in the communities **towards women’s participation in networks, CSOs, decision making in general**? *Additional question: Is there a difference in attitudes in case women participate in economic activities or they try to make influence on political processes such as decision making at the local governance?*

Then participants will identify contextual **opportunities** and **constraints**.

5. What **opportunities** do you see for women involved in CSOs/networks to increase their participation in local governance/ having more influence on development of local plans including gender equality plans? What can women do to promote economic participation of women in their communities? How can women get more involved in the processes of stabilization/conflict resolution, prevention of violence including sexual violence and violence against women and children?
Additional questions: What do women need to be able to use these opportunities, what kind of knowledge, skills, resources, support, changes in legislation etc.?
6. What do you see as **barriers** to mobilization of women at the community level and their more active participation in decision making in local communities, local governance, economic activities, conflict resolution and other activities that may improve lives of members of the communities?

Table 1: The SWOT matrix

Strong points	Weak points	Opportunities	Constraints/ Barriers

Step 2 will involve validation of the results of SWOT by representatives of women’s CSOs and networks, local gender focal points (about 20-25 participants). They will be invited to validate the results of discussion using a real time survey tool during the focus group discussion in Zoom. Prior to that the evaluation team will analyze the results of SWOT and turn them into a set of statements with which participants will be invited to agree or disagree and provide argument for or against and include recommendations how mobilization of women and their capacities may be strengthened by UNDP and partners to have more influence on decisions making in the communities and at the local governance.

3.2. Focus group discussion with women -entrepreneurs supported under the CPD

Relevance

1. To what extent has your participation in the UNDP project met your needs, expectations? What may have been done differently or which needs have not been fully addressed, in your opinion?
2. Which project activities did you find the most useful/relevant for you?

Coherence

3. Are there any other governmental or private institutions, as well as women's associations and networks that may be involved into supporting women's business development? If Yes, please name them. Why would it be important to engage them?
4. How do you evaluate the current involvement and/or support from the local governance to promote economic opportunities for women, their access to markets, value chains and other?

Effectiveness

5. What positive changes happened (for you, for your business, for other women in your community) because of your participation in the project? Please tell us about most significant change in your opinion.
6. Do you think that in the result of this project women became more capable to make own decisions related to their business, economic activities? If Yes, please provide an example.
7. What is the attitude in the community/communities where you established your business to women as entrepreneurs? Have you noticed any changes in the way how women are seen or treated by their families, clan leaders and other?

Sustainability

8. Has your business become sustainable? What makes you sure that you will be able to sustain/further develop your business on your own?
9. What support may be needed for your business to become more sustainable? Where can you get that, for example, local administration, professional associations etc.?
10. Do you feel yourself empowered by the project so that you can help other women to improve economic situations, start business, get employed? Are you doing that or going to do that? If Yes, in what way?

3.3. Focus groups discussions with representatives of CSOs (women, youth), think tanks, media, academia

Relevance

1. In what way is/was your cooperation with UNDP relevant to promotion of gender equality and women's empowerment in Somalia?
2. What do you see as the key benefits related to GEWE for your organization resulting from cooperation with UNDP?

Coherence

3. Has the cooperation with UNDP affected in any way the level of your cooperation with partners and/or stakeholders from different sectors (governmental, private sector, CSOs, academia) on promoting gender equality and women's empowerment in Somalia? If Yes, what has changed? What do you think of sustainability of some (which) partnerships?
4. In what way has the cooperation with UNDP affected the capacity of your organization to address the needs most vulnerable groups, as people with disabilities, survivors of SV and GBV, IDPs etc.?

Effectiveness

5. How did it affect work of your institution on gender equality and women's empowerment?
6. What changes have you observed for your target groups due to enhanced gender- sensitivity of your work/greater women's and youth's empowerment? for communities where you work?
7. Were you able to notice any changes in the capacity of your partners or stakeholders from local governance, governmental institutions to mainstream gender equality and women's empowerment in their services? What are these changes and what brought them up, on your opinion?
8. Was there any negative impact on your work/on your beneficiaries resulting from your cooperation with UNDP on promotion of gender equality and women's empowerment? If Yes, how did you address that? Did your have to adapt your cooperation with UNDP due to any risks /changes in the environment where you work?

