ANNEXES

UN Women Somalia Country Portfolio Evaluation 2022–2025

UN WOMEN

Contents

ANNEX 1: LIST OF STAKEHOLDERS CONSULTED AND DOCUMENTS REVIEWED

The first two tables provide an overview of institutions and people consulted and details of the breakdown across stakeholder category and gender. This is followed by a detailed list of the stakeholders consulted and documents reviewed.

Target and actual sample

	Survey		Interviews		Focus Groups	
	Target	Actual	Target	Actual	Target	Actual
Government	18	8	18	7		
CSOs	18	5	18	8		
Donors	7	1	7	4	n/a	n/a
Media	n/a	n/a	1	0		
UN Agencies	9	3	9	7		
UN Women	25	15	24	23		
Programme participants	n/a	n/a	n/a	n/a	2	2
Total	**77**	**33**	**77**	**49**	**2**	**2**

Disaggregation by gender

	Survey	Interviews	Focus Groups	*Total*
Male	13	13	0	26
Female	20	36	18	74
Total	33	49	18	100

Interviews

49 stakeholders were interviewed in total.

UN Women Staff				
S/No	**Name**	**Title**	**Gender**	**Office**
1.	UN Women	Country Programme Manager	M	CO
2.	UN Women	Operation Manager	M	CO
3.	UN Women	National Consultant - WPP - Programme Specialist	M	CO
4.	UN Women	Planning and Coordination Analyst	F	CO
5.	UN Women	International Consultant Women Peace and Security	F	CO
6.	UN Women	Procurement Associate	M	CO
7.	UN Women	Gender Justice & Rule of Law Specialist	F	CO
8.	UN Women	Programme Specialist GRCP	M	CO
9.	UN Women	Finance Associate	M	CO
10.	UN Women	WPS National Programme Assistant (SSA)	M	CO
11.	UN Women	Communication Assistant UNV	M	CO
12.	UN Women	Monitoring and Evaluation Specialist	F	RO
13.	UN Women	WPS Regional Advisor	F	RO
14.	UN Women	Programme Analyst, Humanitarian and DRR	F	RO
15.	UN Women	Humanitarian and DRR Specialist	F	RO
16.	UN Women	Regional Director	F	RO
17.	UN Women	Finance Specialist	F	ESARO

18.	UN Women	HR Business Partner	F	ESARO
19.	UN Women	Strategy and Coordination Specialist	F	ESARO
20.	UN Women	Policy Specialist WPP	F	ESARO
21.	UN Women	Resource Mobilisation Specialist	F	ESARO
22.	UN Women	Regional Projec Coordination Specialist	F	ESARO
23.	UN Women	Gender Statistics Specialist	F	ESARO

UN Agencies			
24.	UNSOm	Senior Women's Rights Advisor	F
25.	UN RCO	UNCT Coordinator	F
26.	UNDP	UN Joint Rule of Law Program Coordinator	M
27.	WFP	Gender Specialist	F
28.	UNDP	Gender Specialist	F
29.	UNICEF	Child Protection Specialist	F

Donors			
30.	EU	Project Officer Rule of Law	M
31.	Somalia Joint Fund-SJF	Programme Officer	F
32.	Canada	Deputy Head of Development Cooperation	F
33.	UK	Social development advisor	F

Government			
34.	MoFHRD Federal Level	Gender Director	F
35.	MoWFAHRD, Jubaland	Director General	F
36.	Upper House-Federal	Women Parliamentary Caucus-WPC Chairperson	F
37.	House of the People-HoP Federal	Women Parliamentary Caucus-WPC Chairperson	F
38.	Somaliland National Human Rights Commission	Chairperson	M
39.	Somaliland National Human Rights Commission	Executive Director	F

CSOs			
40.	INGO partner -CARE International	Area Manager	M
41.	INGO Partner-Save the Children	Francesca Sangiorgi Humanitarian Director	F
42.	Civil Society Partners-Ifrah Foundation	Director	F
43.	Civil Society Partners-Nomadic Assistance for Peace and Development (NAPAD)	Area/Manager Program Manager	M
44.	African Women Leaders Network/Somalia Women Development Center	AWLN Somalia Chapter Chairperson	F
45.	HEAR WOMEN FOUNDATION	Executive Director	F
46.	SOMALIA WOMEN LEADERSHIP INITIATIVE-SWLI	Executive Director and also CSO Reference Group Chairperson	F

47.	NAGAAD Network	Executive Director	F
48.	NAGAAD Network	Program Manager	F

Focus group discussions

18 stakeholders were consulted as part of focus groups. The table below provides further details on the focus groups.

Project	Detail	Participants	
		F	M
Strengthening protection of women and girls from the disproportionate and adverse gendered impacts of drought and famine in Somalia	Target population of LEAP III	18	0

100 documents were reviewed. These are listed in the table below.

Strategic Note (SN) 2022-2025 - UN Women Strategic Note 2022-2025 - Strategic Note Assessment 2022 - Monitoring, Evaluation, Research Plan UN Women Somalia 2022 - Procurement Plan Somalia 2022 - UN Women Somalia Annual Work Plan 2022, 2024 - UN Women IRRF 2022-2025 - UN Women Somalia DRF 2022-2025 - UN Women Somalia Project Register - Annual Report 2021, 2022, 2023
Somalia National Development Plan-9 - NDP 9 for Somalia 2020-2024
UN Sustainable Development Cooperation Framework 2021-2025 (UNSDCF), United Nations Somalia
Common Country Analysis (CCA) 2020, United Nations Somalia
Inter-Agency Humanitarian Evaluation - IAHE Evaluation for the Humanitarian Response in Somalia, 2024
UN Somalia Gender Strategy - 2021-2025
Convention to Eliminate all forms of Discrimination Against Women (CEDAW) Documentation/ CEDAW country monitoring reports
AU Protocol on the Rights of Women in Africa / Any reports from UN Women PP to respond to the protocols
National Report on the Review of the Beijing Declaration and Platform for Action plus 25/30 years (BPfA+25/30), 2024
Gender Profile by the African Development Bank Group (AfDB) and UN Women, 2023
Tackling Sexual Violence in Somalia: Prevention and Protection, UNSOM, OHCHR, 2023 - Co programs/initiatives (all initiatives include ProDocs, Note Verbale, Mid-Term and Final donor reports of all programmes) - Prevention of COVID-19 Infections among women and girls displaced into IDP and refugee camps - Strengthening the leadership, Empowerment, Access and Protection of Women Affected by Drought and Famine in Somalia (LEAP I, II, III) - UN Joint Rule of Law Programme in Somalia Phase I and Phase II - UN to UN Agreement on Funding the 16 Days of Activism - Women Peace and Protection Programme

- Coordination Activities on Gender Equality in Somalia

Evaluation and Audit reports

- End of Program Evaluation Women's Leadership, Empowerment, Access and Protection (LEAP) in Somalia; -July 2022

- End of Program Evaluation Women's Leadership, Empowerment, Access and Protection (LEAP 2); Sept 2023

- End of Program Evaluation Women's Leadership, Empowerment, Access and Protection (LEAP 3), June 2024

- UN Women Audit report, 2020

- End term evaluation of the Women Peace and Protection Joint Programme, August 2024

Internal UN Women Procedures

- Presence Governance Guidance

- Presence Governance Policy

- Presence Governance Procedure

Communications and Resource Mobilisation

- Resource Mobilisation Strategy 2022-2025 UN Women Somalia, 2021

- UN Women Somalia Communications and Advocacy Strategy, 2021

Stakeholder Analyses

- Stakeholder mapping by projects

Data Package – ATLAS and RMS

- Somalia Country Delivery Outlook

- Data package extracted by IES for 2022, 2023, 2024

Human Resources documents

- UN Women Somalia Human Resources Plan, 2022

- UN Women Somalia Oganigram, 2022

- UN Women Somalia Organigram, 2023

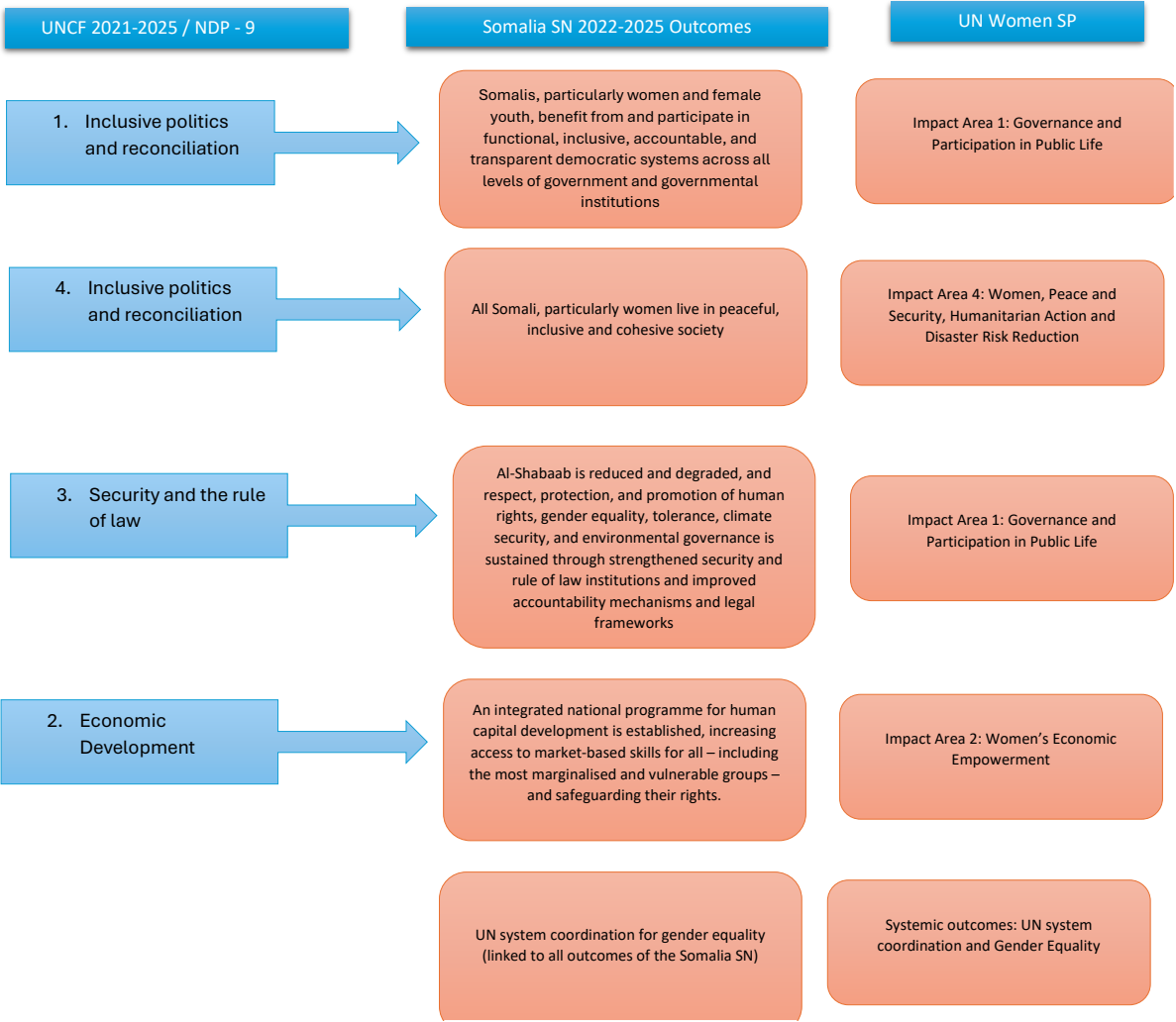| Thematic Area	Enabling Factors	Constraining Factors	Outcomes
Cross-cutting	• Government Commitment to gender equality • Strong Partnerships and Collaboration • Community Engagement and Male Inclusion • Capacity Building and Training • Humanitarian Focus	• Weak Enforcement of Gender Laws and Policies • Deep-rooted social and Cultural Norms • Limited Institutional Capacity • Insecurity and Conflict • Resource Constraints • Fragmented internal national coordination Mechanisms • Impact of Climate Crises	• Women's Participation and Representation in governance • Elimination of Violence Against Women and Girls • Women participation in Peace and Security processes • Women's resilience to climate change
Women's Participation and Representation in Decision-Making	• Commitment by the Federal Government of Somalia (FGS) to the 30% women's quota in political participation. • Support from UN Women and CSOs in training and advocacy for women leaders. • Existence of women's caucuses and advocacy networks like the Upper House Women's Parliamentary Caucus (UH WPC). • Increased awareness campaigns promoting women's leadership.	• Weak enforcement of gender quotas, resulting in low women's representation in parliament. • Strong patriarchal and clan-based political structures that marginalize women. • Limited financial and technical resources to support women candidates. • Persistent social and cultural norms that discourage women's leadership • Election-related GBV	• Women's Participation and Representation in governance
Security and Rule of Law	• Support for strengthening SGBV referral pathways by UN Women and partners. • Engagement of male champions in advocating for women's rights. • Training programs for justice and security sector actors on gender sensitivity.	• Insecurity and conflict limiting women's access to justice • Weak implementation of gender-sensitive laws. • Limited availability and accessibility of legal aid and protection services for women. • Cultural stigma associated with reporting SGBV cases and norms that normalise violence within the home • Existence of multiple judicial systems- Sharia law, secular law, and customary law—creates ambiguity in legal proceedings, especially concerning women's rights. • Underrepresentation of women in the judiciary • Resistance to progressive legislation such as the SOB by religious and traditional leaders • High prevalence of GBV, IPV and FGM	• Elimination of Violence Against Women and Girls • Women's participation in rule of law institutions • SGBV survivors' access to legal services
Women, Peace, and Security (WPS)	• Somalia's commitment to the National Action Plan (NAP) on WPS. • UN Women's support for the participation of women in peacebuilding dialogues. • Establishment of grassroots women's peace networks.	• Limited inclusion of women in formal peace negotiations • Persistent insecurity and the influence of traditional male-dominated structures. • Limited capacity of women's groups to participate effectively. • Insufficient funding for women-led peacebuilding initiatives.	• Women's participation in peace and security processes and institutions

Thematic Area	Enabling Factors	Constraining Factors	Outcomes
	• Advocacy by women-led organizations for inclusive peace processes.		
Women's Economic Empowerment, Humanitarian Action, and Disaster Risk Reduction	• Establishment of Village Savings and Loan Associations (VSLA) to support women's financial independence. • Vocational training initiatives promoting women's employability. • Inclusion of women in climate change resilience programs. • UN Women's partnerships with CSOs to enhance women's access to livelihood opportunities.	• High levels of poverty and unemployment disproportionately affect women, limiting their access to education, healthcare, and economic opportunities. • Climate-induced crises (droughts, floods) disproportionately affecting women's livelihoods. • Limited access to financial services and markets. • Persistent gender inequalities in access to resources and decision-making. • Impact of care responsibilities for women • Inadequate integration of gender perspectives in humanitarian and disaster risk management strategies.	• Women in humanitarian situations' resilience to external shocks degraded

Programme/Project Title	Donor	Budget USD	Timeframe	Stakeholders	Implementation Status
UN Joint Rule of Law Programme for Somaliland	Multi-Donor Trust Fund Office	257,205	June 2020 – December 2022	Ministry of Justice (MoJ); MoWHRD; Attorney General's Office; Judiciary (Courts); Somaliland Police Force; Ministry of Interior; Legal Aid Commission; UNDP; UNODC ; UNICEF; CSOS; traditional leaders; media outlets; legal practitioners; Women and girls, particularly survivors of gender-based violence, seeking justice and legal protection; Marginalized groups, including internally displaced persons (IDPs) and minority clans; African Union Mission in Somalia (AMISOM); IGAD	Completed
UN Joint Rule of Law Programme for Somaliland 2023-2026 Phase II	Multi-Donor Trust Fund Office	1,021,312	February -2024 – December 2026		On-going
Women's Leadership, Empowerment, Access and Protection (LEAP) in Uganda and Somalia	GOVERNMENT OF JAPAN	2,178,900	February 2021 - March 2022	MoWHRD, MoHADM, Local government entities and district councils, Federal Member State Ministries responsible for Gender and Social Development, UN Women, UNHCR, UNFPA, WFP, UNDP, OCHA, NGOs, CSOs, CBOs and Networks, Somali Women Journalists (SWJ), Clan elders and community leaders	Completed
Strengthening the Leadership, Empowerment, Access and Protection of Women Affected by Drought and Famine in Somalia	GOVERNMENT OF JAPAN	600,000	February 2022 – February 2023		Completed