Efficiency

9. Have you been satisfied with the quality of GEWE mainstreaming capacity development provided to you by UNDP, overall coordination and management?
10. Were the resources sufficient to promote long-lasting changes in the capacity of your organization work on GEWE issues in your area of work?

Sustainability

11. What do you think about sustainability of the benefits for your organization (mentioned under 2)?
12. For which activities would you still need additional support and capacity development? What kind of support is needed, where can you get that?

Annex 8 List of interlocutors

	Name	Position	Contact details
1	Lionel Laurens	Resident Representative	lionel.laurens@undp.org
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17	Ahmad Jamshed Khoshbeen,	Saameynta Coordinator ERID	
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21	Hassan Abdirizak,	Programme Specialist, Resilience and Climate Change (RCC)	hassan.a.ahmed@undp.org
22	Dragan Popovic	Portfolio Manager - IP	dragan.popovic@undp.org
23	Mohamed Hadi,	Project Manager, Inclusive Politics	mohamed.hadi@undp.org
24	Amjad Bhatt,	Chief Technical Specialist, Inclusive Politics	amjad.bhatti@undp.org
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28	Hodan Abdullahi	Head of Exploration, Acc. Lab	hodan.abdullahi@undp.org
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33	Rob Duijts	Consultant, JPLG	
34	Abdinasir Sharif	Youth focal point, UNDP CO	
35	Yousief Ahmed	Rule of Law, Project manager	
36	Nimmo Ahmed	Partnership Specialist, UNDP	
37	Frida Karimi	Project Manager at UNDP (Local Governance)	
38	Zaynab Elsawi	Women Peace and Protection Project Manager, UNDP	zaynab.elsawi@undp.org

UN agencies			
32	Noel Kututwa	Senior Women Protection Adviser, Human Rights and Protection Group, United Nations Assistance Mission for Somalia (UNSOM)	kututwa@un.org
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36	Athieng Riak	UNICEF, Programme Specialist	ariak@unicef.org
Governance institutions			
37	Sadia Yusuf Abdi	Ministry of Energy and Water Resources Somalia Water Sector Coordination Facility	coordinationfacility@moewr.gov.so sacdiyo214@gmail.com
38-45	Women Parliamentary CAUCUS for federal and member states	<ol style="list-style-type: none"> 1. Hon. Sahur Haji Ulusow 2. Hon. Sareda Hassan 3. Hon. Jawahir Mohamed Ahmed 4. Hon. Dahabo Susow Mohamud 5. Hon Zamzam Ibrahim 6. Hon Fartun Abdikadir 7. Hon Layla Ahmed 8. Hon Zamzam Dahir 	n/a
46-49	Ministry of Women and Human Rights Development	Naima Ali Abdalla (F), Ruweydo Osman (F), Naima Hassan (F), Aweys Awoow (M)	
50	Somalia National Bureau of Statistics	Fadumo Mumin, Director of Policy, Planning and Coordination Services	fadumo@nbs.gov.so
51	Idiris Hassan Mohamud	Director General of Jubaland Ministry of Women	dg-genderfamily@jubalandstate
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54	Sadia Sayla	Gender Advisor, MoIFAR-FGS	sadie.saylac@gmail.com
55	Mohamed Jamac	Chairman, National Disability Agency (M)	

Civil Society, academia, media			
56	Shuaib Abdalla Hassan	Chairperson, Somali Youth Vision (SYV) (M)	info@syv.org.so
57	Dr. Sadiyo Siad	Founder, Hano Academy	info@hanoacademy.com
58	Hinda Mohamoud	Deputy chief editor, Bilan Media	
59-62	Omar Faruk Osman	National Union of Somali Journalists (NUSOJ) + 3 female staff	omar@nusoj.org
63	Ahmed Abdi Osman	Representative of youth network (M)	
Donors			
64	Sophie Omoro	Senior Programme Manager, Embassy of Sweden	
65	Martina Durrer	Programme manager, Embassy Of Switzerland	

Annex 9 Work Plan

Table 3 Thematic Evaluation Work Plan

Activities	Schedule	Responsibility	Key Deliverables
1. Core project documents and materials uploaded	By December 15	Evaluation management	Shared folder created by UNDP evaluation management and assessable for the consultants Evaluability assessment
2. Review of documents and materials; Preliminary interviews with the Evaluation Management and UNDP staff	By December 21st	International Consultant and National Consultant Evaluation management, ERG	Working plan; Identification of key informants/agencies and needs for additional desk review;
3. Drafting detailed Inception Report	By December 23rd	International Consultant with support from National Consultant	Findings from initial desk review, description of evaluation methodology/ methodological approach, data collection tools, data analysis methods, identification of key informants/agencies, data collection tools
4. Final Inception report	By December 31 st	Evaluation management, ERG International and national consultants	Feedback from ERG Finalized inception report
5. Planning of data collection, interviews, field visits, workshops	By January 21	Evaluation management, Evaluation Reference Group, portfolio and project managers International and national consultants	Schedule of interviews, list of interlocutors by portfolio/areas of interventions, regional distribution, communities; Detailed field missions plan for international and national consultants
5.1. Data collection Phase 1: <ul style="list-style-type: none"> In-depth desk review of portfolio/project documents national 	By January 22th	Portfolio managers Selected project managers (joint programmes), UN agencies (UN Women, other)	Interviews protocols Coded data from desk review

<p>gender mainstreaming policy, action plans;</p> <ul style="list-style-type: none"> • Interviews with UNDP staff (remote), stabilization team etc. 		<p>Evaluation Manager, International and national consultant</p>	
<p>5.1. Data collection Phase 2:</p> <ul style="list-style-type: none"> • Field visits, interviews, focus groups (ministries and Government, local governance, communities, women’s CSOs/CBO, elders, youth networks (face to face and remote) • Capacity development for women-leaders, community workers in the communities to conduct SWOT, see Annex 6 (remote) 	<p>From January 21th until 31th</p> <p>National consultant from 20th January</p> <p>Mission dates (TBD) for international consultant from February 2nd to February 8th 8th</p>	<p>Evaluation Manager, International and national consultant</p> <p>Key staff from UNDP to organize interviews and meetings with interlocutors</p>	<p>Interviews protocols</p> <p>Coded data from interviews</p> <p>A pool of trained women to conduct SWOT with women in communities (beneficiaries of the UNDP interventions)</p>
<p>5.2. Data collection Phase 3:</p> <ul style="list-style-type: none"> • Federal Government, Federal ministries, National Office of Statistics, private sector, donors, other stakeholders (face to face and remote) • National gender machinery, women-MPs, women’s networks, women’s CSO (remote) • Sense making interviews/sessions (remote) 	<p>By February 8th</p>	<p>Evaluation management</p> <p>International/national consultant conduct interviews and facilitate workshops</p>	<p>Interview protocols/coded data;</p> <p>SWOT workshops with UNDP staff (portfolios leaders, Accelerator Lab, Stabilization team on the impact of gender mainstreaming)</p> <p>SWOT with CSOs, women-leaders (partners and beneficiaries) on the impact of GEWE interventions</p>
<p>6. Data Analysis and synthesis</p>	<p>Ongoing until February 15th</p>		

6.1. Presentation on preliminary findings to the ERG (results of mission)	February 7th or 8th	International Consultant/National Consultant Evaluation Reference Group	Power Point presentation: Key evaluation findings and conclusions, lessons learnt and recommendations
6.2. Draft initial version of Final Evaluation Report	By February 17th	International Consultant/National Consultant	Draft Final Evaluation Report
Comments on the draft Final Evaluation Report	By February 26th	Evaluation Reference Group	Comments on the draft by ERG, regional evaluation specialists and other
Finalization of Evaluation Report and Executive Summary (address ERG comments/feedback and resubmit the final version to the Evaluation Manager)	Due to April 12	International Consultant Inputs to be provided by the National Consultant	Final Evaluation Report and Executive Summary (The report will include the following chapters: Executive Summary, Introduction and Background, Evaluation approach and methodology, Findings, Conclusions, Lessons learnt, Recommendations and relevant Annexes)
Evaluation brief	Due to April 12	International Consultant	Evaluation brief reflecting the key findings, conclusions and recommendations and deployed methodology (indicative samples will be provided by UNDP Somalia)

Annex 10 Evaluation consultants' bios

International expert: With background in education (Master of Science) and policy analysis, **Marina Gurbo** has more than 12 years of international experience in capacity development, monitoring and evaluation. Having worked as a capacity building and evaluation expert since 2008 for UNDP, OSCE, UN Women), the consultant has substantive knowledge of in-depth understanding of issues related to gender equality and women' empowerment.