Prevention of COVID-19 infections among women and girls displaced into IDP and refugee camps in ESAR	GOVERNMENT OF JAPAN	1,851,851	March – 2022 – March 2023	MoWHRD, Ministry of Health and Human Services; Ministry of Humanitarian Affairs and Disaster Management (MoHADM) Regional and local authorities managing IDP settlements, local municipal councils, WHO, UNFPA, UNHCR, OCHA, UNICEF, International and Local NGOs, CSOs, religious and clan leaders, SNU	Completed
Women Peace and Protection Programme (Mashruuca Nabadda iyo u Hiilinta Haweenka)	Peacebuilding Fund	2,254,947	November 2021 – September 2024	UN Women, UNDP, UNSOM/OHCR, Ministry of Women & Human Rights Development (MoWHRD), Ministry of Interior, Federal Affairs & Reconciliation (MoIFAR), Women's Caucus, Women's Networks, AWLN, CSRG, National Association of Somalia Journalists,	On-going
Women Peace and Protection Programme (Mashruuca Nabadda iyo u Hiilinta Haweenka)	Multi-Donor Trust Fund Office	783,210	November 2022 – November 2024		On-going
UN to UN agreement on funding the 16-days of activism.	WHO	10,000	November 2023 – December 2023	UN Women; UNFPA; UNICEF; UNHCR; UNDP; WHO; OCHA; IOM; Federal Government of Somalia; Local Governments and Municipalities; CSOs; local media outlets; community and traditional leaders; women and girls; me and boys; private sector; academic and research institutions.	Completed

Result areas

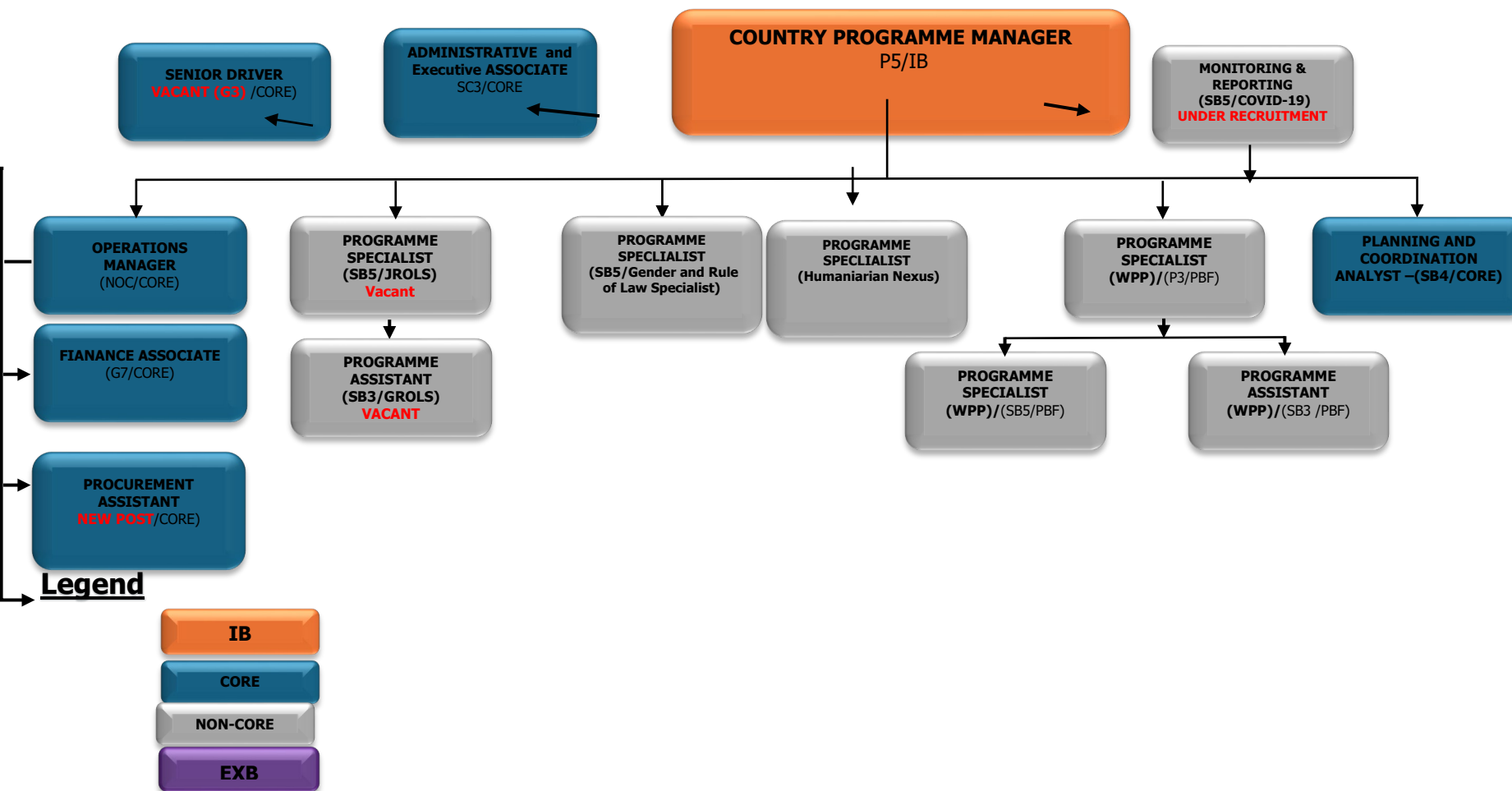| UNCF 2021-2025 / NDP - 9	Somalia SN 2022-2025 Outcomes	UN Women SP
1. Inclusive politics and reconciliation	Somalis, particularly women and female youth, benefit from and participate in functional, inclusive, accountable, and transparent democratic systems across all levels of government and governmental institutions	Impact Area 1: Governance and Participation in Public Life
4. Inclusive politics and reconciliation	All Somali, particularly women live in peaceful, inclusive and cohesive society	Impact Area 4: Women, Peace and Security, Humanitarian Action and Disaster Risk Reduction
3. Security and the rule of law	Al-Shabaab is reduced and degraded, and respect, protection, and promotion of human rights, gender equality, tolerance, climate security, and environmental governance is sustained through strengthened security and rule of law institutions and improved accountability mechanisms and legal frameworks	Impact Area 1: Governance and Participation in Public Life
2. Economic Development	An integrated national programme for human capital development is established, increasing access to market-based skills for all – including the most marginalised and vulnerable groups – and safeguarding their rights.	Impact Area 2: Women's Economic Empowerment
	UN system coordination for gender equality (linked to all outcomes of the Somalia SN)	Systemic outcomes: UN system coordination and Gender Equality

Human Rights Role	Key Stakeholders	Main Contributions to UN Women's Work in Somalia	Primary Thematic Area	Stakeholder Type	Priority in the CPE
Rights Holders (Target population Target population of Somalia office Interventions and Programs)	Women in leadership	target population Program participants	LEAP WPP Rule of Law	Civil Society	High
	Women-Led Organization				
	Women Networks				
	Displacement-affected Women and girls				
	Persons with disabilities				
	Grassroot Women				
	Refugee Women				
	Women in business				
	Gender equality advocates				
	Women Peace Committees				
	Clan/religious leaders				
Interested parties with strategic & technical inputs in the implementation of the strategic note	UN Country Humanitarian Coordination Team	Coordination	Cross-cutting	UN	Medium
	Resident Coordinator Office	Coordination	Cross-cutting	UN	Medium
	UN Gender Working Group	Coordination	Cross-cutting	UN	High
	UN Women (RO/CO)	Program Implementation/strategic note	LEAP Rule of Law WPP	UN	High
	WHO	Joint programming/Coordination partner	UN Coordination	UN	High
	UNDP	Joint programming	Rule of Law	UN	High

Primary Duty Bearers	UNFPA	Coordination partner	Cross-cutting	UN	High
	UNODC	Joint programming	Rule of Law	UN	High
	UNSOM	Joint programming	Rule of Law	UN	High
	UNSOS	Coordination partner	Cross-cutting	UN	High
	WFP	Coordination partner	Cross-cutting	UN	High
	UNICEF	Coordination partner	Cross-cutting	UN	High
	MoFHRD Federal Level	Focal Government institution/Coordination partner (Federal level) Advocacy	All Somalia office interventions	Government	High
	MoWDAFA, Puntland	Focal Government institution (Puntland State level)	LEAP WPP	Government	High
	MoWFAHRD, Southwest	Focal Government institution (South-West State level)	LEAP WPP	Government	High
	MoWFAHRD, Jubaland	Focal Government institution (Jubaland State level)	LEAP WPP	Government	High
	MoWHRD, Galmudug	Focal Government institution (Galmudug State level)	LEAP WPP	Government	High
	MoWHRD, Hirshabelle	Focal Government institution (Hirshabelle State level)	LEAP WPP	Government	High
	Ministry of Education	Advocacy and policy Support	Cross-cutting	Government	High
	Ministry of Health	Advocacy and policy Support	LEAP	Government	High
	Upper House (Parliamentary Women Caucuses)	Advocacy and policy Support	Cross-cutting	Government	High
	House of the People (Parliamentary Women Caucuses)	Advocacy and policy Support	Cross-cutting	Government	High

	Ministry of Employment and Social Affairs (Somaliland)	Advocacy and policy Support	Rule of Law	Government	High
	Somaliland National Human Rights Commission	Coordination Partner	Rule of Law	Government	High
	SODMA	Advocacy and policy Support	LEAP	Government	Medium
Secondary Duty Bearers	Care International	Implementing partner	LEAP	I NGO	Medium
	Ifrah Foundation	Implementing partner	LEAP	Civil Society	High
	Somali Women Development Centre (SWDC)	Implementing partner	LEAP	Civil Society	High
	Nomadic Assistance for Peace and Development (NAPAD)	Advocacy and policy Support	Cross-cutting	Civil Society	High
	African Women Leaders Network	Advocacy and policy Support	Cross-cutting	Civil Society	High
	Hear Women Foundation	Advocacy and policy Support	Cross-cutting	Civil Society	High
	Somalia Women Leadership Initiative-SWLI	Advocacy and policy Support	Cross-cutting	Civil Society	High
	NAGAAD Network	Advocacy and policy Support	Rule of Law	Civil Society	High
	OSPAD	Advocacy and policy Support	Rule of Law	Civil Society	High
	EU	Donor	Rule of Law	Multilateral	High
	Somalia Joint Fund-SJF	Donor	WPP	Multilateral	High
	Integrated Office of the UN DSRSG/RC/HC for Somalia	Donor		Multilateral	Medium
	Sweden	Donor		Multilateral	Low
	Canada	Donor		Multilateral	Low
	Japan	donor	LEAP	Multilateral	High
	UK	Donor			Low

	Germany	Donor			Low
	National Union of Somali Journalists (NUSOJ)	Advocacy and policy Support		Media	Medium

COUNTRY PROGRAMME MANAGER
P5/IB

SENIOR DRIVER
VACANT (G2) /CORE)

ADMINISTRATIVE and Executive ASSOCIATE
SC3/CORE

MONITORING & REPORTING
(SB5/COVID-19)
UNDER RECRUITMENT

OPERATIONS MANAGER
(NOC/CORE)

PROGRAMME SPECIALIST
(SB5/JROLS)
Vacant

PROGRAMME SPECLIALIST
(SB5/Gender and Rule of Law Specialist)

PROGRAMME SPECLIALIST
(Humaniarian Nexus)

PROGRAMME SPECIALIST
(WPP)/(P3/PBF)

PLANNING AND COORDINATION ANALYST –(SB4/CORE)

FIANANCE ASSOCIATE
(G7/CORE)

PROGRAMME ASSISTANT
(SB3/GROLS)
VACANT

PROGRAMME SPECIALIST
(WPP)/(SB5/PBF)

PROGRAMME ASSISTANT
(WPP)/(SB3 /PBF)

PROCUREMENT ASSISTANT
NEW POST/CORE)

Legend

IB

CORE

NON-CORE

EXB

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The table below sets out the evaluation matrix, which includes the evaluation questions, indicators, data collection and analysis approach and information sources.

Criteria	Key Questions	Indicators	Data sources	Data Collection methods
Relevance:	To what extent is the STRATEGIC NOTE aligned to GE frameworks, and responding to the national priorities of the Somali government, and the needs of target population and other stakeholders?	Documental evidence of adherence and alignment to UNSDCF (or UNDAF) and National Plans. Confirmation by key stakeholders and target population	Strategic Note Documents Key Informants from the Regional Office, Somalia office personnel, Civil Society Organizations, government partners, donors, project target population and implementing partners	Document analysis Key Informant Interviews (KII) Focus Group Discussions Most Significant Change Stories
	What is UN Women's added value in the context of Somalia given the work of its partners and expertise in promoting GEWE?	Documental evidence and confirmation by stakeholders	Strategic Note Documents Key Informants from the Regional Office, Somalia office personnel, Civil Society Organizations, government partners, donors, and implementing partners	Document analysis/Key Informant Interviews (KII)/Focus Group Discussions/Most Significant Change Stories
Effectiveness	To what extent did UN Women Somalia contribute to the expected outcomes in the strategic note (across its triple mandate)?	The extent to which interventions are aligned with TOC/ intended results Evidence on the extent to which the Somalia portfolio contributes to gender equality and	Strategic Note Documents/Annual Reports, Evaluation Reports Key Informants from the Regional Office, Somalia office personnel, government partners, Civil Society Organizations, UN Country Team, donors, joint UN programme partners, project target population	Document analysis Key Informant Interviews (KII) Focus Group Discussions Most Significant

Criteria	Key Questions	Indicators	Data sources	Data Collection methods
		empowerment of women in Somalia		Change Stories Survey
	What strategies have been effective, including coordination and normative work, and which strategies have not worked in the context of Somalia?	Evidence of strategies used and how they facilitated achievement of results or failed to facilitate results	Strategic Note Documents Key Informants from the Regional Office, Somalia office personnel, government partners, Civil Society Organizations, UN Country Team, joint UN programme partners	Document analysis Key Informant Interviews (KII)
	What unexpected outcomes (positive and negative) have been achieved? For whom?	Evidence of unexpected outcomes disaggregated by target group	Strategic Note Documents Key Informants from the Regional Office, Somalia office personnel, government partners, Civil Society Organizations, UN Country Team, donors, joint UN programme partners, project target population	Document analysis Key Informant Interviews (KII) Focus Group Discussions Most Significant Change Stories Survey
Efficiency	Does UN Women Somalia have the appropriate office structure, systems and sufficient capacity and capability to deliver results?	1. Adequacy of the Somalia office's organizational assets, structures capabilities (in terms of financial and human resources).	Organisational Audit Reports Strategic Note Documents Strategic Note Documents Key Informants from the Regional Office, Somalia office personnel, government	Document analysis Key Informant Interviews (KII)

Criteria	Key Questions	Indicators	Data sources	Data Collection methods
		2. Somalia office overall budget versus financial delivery rate. 3. Effectiveness of the Somalia office's internal coordination/communication (vertical/horizontal) mechanisms.	partners, Civil Society Organizations, UN Country Team, donors, joint UN programme partners,	
Coherence	To what extent is there internal coherence within UN Women, as well as coherence with the work of other key stakeholders who are working to advance Gender Equality and Women's Empowerment, and the extent to which strategic choices have maximized UN Women's comparative advantages?	- Percentage of intervention activities aligned with the organization's strategic priorities. - "Number of synergies or integrated activities with other internal programs - Level of alignment with national policies and frameworks - "Number of partnerships or joint initiatives established with external stakeholders."	Strategic Note Documents Regional Office, Somalia office personnel, government partners, Civil Society Organizations, UN Country Team, donors, joint UN programme partners	Document analysis Key Informant Interviews (KII) Survey
Sustainability -Will the changes last at technical, financial, institutional, environmental level?	To what extent has financial sustainability been achieved by the PP?	Evidence of financial viability of the Somalia Office	Regional Office, Somalia office personnel, ,	Document analysis Key Informant Interviews (KII)
	To what extent technical sustainability is ensured through the Somalia office portfolio?	Evidence of the usability of the technical input and products developed or supported by the Somalia Office (analytical reports, training materials, guidance, tools,	Strategic Note Documents Regional Office, Somalia office personnel, government partners, Civil Society Organizations, UN Country Team, donors,	Document analysis Key Informant Interviews (KII)