In 2013-2018, Marina Gurbo worked intensively with women's organizations in Georgia, Armenia and Azerbaijan implementing projects in the areas of gender equality, peace and security, women's economic empowerment and prevention of domestic violence (i.e., EU-UNDP Georgia project COBERM, Kvinna till Kvinna) and assisted them in programme development and strengthening of RBM, HRBA and Gender Equality approaches in M&E. Most relevant assignments include the final evaluation of the project "Women for Equality, Peace and Development" implemented by the UN Women CO Georgia and of the project ⁶¹ "Gender Advisory Councils - increasing women's role in social changes of regions" funded by the multi-donor Fund for Gender Equality (FGE) and implemented by Culture-Humanitarian Fund Sukhumi (NGO). Ms Gurbo conducted the final evaluation of the Joint Action for Women's Economic Empowerment (JAWE) project implemented by UN Women in Georgian in 2018-2020. In 2022, Ms Gurbo supported development of a new strategic note for UN Women Kazakstan.

She is included into several rosters for consultants such as UN Women Independent Evaluation Office Roster, UNDP ExPress Roster and other. Her special area of expertise includes theory-based evaluation and she delivered training on theories of change and reconstructed and developed ToCs for projects and UNSDCF. She was involved into evaluation of the Partnership Framework for Development Kazakhstan 2016-2020 and supported the UNCT in Ukraine (in 2016), Kazakhstan (in 2020), and in Moldova (2021-2022) in drafting new partnership frameworks. In addition to having a proven track of analytical and evaluation reports, the consultant has strong expertise in evaluation design and methodology, quantitative and qualitative data analysis skills and is proficient in use of participatory and gender-responsive methods and techniques. She speaks fluently four languages, among them English.

National Consultant: Mohamed Elmoge Sheikh is organized and results-oriented person who has a degree in Development studies from Mount Kenya University and pursuing his post graduate Master in the same displined. Having worked in the past six years in the field of monitoring and evaluation in humanitarian organization in both International and National organizations, including Concern world, Qadar charity, Solution for humanity and International Medical Corps (IMC). Mohamed has extensive knowledge of Somalia contextual environment.

Mohamed has a strong foundation in the basic principles of monitoring and evaluation of project activities including protection, livelihood, Education, Health, Nutrition and WASH. He has developed and implemented different monitoring & reporting's including but not limited to multisectoral need assessment, Endline evaluation, midterm evaluation and baseline evaluations, presented articulate and concise reports, to help the management in decision making to achieve objectives of the Organization. Additionally, the consultant possesses strong analytical and evaluation skills in both quantitative and qualitative data, with strong knowledge in designing evaluation and methodology of reports, developing critical thinking and decision-making skills, coupled with my enthusiasm and dedication to achieve success, Finally Mohamed is passionate about participating in activities that seek to help marginalized communities grow and achieve their economic and social potentials

⁶¹ The report was uploaded at <http://gate.unwomen.org/Evaluation/Details?EvaluationId=4886> . Quality rating - Very Good

Annex 11 Evaluation Reference Group

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14. Elsie Too, M&E Officer, Stabilization Programme, elsie.too@undp.org