Criteria	Key Questions	Indicators	Data sources	Data Collection methods
		etc.	joint UN programme partners, private sector organizations	
	How have interventions supported the capacity development of targeted rights holders (to demand) and duty bearers (to fulfil) rights?	• Evidence of new or strengthened policies, strategies, laws, services and budget allocations influence by Somalia Office support •Evidence of rights holders articulating their priorities and needs; accessing services; and contributing to national/local planning and development	Strategic Note Documents Regional Office, Somalia office personnel, government partners, Civil Society Organizations, UN Country Team, donors, joint UN programme partners,	Document analysis Key Informant Interviews (KII)
Gender Equality and Human Rights:	- To what extent are interventions informed by gender, human rights and disability inclusion approaches and adhere to the principles and standards of Leaving No One Behind to contribute towards gender transformative changes to advance and sustain Gender equality and Women's empowerment.	1. Evidence of integrated approach to address the underlying root causes of inequality 2. Statistical evidence of the progress on a number of universal indicators and indexes on gender equality and empowerment of women during the concerned Strategic Note period. 3. Respondents' (target population , UN Country Team, Donors, national partners etc.) positive opinion with regard to UN Women's Somalia contribution towards gender transformation	Regional Office, Somalia office personnel, government partners, Civil Society Organizations, UN Country Team, donors, joint UN programme partners,	Document analysis Key Informant Interviews (KII) Survey

8.1. Key Informant Guide

For all Interviews
_____
Introduction
Thank you for taking time to speak with us today. We are a team of independent evaluators, with a member of the UN Women evaluation team at headquarters and two independent experts – one national and one international, engaged by the UN Women's Independent Evaluation Office to conduct a Country Portfolio Evaluation (CPE) of the UN Women Programme Presence Office (PPO) Strategic Note. As part of the evaluation process, we are interviewing UN Women staff to capture their views on various aspects of the SN.

- This interview will inform the UN Women Country Office Somalia PP Portfolio Evaluation. In other words, we are assessing the performance of the office and its achievements in line with its Strategic Note over the past 3 years.
- This evaluation, while of course looking backwards over the past 2-3 years, is critical to shaping the strategic direction of the office for the future. It is important to us to get your perspective on the successes and strengths of the organization, as well as the challenges and potential opportunities for the future. We appreciate your time and your information in supporting this process.
- A number of programme and project evaluations have already occurred during the past 3 years and we have studied these. We are hoping to avoid asking you the same questions that you have already answered but if we do, please forgive us. We are using the information you provide us to create a picture of the overall work and impact of the UN Women Country Office.
- Any information that you provide to us will be confidential – including our notes of this interview. We will not attribute any specific comments or information to you or your organization. We are taking notes for our own use, but we are not otherwise recording this conversation.

Date: Name of Interviewee:
Position held in organization:
Organization:
Interviewers:

For UN Women Somalia PP Office
(*Questions will be modified based on role/contribution of each staff member)

Background

1. Can you briefly describe your role at UN Women Somalia?

2. How long have you been working in this office, and what are your primary responsibilities?

3. Which thematic areas or programs under the Strategic Note have you been most involved with?

4. if you were involved in development of the Strategic Note, can you tell us how the country's priorities were developed?

Relevance

5. In your view, what are the key gender equality and empowerment of women priorities and the main challenges in Somalia?

6. In your view, what are the root causes of gender inequalities in the country?

7. Based on your experience and perspective, to what extent is the UN Women Somalia portfolio aligned to the context, country policies, and gender and human rights norms at international and regional levels?

8. In your view, how well does the Strategic Note align with the priorities and needs of Somali women and girls? Are there specific examples where the programs addressed urgent or critical issues?

9. How adaptable has the Strategic Note been to Somalia's evolving context, including crises or changes in priorities?

10. How does the Country Office identify the implementing partners to work with in the country?

Effectiveness

11. What have been the most significant achievements of the Strategic Note to date?

   a. Can you share specific examples or success stories?

12. Were there any specific outcomes or objectives that were challenging to achieve? Why?

13. What strategies have been most effective in achieving the intended results?

14. Were there any unexpected outcomes (positive or negative)? Who benefitted or did not benefit unexpectedly?

15. What were the enabling or hindering factors to the achievement of the outcomes?

16. To what extent do you think the programme is contributing to addressing underlying causes of gender equality and the empowerment of women inequalities in Somalia? How?

17. How are programme beneficiaries selected? How is the leave no one behind principle ensured and the most marginalized groups taken into account? What are the key benefits and changes achieved for these groups?

18. How has UN Women Somalia worked to engage local stakeholders (e.g., government, CSOs, communities) in achieving program outcomes?

19. UN coordination: What specific results has UN Women contributed to through UN coordination on gender equality and the empowerment of women in your area of work (or more generally)?

20. Have lessons learned, good practices and experiences from the joint programmes been shared? Could you mention some of these?

21. How does the Country Office collect, validate, monitor and report on achieving the Strategic Note? How robust is the M&E system (i.e. SMAT, baseline data, targets etc

Efficiency

22. What is your perception of the human and financial capacities and resources of the UN Women PP Office in Somalia? What are the Country Office's strengths and weaknesses?

23. What is your view of the allocation and management of resources in the PP Office? Were resources sufficient to achieve the planned outcomes?

24. Were there any delays or inefficiencies in program implementation? If so, what were the main reasons?

25. How effective have internal processes (e.g., coordination, reporting, decision-making) been in supporting efficient program delivery?

26. Does the PP Office have a Resource Mobilization Strategy and related work plan? How does the Country Office plan to ensure all priorities in the Strategic Note are funded and that the office is sustainable in the long term? Does the Country Office have a mechanism to check the effectiveness of its Resource Mobilization Strategy?

Coherence

14. How well does the Strategic Note align with UN Women's global strategy and objectives?

15. To what extent has UN Women Somalia collaborated with other UN agencies, international organizations, or local partners in implementing the Strategic Note? Can you provide examples of successful partnerships or joint initiatives?

16. Have there been any overlaps, duplications, or conflicts between UN Women's programs and those of other actors?

17. What do you see as UN Women's comparative advantage compared with other UN entities and partners in this area of work (or more generally)?

18. How would you assess the coherence between the Strategic Note, Annual Work Plans and related projects? Are all projects coherent in terms of how they relate to the Strategic Note and included in the Annual Work Plans?

Sustainability

17. What measures have been taken to ensure the sustainability of results achieved under the Strategic Note?

18. How well have capacity-building efforts (e.g., training for government or CSOs) prepared partners to sustain results beyond UN Women's involvement?

19. What are the key risks or barriers to sustaining the outcomes of the Strategic Note?

Gender Equality and Human Rights

20. How effectively has the Strategic Note integrated gender equality and human rights principles?

21. In your opinion, what impact has the Strategic Note had on promoting gender equality in Somalia? Are there specific changes in policies, attitudes, or behaviours that you can highlight?

22. Have marginalized groups (e.g., rural women, displaced women) been adequately reached by the programmes?

Challenges and Lessons Learnt

24. What have been the main challenges in implementing the Strategic Note? How have these challenges been addressed?

25. What lessons have been learned from the implementation of the Strategic Note that could inform future strategies?

Recommendations

25. What changes or improvements would you recommend for the next Strategic Note?

26. Are there any new priorities or areas of focus that UN Women Somalia should consider in its future strategy?

Wrap-up

27. Is there anything else you would like to share about the Strategic Note or its implementation that we haven't discussed?

Thank you for participating in the interview

For UN Women Regional Office

Background

1. Could you please introduce yourself and describe your role in relation to UN Women's Strategic Note in Somalia?
2. How long have you been involved in projects or programs supported by UN Women in Somalia?
3. What is your understanding of the main goals and objectives of the Strategic Note for Somalia?

Relevance

4. How does the Strategic Note and the PP Office's set of programmes, activities and approaches align to the global and regional goals of UN Women, including UN Women's Strategic Plan and mandate?
5. How well does the PP Office Strategic Note and approach align to the country and regional context, policy framework, and gender and human rights norms and standards?
6. Are there any gaps in the Strategic Note's focus areas that you feel should have been included?

Effectiveness

7. In your opinion, what have been the most significant achievements of UN Women's work under this Strategic Note?
8. What factors have contributed to the success of the initiatives under the Strategic Note?
9. Are there specific programs or activities that you feel were less effective or did not achieve their intended objectives? If so, why?
10. From your perspective, what have been the main limitations for the PP Office in implementing UN Women's mandate during the last 3 years?

11. How effectively has UN Women engaged with government partners, civil society, and other stakeholders in achieving the objectives of the Strategic Note?

Efficiency

12. What is your perception of the human resources envelope in the Country Office? Do you think the Country Office is well equipped from an HR and financial perspective? What is your perception of Country Office leadership?
13. What is your view of the management of resources at the Country Office? Do you think the Country Office uses resources efficiently and in a timely manner?
14. To the best of your knowledge, during the period of the Strategic Note, was the Country Office compliant with audit, financial and reporting obligations?
15. Are you familiar with the resource mobilization approach/strategy? What is your perception of it?
16. What are your recommendations to the UN Women PP Office for the next strategic period?

Coherence

17. How effectively does UN Women collaborate with other UN agencies, development partners, and stakeholders in Somalia to avoid duplication of efforts
18. Are there any synergies or complementarities between UN Women's work and that of other organizations in Somalia?
19. To what extent does the Strategic Note reflect and align with broader regional and international gender equality frameworks (e.g., SDGs, CEDAW)?
20. From a regional perspective, what priority areas of focus did not receive sufficient attention from the PP Office during the period of the Strategic Note? What is the reason? Should these areas be amplified in the next Strategic Note?
21. What do you think is UN Women's key comparative advantage in Somalis?

Impact

17. What tangible changes or outcomes have you observed that can be directly attributed to UN Women's work under the Strategic Note?
18. Have there been any unintended outcomes (positive or negative) resulting from the implementation of the Strategic Note?
19. How has UN Women's work contributed to long-term changes in gender equality and women's empowerment in Somalia?

Sustainability

20. What measures have been taken to ensure the sustainability of the results achieved under the Strategic Note?
21. How capable are local stakeholders (e.g., government, civil society) to sustain the progress made once UN Women's direct support ends?
17. What additional support or mechanisms are needed to ensure long-term sustainability?

Lessons Learnt and Recommendations

18. What lessons have been learned from the implementation of the Strategic Note?
19. What do you think UN Women should do differently in the future to strengthen the impact of its work in Somalia?
20. Do you have any specific recommendations for the development of the next Strategic Note or similar initiatives?

Closing

28. Is there anything else you would like to add that you feel is important for this evaluation?
29. Would you be willing to share any additional documents, reports, or data that could inform this evaluation?

Thank you very much for participating in the interview

For other UN Agencies in Somalia

Background

1. Please describe your role in your organization, including how long you have held the role.
2. Please describe the relationship between your organization and UN Women Somalia PP Office (e.g. implementing partner, member of UN Country Team, etc.).

3. Please describe which projects or programmes you have worked on directly with UN Women or the activities you have taken part in.

Relevance of UN Women's Work

4. From your perspective, how well does UN Women's Strategic Note align with the broader UN Cooperation Framework for Somalia?
5. How relevant is UN Women's focus on gender equality and women's empowerment in addressing Somalia's humanitarian, development, and peacebuilding challenges?
6. Are there any specific areas where you believe UN Women's work is particularly critical or less relevant?
7. Was UN Women's presence in the UN Country Team relevant to the design and implementation of UNDAF/UNSDCF and support to the implementation of gender equality and the empowerment of women-related strategic goals in your organization?

Effectiveness of UN Women's Work and Results

8. What do you see as the most significant contributions of UN Women's work in advancing gender equality and women's empowerment in Somalia?
9. From your agency's perspective, have UN Women's programs led to tangible improvements in gender-sensitive policies, services, or outcomes in Somalia?
10. How effectively has UN Women engaged with government stakeholders, civil society, and other partners in achieving its Strategic Note objectives?

Efficiency

11. How do you assess the efficiency of joint programming or collaborative initiatives with UN Women in terms of resource allocation, timelines, and shared responsibilities?
17. Are there areas where you believe efficiency in collaboration with UN Women could be improved?

Coherence and Collaboration

18. How effectively has UN Women collaborated with your agency on joint programs, initiatives, or strategies?
19. Can you provide examples of successful partnerships between your agency and UN Women? What factors contributed to their success?
20. Are there any challenges or overlaps in mandates, focus areas, or activities between your agency and UN Women? If so, how have they been addressed?
21. How does your agency perceive UN Women's contributions to ensuring coherence and synergy within the UN system in Somalia?

Complementarity and Coordination

22. In your view, how well does UN Women complement the efforts of your agency and other UN entities in Somalia?
23. What mechanisms or platforms (e.g., UNCT meetings, inter-agency working groups) have been most effective in coordinating efforts with UN Women?
24. Are there opportunities to enhance coordination and division of labour between your agency and UN Women?

Impact

25. From your agency's perspective, what are the most significant long-term impacts of UN Women's work in Somalia?
26. Are there specific examples of how UN Women's interventions have influenced broader UN programming or national priorities?

Sustainability

27. How sustainable do you think the results of UN Women's interventions are, particularly in areas where your agency has also worked?
28. What role do you see for your agency in supporting or sustaining UN Women's achievements once their Strategic Note period ends?

Gender Equality and Social Inclusion

23. How has UN Women's work influenced the integration of gender equality and social inclusion in your agency's programming?
24. Are there areas where UN Women's focus on intersectional approaches to gender has added value to your agency's initiatives?

Lessons Learned and Recommendations

25. What lessons have been learned from collaboration with UN Women that could inform future partnerships or programming?
26. What recommendations would you give to enhance UN Women's role and impact within the UN system in Somalia?
27. Are there emerging areas or gaps where you believe UN Women should increase its focus in future strategic notes or programming?

Closing

28. Is there anything else you would like to share that you feel is important for this evaluation?
29. Would you be willing to provide any additional resources or reports that could support the evaluation process?

Thank you for participating in this interview

For Government Counterparts

Background

1. Please briefly describe your role in your Ministry/ institution, including how long you have held the role.
2. Please describe the relationship between your institution and UN Women Somalia PP Office (e.g. formal or informal partner, grant or technical assistance beneficiary etc.).
3. Please describe which projects or programmes you have worked on directly with UN Women or the activities you have taken part in.

Relevance

4. How well does UN Women's Strategic Note align with the priorities of your ministry or institution, especially regarding gender equality and women's empowerment?
5. Are there specific areas where you believe UN Women's work has been particularly relevant to Somalia's national development plans or policies?
6. Do you think UN Women's initiatives adequately address the needs and priorities of women and girls in Somalia, including those in marginalized communities?

Effectiveness

11. What have been the most significant achievements of UN Women's work in partnership with your ministry/institution?
12. Are there specific areas where you feel UN Women's work has not been as effective as expected? What might be the reasons?
13. In your joint programmes, were there any unexpected outcomes? (positive or negative) Who benefitted or did not benefit unexpectedly?
14. How has UN Women contributed to advancing gender-responsive policies, legislation, or services through your ministry/institution?

Efficiency

15. How would you assess the timeliness and efficiency of UN Women's support and initiatives in collaboration with your ministry/institution?
16. Are resources (financial, technical, or human) provided by UN Women sufficient and effectively utilized to achieve the intended goals?
17. Are there processes or areas where collaboration could be streamlined for better efficiency?

Collaboration and Partnerships

18. How would you describe the nature of the partnership between your ministry/institution and UN Women?

    - What works well?

    - What could be improved?

19. Are there examples of successful joint programs or initiatives that you can share?

20. What mechanisms are in place for consultation, planning, and coordination with UN Women? Are these mechanisms effective?

21. How has UN Women supported capacity building within your ministry or institution to promote gender equality?

Coherence

22. How does the partnership with UN Women align with the work of other UN agencies or development partners that your ministry/institution collaborates with?

23. Are there synergies or overlaps between UN Women's initiatives and other programs? If so, how are these managed?

Impact

24. From your perspective, what are the most significant changes or outcomes achieved through UN Women's collaboration with your ministry/institution?

25. Can you identify specific policies, programs, or services that have been strengthened due to UN Women's support?

26. Have there been any unintended impacts (positive or negative) resulting from the partnership with UN Women?

Sustainability

27. What steps have been taken to ensure the sustainability of results achieved through collaboration with UN Women?

28. How capable is your ministry/institution to continue and sustain the progress made if UN Women's direct support were to decrease or end?

29. What additional support or measures would be needed to enhance sustainability

Gender Equality and Social Inclusion

30. How effectively has UN Women addressed intersectional gender inequalities in its work with your ministry/institution?

31. Are there specific initiatives that have improved the inclusion of marginalized groups (e.g., women with disabilities, and rural women)?

Lessons Learned and Recommendations

32. What lessons have been learned from your partnership with UN Women that could inform future collaboration or programming?