Annex 12 The SWOT Results with women's networks

Strengths of participation of women and women's groups in WPP	Weaknesses (capacities of women, extent of their mobilization)
<p>(1) women's sense of self-worth; 1.1.women have acquired knowledge of their rights and abilities; women have courage to actively contribute to ensuring security; 1.2.women became more vocal, able to speak up in public; 1.3.there are local leaders/champions from women; 1.4.women's level of education related to Women, Peace and Security has been raised and women become confident;</p> <p>(2) women's right to have and to determine choices; 2.1.awareness of gender equality issues; 2.2.acceptance of the role in WPS; 2.3. women feel more freedom for expression of ideas; 2.4.women are able to develop their own agenda and implementation plans; 2.5.capacity to make decisions (also jointly with other women);</p> <p>(3) women's right to have access to opportunities and resources; 3.1.work with the security teams or get security posts in neighbourhood 3.2.run for positions in the local councils</p> <p>(4) women's right to have power to control their own lives 4.1.are able to resolve conflicts in the family; 4.2.women become motivated to advocate for their own rights and those of their community</p> <p>(5) women's ability to influence the direction of social change 5.1.establishment of strong women's networks;</p>	<p>(6) women's sense of self-worth 6.1. many women remain shy to express themselves;</p> <p>(7) women's right to have and to determine choices 7.2. lack of leadership skills, management skills to be competitive and participate in politics or economic activities; 7.3. dependence of women's groups/ networks on external support and funding;</p> <p>(8) women's right to have access to opportunities and resources; 8.4.lack of documentation skills (evidence building); 8.5.insufficient knowledge of English (for access to information and resources); 8.6. resources centres for women's groups are not sustainable;</p> <p>(9) women's right to have power to control their own lives 9.1.insufficient capacities of women to raise own resources; 9.2.women's group need to have skills training including in home economics to access income-generating initiatives; 9.3.low skills and knowledge to do counselling (to GBV survivors' and families)</p> <p>(10) women's ability to influence the direction of social change 10.1.there is lack of clarity about the goals (targets) of women's engagement</p>

<p>5.2.better unity and social cohesion among different groups of women</p> <p>5.3.women's participation brings diverse perspectives and approaches to conflict resolution and peacebuilding;</p> <p>5.4.more trust in women and girls and their abilities to promote peace and security (by religious leaders, elders and other);</p> <p>5.5.women networks play a crucial role in engaging and collaborating with local governments and traditional leaders to enhance women's participation in social activities;</p> <p>5.6.build alliances and networks with women from other districts;</p> <p>5.7.better understanding of community needs;</p> <p>5.8.increased capacity to speak for oppressed ones (girls);</p> <p>5.9.increased women's participation and engagement in the community;</p> <p>5.10.can train more women in the communities</p>	<p>10.2.tradition of voluntarism in communities is negatively affected due to monetary incentives and people including women are discouraged from participation unless they are paid;</p> <p>10.3.women have limited knowledge of mediation, negotiation and leadership skills;</p>
<p>Opportunities</p> <p>11.Arising from more gender -sensitive systems, institutions and programmes:</p> <p>11.1.implementation of local gender equality plans through cooperation with local councils;</p> <p>11.2.the project (UNDP) provides opportunities for women to share their knowledge, skills, and experiences with other women in the community</p> <p>11.3.educational opportunities for women have increased, thanks to organizations and government initiatives that offer free courses and skills training, to enable women to enhance their knowledge and skills.</p> <p>11.4.women have an opportunity to achieve a 30% quota for their political participation.</p>	<p>Threats (barriers, challenges)</p> <p>14.Gender inequalities embedded in the systems:</p> <p>14.1.resistance / lack of support from family members; women face various violations;</p> <p>14.2.traditional elders' dominance of public space and favouring males for jobs, positions;</p> <p>14.3.negative views of women working in the security sector (limited opportunities to start the family);</p> <p>14.4.gender-based discrimination and violence, lack of security;</p> <p>14.5. cultural barriers pose obstacles for women whose potential of women and rights to contribute to peace and security efforts are not recognized;</p> <p>14.6.society's trust in women has not yet reached the desired level.</p> <p>14.7.lack of access to resources (microfinancing, vocational training, value chains etc.);</p> <p>14.8.lack of time to engage on conflict resolution and protection which is time consuming and emotionally draining;</p>