33. Are there specific areas or issues where UN Women should increase its focus to better support your ministry/institution's objectives?

34. What recommendations would you give to enhance the effectiveness, relevance, and sustainability of UN Women's work in Somalia?

Thank you for participating in the interview

For Implementing Partners/CSOs

Background

1. Could you please introduce yourself and describe your organization's mission and primary focus areas?
2. How long has your organization been working with UN Women, and what is the nature of your partnership?
3. What is your understanding of UN Women's Strategic Note and its objectives in Somalia?
4. Please describe which projects or programmes you have worked on directly with UN Women or the activities you have taken part in.

Relevance

4. How well does UN Women's Strategic Note align with your organization's mandate and priorities?

5. Do you think UN Women's focus on gender equality and women's empowerment addresses the most pressing needs of women and girls in Somalia?

6. Are there specific areas where you feel UN Women's work could be more relevant or targeted to the needs of communities you serve?

11. What have been the most significant achievements of your collaboration with UN Women?

12. How has UN Women's support enhanced your organization's capacity to deliver gender equality and women's empowerment programs?

13. Are there specific initiatives or programs that have been particularly impactful? If so, why?

14. Have there been any programs or activities where expected results were not achieved? What were the challenges?

15. How would you assess the timeliness and efficiency of UN Women's funding, technical support, or other resources?

16. Do you feel the reporting and administrative requirements for UN Women-funded projects are appropriate and manageable?

17. Are there ways in which collaboration with UN Women could be made more efficient?

18. How would you describe your organization's partnership with UN Women?

   o What works well?

   o What challenges have you faced?

19. How actively does UN Women engage with your organization during the planning, implementation, and evaluation of initiatives?

20. Are there mechanisms for regular communication and feedback with UN Women? How effective are these mechanisms?

21. How would you assess the level of mutual accountability and transparency in your partnership with UN Women

22. How well does your collaboration with UN Women align with other partnerships or programs your organization is involved in?

23. Are there synergies or overlaps between UN Women's initiatives and those of other donors or UN agencies? How are these managed?

24. How does UN Women's support enhance coherence within broader efforts to promote gender equality in Somalia?

25. From your perspective, what are the most significant changes or outcomes achieved through your partnership with UN Women?

26. Can you share examples of how UN Women's support has contributed to long-term improvements in gender equality or the empowerment of women and girls?

27. Are there any unintended outcomes (positive or negative) resulting from your collaboration with UN Women?

28. What steps have been taken to ensure the sustainability of results achieved through your collaboration with UN Women?

29. How capable is your organization to sustain progress once UN Women's direct support ends?

30. What additional support or measures are needed to enhance sustainability?

31. How effectively has UN Women's support enabled your organization to address intersectional issues such as disability, ethnicity, or socio-economic status?

32. Are there specific examples where your collaboration with UN Women has promoted the inclusion and empowerment of marginalized groups?

Lessons Learned and Recommendations

33. What lessons have been learned from your partnership with UN Women that could inform future programming or collaborations?

34. What recommendations would you give to improve the relevance, effectiveness, and sustainability of UN Women's work in Somalia?

35. Are there emerging areas or gaps where you think UN Women should increase its focus in the next Strategic Note?

Thank you for participating in the interview

For Donors and Development Partners

Background

1. Can you please describe your historical relationship with UN Women, when you started supporting and what motivated you to support the UN Agency?

Relevance

2. How well does UN Women's Strategic Note align with your organization's priorities and strategies for Somalia?

3. Do you think UN Women's focus areas adequately address the most pressing gender equality and women's empowerment challenges in Somalia?

4. Are there areas where you feel UN Women should expand its focus or shift its priorities?

Collaboration and Partnerships

5. How would you describe your partnership with UN Women in Somalia?

   - What aspects of the collaboration work well?

   - What challenges have you encountered?

6. How effectively does UN Women coordinate with your organization and other development partners to avoid duplication and enhance synergies?

7. Are there mechanisms (e.g., joint programming, coordination platforms) that have facilitated collaboration with UN Women? How effective are these mechanisms?

8. How would you assess the level of communication and transparency in your interactions with UN Women?

Effectiveness

9. From your perspective, what have been the most significant achievements of UN Women's work in Somalia under the Strategic Note?

10. Are there specific programs, initiatives, or approaches that have been particularly effective? Why?

11. Are there areas where UN Women's work has been less effective or failed to meet expectations? What were the reasons?

12. How has UN Women contributed to policy or systemic changes to promote gender equality and women's empowerment in Somalia?

Efficiency

13. How do you assess the efficiency of UN Women's programs in terms of resource utilization and timeliness?

14. Are there ways UN Women could improve its efficiency in managing and implementing programs?

15. Do you think UN Women's reporting and accountability mechanisms are sufficient and effective?

Coherence

16. How well does UN Women align its work with the broader efforts of the UN system and other development partners in Somalia?

17. Are there examples of successful collaboration between UN Women and other UN agencies or organizations you support?

18. Do you see opportunities for greater coherence or integration of efforts across the development landscape in Somalia?

Impact

19. What long-term changes or outcomes have you observed as a result of UN Women's work in Somalia?

20. Have there been any systemic changes (e.g., in laws, policies, or social norms) to which UN Women's efforts have contributed?

21. Are there any unintended outcomes (positive or negative) resulting from UN Women's programs?

Sustainability

22. What measures has UN Women taken to ensure the sustainability of results achieved through its interventions?

23. How capable are local stakeholders (government, civil society, communities) of sustaining these results after UN Women's direct support ends?

24. What additional steps could UN Women take to strengthen the sustainability of its programs?

Recommendations

25. What lessons have you learned from working with UN Women that could inform future programming or partnerships?

26. What recommendations would you give to enhance the effectiveness, efficiency, and sustainability of UN Women's work in Somalia?

27. Are there specific areas or themes you think UN Women should prioritize in its next Strategic Note?

Closing Question

27. Is there anything else you would like to add that has not been covered in this discussion?

8.2. Focus Group Discussion Guide

Focus Group Discussion Objectives
1. Understand beneficiaries' perspectives on the relevance and impact of UN Women's interventions.
2. Identify successes, challenges, and areas for improvement.
3. Explore the sustainability of results and future needs

Structure of the FGD
- Introduction (10 minutes)
  - Welcome participants and introduce facilitators.
  - Explain the purpose of the discussion: to gather feedback on UN Women's programs and activities in Somalia.
  - Assure confidentiality and emphasise that there are no right or wrong answers.
  - Obtain verbal consent for participation.
  - Icebreaker activity (e.g., participants share their names and one thing they are proud of in their community).

- Main Discussion (60-75 minutes)
  - Questions are grouped by themes (relevance, effectiveness, impact, sustainability).

- Wrap-up and Closing (15 minutes)
  - Summarize key points discussed.
  - Allow participants to share any additional comments.
  - Thank participants for their time and input

Project Geographical Location): _____

Name of FGD Facilitator: _____

Name of Notetaker:_____

Number of Participants:_____Females:_____Males:_____

FGD Participants Category_____

Date of Focus Group Discussion :_____(dd/mm/yyyy)

Starting Time_____Ending Time_____Total Time Taken_____

Background

1. Which activities/programmes, supported by UN Women/implementing partner, did you participate in?
2. Could you kindly explain how you started participating in this project, highlighting how you were selected?
3. Which activities did you participate in and how?
4. What motivated you to participate in these activities?

Relevance

- What are the main challenges you face as women/girls in your community?

- To what extent were the project objectives relevant to your needs and priorities as a community, individuals and women in general?
  - In what way was the project relevant?
  - What specific needs did the project address?
  - What other needs did the project not adequately address?
  - How could these needs be adequately addressed in future?
- How were the needs of marginalized groups such as the poor, PWD, youth, women met by the project?
- Are there areas where you think UN Women should focus more in the future?

Effectiveness

- What activities or programs by UN Women have you participated in?

- How has your participation in activities or programmes supported by UN Women affected your life? Can you give specific examples?

- Were the training, workshops, or support services provided by UN Women helpful and practical? Why or why not?

- What challenges did you face while participating in these activities or accessing services?

Impact

- What changes have you seen in your life, your family, or your community as a result of UN Women's programs?

- Has your participation in these programs increased your confidence, skills, or opportunities? How?

- Have you noticed any changes in attitudes or behaviours toward gender equality in your community because of UN Women's work? Give examples.

- Are there any unexpected benefits or challenges you experienced from the programs?