<p>11.5.women have good collaboration with traditional and religious leaders and female local councilors in the districts</p> <p>11.6.to contribute and advocate for women whenever invited by ministries, government agencies and CSO</p> <p>11.7.increased reporting of GBV cases to the police and media; access to one stop centres to refer cases</p> <p>12.Arising from social mobilization/empowerment of women</p> <p>12.1.knowledge and skill for participation in elections;</p> <p>12.2.establishment of women’s organizations;</p> <p>12.3.more regular and frequent meeting of women resulting in strengthening of women’s organizations;</p> <p>12.4.using the women to enhance community engagement through media;</p> <p>12.5.public discussion with women who want to be part of politics to raise awareness and women’s visibility in communities and the WPP agenda;</p> <p>12.6.in some areas, women have resource centers where they can discuss together the issues that affect them and their security;</p> <p>12.7.women’s groups collect donations (have contributed money) so that they can support their daily activities.</p> <p>13. Arising from overall improvement in the environment</p> <p>13.1.economic growth in the district (town) such as construction and hotel sector growth in the town, market structure for small businesses;</p> <p>13.2.more areas are getting recovered from Al-Shabaab;</p> <p>13.3.access and use of social media allows reaching wide audiences to raise awareness on gender equality and WPS</p>	<p>14.9.clan based politics and power sharing methods are unfavourable to women (inter-clan marriages, IDP, marginalised communities).</p> <p>15.Gender- blind institutions and programmes:</p> <p>15.1.no space (physical or mental) for women to come and work together safely;</p> <p>15.2.participation in the security (teams) may be undermined by gender stereotypes (cleaning jobs not related to security);</p> <p>15.3.inadequate representation of women in formal peace processes;</p> <p>15.4.women are significantly underrepresented in both local governments and security institutes which limits the collaboration among women’s groups and local administration;</p> <p>15.5. in some districts, there is no security contact person to report women’s rights’ violations and provide for them consultation services;</p> <p>15.6.in the police stations, there are no special rooms for women who have been detained</p> <p>15.7.low number of female teachers for girls/child protection</p> <p>15.8.women are frequently excluded from regional and international training opportunities;</p> <p>15.9.short terms interventions with the lack of follow up</p> <p>15.10.inadequate information on government and civil society programs;</p> <p>15.11.uncertainty on the electoral system for use in the forthcoming elections;</p> <p>15.12.poor enforcement of the penal code on GBV; high number of GBV cases being resolved through the traditional Xeer system promoting impunity;</p> <p>15.13.High divorce rates/ women with children are neglected by the system</p>
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16. Inequal regional and local development:

16.1. in many contexts, women face barriers in accessing quality education and resources, including financial resources, technology, and information;

16.2. poor economic conditions; lack of infrastructure, Internet, roads, transportation; lack of jobs;

16.3. there is no/small budget for women to work & implement their initiatives

16.4. Unresolved clan conflicts

16.5. High poverty among women, especially female-led households.

Annex 13 GEWE outputs under Portfolios and transformative strategies

Portfolio	Description of the output	Relevance (why)	Strategies to strengthen a transformative impact
Stabilization	Political and Economic Analysis Framework	<ul style="list-style-type: none"> In addition to mapping political and economic landscape, the analysis provides valuable information on power relations and gender-based inequalities, as well as existing resources (CSOs, women’s networks, etc.) in the communities to plan gender transformative activities at UNDP and beyond 	<ul style="list-style-type: none"> Engage UNDP portfolio leaders/project managers, potential partners and stakeholders into development of a cross-thematic gender equality action plan for an area with actions that promote inclusion and participation of community members, among them women, youth, marginalized groups in stabilization processes; As soon as possible, engage existing formal and informal CSO agencies in social mobilization processes and implementation of relevant actions from the gender equality action plan
Rule of Law	17 Women Networks (WN), which were established in mid-2022 in 3 districts for each of the 5 MS and in Benadir region.	<ul style="list-style-type: none"> women networks or other informal groups are essential for promoting bottom-up approaches and creating positive narratives of women’s participation along with men in reconciliation and peacebuilding 	<ul style="list-style-type: none"> Mapping of 17 Women Networks and having a comprehensive overview of other structures (i.e., safe spaces or other women networks, mixed female and male groups) is critical to ensure coherent peace building approach across all international partners; More focus on efficiency of capacity building interventions for WN to be self-reliant; design opportunities i.e.,

			<p>call for proposals/grant mechanisms for members of WN to exercise ownership of transformative, bottom-up approaches in peace building;</p> <ul style="list-style-type: none"> • Transfer oversight over WN to regional and local CSOs by development a model of engagement when formal CSOs promote further social mobilization of women and their organization into self-help groups and networks and support their capacity development to participate meaningfully in reconciliation and peacebuilding
	<p>A bottom-up peacebuilding approach to address “violent extremism” through inclusive, community-based dialogue and consensus-building interventions (the new generation of PCVE programming in Somalia – guided by the UN-Secretary General’s PVE Plan of Action)</p>	<ul style="list-style-type: none"> • Engaging religious actors and their networks will shift the social dialogue from the clan driven bias towards priority setting of the community. As the trusted messengers within their communities, they will map and identify community priorities across the humanitarian-development-peace (HOP) nexus. 	<ul style="list-style-type: none"> • Engage male and female religious leaders to work together with communities on grievances and setting community priorities; • Encourage cooperation between religious leaders, women networks, CSOs on peacebuilding and cohesion and local administration on promoting gender equality and participation of women in social activities and decision making

	<i>A peace building approach to target violent extremism in Somali</i>		
	Development of an integrated justice system	<ul style="list-style-type: none"> • an integrated justice system that includes courts and AGO and alternative dispute resolution mechanisms shall contribute to cooperation between the state institutions and communities, thus increasing protection and security for most vulnerable women, youth, and children as well as members of minority clans; 	<ul style="list-style-type: none"> • ensure that the process of cooperation i.e., a referring mechanism is institutionalized allowing CSOs, women groups and network, religious leaders to use it in order to empower women and other marginalized groups to exercise their rights and seek justice
Inclusive Politics	<p>Creating a space for political stakeholders and citizens to engage in a constructive dialogue on the key state issues and strengthening complementary approach to the implementation of the national priorities</p> <p><i>While this is more of an approach than a</i></p>	<ul style="list-style-type: none"> • To ensure that women, young people, marginalized groups become active participants in state building and contribute to positive changes in relation to diverse conflicts and challenges in Somali, involving them in a constructive dialogue should be pursued at all levels in order to raise essential knowledge and skills of right holders for their meaningful participation 	<ul style="list-style-type: none"> • More focus on the transparent and inclusive state building processes than on the project milestones i.e., revised Constitution or other would allow for capturing results of increased participation of women, young people and other groups that is typically excluded from decision making; • Define the process level indicators that measure gender equality in relation to inclusion and participation – who participates and who is excluded – based on the data not only disaggregated by sex, but also age, status (IDP, minor clans, PWD) and

	<i>specific output, it was chosen due to its crosscutting character in the projects under the IP</i>		<p>other characteristics that contribute to marginalizations in terms of participation;</p> <ul style="list-style-type: none"> • For the CPD, measuring the qualitative aspects of participation (significant or not significant) requires agreement of participants themselves – women, men, youth, IDPs etc. of what it would mean in their context; CSOs and women’s networks are better placed to track changes regarding participation, for example through Outcome Mapping and other participatory methodologies
	Conflict Navigator	<ul style="list-style-type: none"> • The tool provides crucial information for planning transformative interventions involving formal and informal leaders and groups, communities themselves (regardless of age, sex and socioeconomic status); • Furthermore, it provides secondary data on effectiveness of building capacities of women and youth group by UNDP and other stakeholders (who is involved into conflict resolution) 	<ul style="list-style-type: none"> • CSOs, community-based groups and formal and informal leaders should be trained in use of the Conflict Navigator tool; • The findings from the conflict analysis should be shared with communities to involve them into implementation of the context-based bottom-up approaches for reconciliation, peacebuilding and development building on resources available in communities
ERID	Operationalization of the Urban Land Management Law (ULML)	<ul style="list-style-type: none"> • the process of formal land registration with advancements in land tenure security and employment provides ample opportunities to address 	<ul style="list-style-type: none"> • building on the role of women in reconciliation include them into decision making related to solution of land governance and tenure security;

	<p>inc. development the context-specific application of the Social Tenure Domain Model (STDM), a mapping tool to address land governance and tenure security issues through the identification of formal and informal land demarcation interventions</p> <p><i>Under the Saameynta programme</i></p>	<p>gender-based inequalities not only for displacement-affected communities but for all vulnerable groups and, in particular, access of women to land and its management; in many countries, these processes contributed to increased participation of women in investment and business development, feminization of professions in land management such as women- land surveyors and other</p>	<ul style="list-style-type: none"> • advocate for gender equality mainstreaming in the national and regional level legislation that regulates land registration
	<p>Baidoa digital citizen engagement platforms (“Consul”)</p> <p>In addition, social accountability mechanism to be developed</p>	<ul style="list-style-type: none"> • similar to other engagement tools promoted under the CPD; the platform provides opportunities for raising capacities of communities including those who are traditionally excluded from decision-making i.e., women, young people, PWD and other to contribute meaningfully to local development 	<ul style="list-style-type: none"> • CSOs, women and youth networks and groups should be trained in methodology and cooperate with local administration in making the platform a tool for inclusion and participation of all groups in communities; • It is important that the engagement process is most transparent and allows civil society, MoWHRD, UN agencies and other stakeholders monitoring participation of marginalized groups and accountability to them by local

			administration i.e., inclusion of their needs into local plans
	Appraisal Tool on the Inclusion of Forcibly Displaced and Stateless Persons in National Frameworks for the Achievement of the SDGs	<ul style="list-style-type: none"> developed by UNDP and UNHCR, an integrated framework to assess the inclusion of forced displaced and stateless persons is an important tool to promote gender equality for most vulnerable for targeted analyses and responses 	<ul style="list-style-type: none"> While the tool has most relevance to national and local policy making and tracking of SDGs achievement, the data generated from the assessment may be used for a broader range of stakeholders including CSOs to advocate for gender-specific needs of forcibly displaced and stateless persons; Raising visibility of forcibly displaced and stateless persons and their needs within hosting communities should focus on seeking solutions of common problems of all community members (cohesion) and seeing displaced persons not only as passive recipients of services but active contributors to development of host communities
	Gender Mainstreaming A Practical Manual for Local Government of Puntland; Somalia Local Governments Gender Advocacy Strategy 2022-2026	<ul style="list-style-type: none"> The Strategy and the Manual ensure that CSOs, women and youth network, other community -based groups are engaged into decision-making processes in local government and actively promote solutions that target gender equality and women’s empowerment in relation to all aspects of local development 	<ul style="list-style-type: none"> Ensure that there is a framework for collaboration between CSOs and, in particular, groups and networks representing most marginalized groups in implementation of the Strategy; In cooperation with UN Women, advocate for establishment in every municipality of an inclusive Gender Equality Advisory Councils that ensure

	(Joint Local Government Project)	<ul style="list-style-type: none"> Put mechanisms in place to effectively engage Civil Society Organizations (CSO's) in promoting and advancing gender equality and women empowerment in political participation. 	engagement of diverse agencies in communities, including women's led groups, assessment of needs and elaboration of gender-sensitive measures
	"Bilan" media	<ul style="list-style-type: none"> Raising visibility of benefits of women's participation in political, social and economic development through the media is critical for transforming social norms and behaviours that prevent women from becoming agents of change 	<ul style="list-style-type: none"> Promote cooperation between women and men journalists by on raising awareness of women's participation working with journalists' associations and other groups including influencers to communicate more on important and benefits of women's participation in all spheres of life
RCC	UNDP Somalia Gender in Climate Change Adaptation Manual and Gender and Climate Change Adaptation Toolkit	<ul style="list-style-type: none"> Intends to address the effects of climate change that are unique to gender and to advance gender-responsive adaptation measures. The approach recognizes women's critical role in climate change adaptation since they are typically the primary caregivers, resource managers, and change agents in their communities 	<ul style="list-style-type: none"> Engage with other portfolios on integration of the toolkit since climate adaption should be mainstreamed into all thematic areas; Raise awareness of benefits of women's participation in communities' resilience and adaptation to the consequences of climate change through community and area -based interventions that put women in the centre of decision making (i.e., grant mechanisms, joint programmes involving local governance, women-led SMES and civil society

	<p>Gender Analysis and Action Plan</p>	<ul style="list-style-type: none"> • More in-depth analysis of context-specific triggers of discrimination and gender equality; • A clear definition of expected impact from gender -sensitive strategies 	<ul style="list-style-type: none"> • Involvement of project beneficiaries from communities including most vulnerable ones in development of a gender action plan allows for a shared definition of expected impact in terms of changes in gender roles and behaviours that makes sense in an environment where projects are implemented; • Defining transformative impact in a participatory manner strengthen leadership of right holders and ownership over results; • It promotes participation in monitoring and evaluation and data collection of most vulnerable groups (as set in the Gender Equality Strategy of the NBS)
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