Gender Equality and Social Inclusion

- How well do you think UN Women's programs address the needs of all women, including those who are most vulnerable (e.g., women with disabilities, rural women, displaced women)?

- Are there groups of women or girls in your community who may not have benefited as much from UN Women's programs? If so, why do you think this is the case?

Sustainability

- What do you think will happen to the changes or benefits you have experienced if UN Women's programs were to stop?

- Have you or your community developed the skills or knowledge to sustain the progress made through these programs?

- What more could UN Women do to ensure that the results of their programs last in the long term?

- What advice would you give to UN Women to improve their programs and services?

- Are there new areas or activities you think UN Women should consider focusing on in the future?

- How could UN Women engage better with women and girls in your community?

- Is there anything else you would like to share that we haven't discussed?

- Do you have any final messages or recommendations for UN Women?

8.3. Surveys[1]

- Survey_UN Women Personnel

- Survey_External Stakeholders

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[1] The surveys were adapted to align with the needs of the country, in particular for disaggregated data.

All data collected through this evaluation is subject to the UN Women Information Security Policy that sets out the basis for UN Women in protecting the confidentiality, integrity and availability of its data to protect these assets against unauthorized usage, access, modification, destruction, disclosure, loss or transfer of data, whether accidental or intentional.

All UN Women personnel and other authorized individuals or entities are responsible for maintaining appropriate control over information in their care and for bringing any potential threats to the confidentiality, integrity, or availability of that information to the attention of the appropriate management. Compliance with this Policy is a condition of employment for all UN Women personnel and a condition of contract for all other authorized individuals or entities, unless a prior (temporary) waiver is obtained. Failure to comply with this Policy without obtaining a prior waiver shall be dealt with in accordance with Staff Regulations and Rules, or as appropriate, the contractual terms of UN Women's engagement of the authorized individual or entity.

This Data Management Plan outlines key aspects of data protection during this evaluation, namely collection of data and study materials; treatment of consulted populations and observed topics; storage, security and backups; archiving, preservation and curation; discovery, access and sharing and responsibilities of the key IES staff involved.

Collection of data and study materials

Type of data: The Independent Evaluation Service (IES) is conducting the CPE of UN Women Somalia portfolio to assess UN Women's contribution to development results with respect to gender equality at the country level. The CPE team is comprised of the Evaluation Specialist at the IES and 2 independent consultants.

The data collection process is organized via web/telephone interviews, on-line surveys, in-person interviews and field visits, and desk reviews. Therefore, digital statistical (surveys) and textual data (interview notes, documents) will be collected and stored using UN Women' MS sharepoint/OneDrive accessible by evaluation team members only. Only personal data collected and used in this evaluation will be: names and last names of the interviewees, their function in the organisation/institution and the affiliated institution. Personal names and last names will not be published in any of the reports and will be known only to the evaluation team members. Codes will be used to anonymize actual interview notes.

Desk review is focused on existing data collection and review (plans, programme and project reports, publications), most of them already publicly available. New sets of data include data collected from key informant interviews and survey.

Methods of data / materials collection: Interviews will be organized remotely using online communication tools (MS teams, zoom) or telephone lines. Meeting minutes will be taken (MS Word) and stored. No audio recordings of individual interviews will be made, however, recordings of discussions over video platforms such as Zoom or Microsoft teams were taken with consent where required.

Survey will be designed using MS forms and distributed to UN Women Somalia personnel and targeted coordination partners via email link. Survey will ask for identification of UN Women Somalia office / Presence or an organization but will not ask for the personal data of those filling the questionnaire.

Quality assurance and data validation: The evaluation will adhere to UN Women Evaluation Policy, UNEG Norms and Standards for Evaluation, Ethical Guidelines and Code of Conduct, UNEG guidance on integrating Human Rights and Gender Equality in evaluations with gender responsive and human rights approaches integrated into the approach. To ensure quality and that all required information is included, the evaluation team will self-assess the draft evaluation report using the UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS) tool.

No automatic processes of data validation will be introduced. Raw data will be quality assured by the evaluation team members (which will be the only persons having access to them) using cross reference and triangulation of data from different sources.

Processed data in a form of findings and reports will be subject to quality review / validation by the peer reviewer, the evaluation reference group, and the evaluation management group. Due to the dual role of the regional evaluation specialist in this evaluation, as both team leader and manager of the evaluation, Peer Reviewers from IEAS were engaged to add an extra set of objective eyes and ensure that the GERAAS criteria and UN Ethical Guidelines are adhered to.

Treatment of consulted populations

Consulted population will include UN Women personnel, partner UN and other development agencies, donor/development partners' representatives, government representatives, civil society organisations, grass root and informal groups. Evaluation also aims to capture the perspective of the duty bearers who have been directly and indirectly involved in the implementation of the UN Women STRATEGIC NOTE in the evaluation period to advance GEWE in Somalia.

In general, evaluation is focused on topics of UN Women programmes implementation and results which are not categorized as sensitive. Still, descriptions of the context (social norms, pressure of different interest groups) or sharing the stories from the past

can be sensitive for some key informants. In case any topic turns to be sensitive for the key informant, evaluators will not insist on it in order not to make any additional stress to the interviewee.

In all cases, evaluation will be conducted with integrity and respect for the beliefs, manners and customs of the social and cultural environment; for human rights and gender equality; and for the 'do no harm' principle. Interviews will be led with a tone of respect, openness and rapport.

Evaluators will respect the rights of institutions, organisations and individuals to provide information in confidence. Before collecting any data, an explanation of the purpose and the intention of the evaluation will be provided in the language of the interview and explicit oral consent will be sought.

Presentation of findings in the report will ensure anonymity of the key informants. Sensitive data will be protected and ensure they cannot be traced to its source. Actual names of participants are not to be included in the Final Evaluation Report.

Storage, security and backup

Software and platforms used for data processing: Microsoft word, excel and powerpoint will be used to store and present data. Microsoft forms will be used for quantitative data analysis of the survey.

Collected data will be shared and stored via secure file sharing service - UN Women MS One Drive sharepoint folder and will be protected under overall data protection mechanisms by UN Women IT service. The folder will be accessible to evaluation team members only.

Temporarily during data collection phase, interview notes, reviewed documentation may be stored in business computers of the UN Women Evaluation Specialist and private/business computers of independent evaluation consultants or in a form of written notes (depending on the conditions during the interviews, availability of the internet, access to sharepoint etc.). As soon as the data collection is completed and notes are transferred to sharepoint drive, data will be deleted from personal computers.

Once evaluation is over, access to share point folders will be revoked to all external evaluation team members.

Archiving, preservation and curation

Upon completion of the evaluation, IES evaluation team leader will create a clean dataset containing files that might be relevant for further use in evaluations and research by UN Women. UN Women recommends preserving data for four years, covering the four-year Strategic note period. The data will be archived on TeamMate.
Personal data (names and last names) of interviewees will be removed/deleted from the interview notes/summaries. All data not assigned to the archive will be deleted upon completion of the evaluation.

Informed consent Checklist

The following checklist aims to assist in elaborating the informed consent using criteria applicable to all IES projects (required), and additional criteria for certain projects (where applicable).

Checklist area	Yes	No
All IES projects (required)		
Evaluator introduces him/herself including **affiliation**	☐	☐
Describes the **purpose** of the evaluation and data collection	☐	☐
Consent is administered in a **language** that the participant understands, and that excludes jargon or confusing language, ensuring that phrasing is clear, comprehensible and concise	☐	☐
Statement of **voluntary** nature of participation and **duration**	☐	☐
Statement on **confidential** nature of participation to the extent possible	☐	☐
Contact information is provided for further questions about their rights as participants	☐	☐
Space for questions and verbal/written **consent** (yes/no)	☐	☐
IES projects involving vulnerable populations and/or covering sensitive topics (where applicable)		

Description of overall **procedures** to be followed, including selection of persons for voluntary participation	☐	☐
The individual and global **benefits** of the evaluation are described, as well as the contents of the survey/interview/focus group (i.e. demographics, education, savings behaviors, etc.)	☐	☐
A statement that the consultation or procedures may involve **risks** to the subjects (that are currently unforeseeable), and adequate description of such risks or discomforts (i.e. if some questions make respondents feel uncomfortable)	☐	☐
Clearly state if there are any **costs** associated with participation, and if so, specify what they are	☐	☐
Procedures for any **recording** including: • If recordings will be taken and what type (audio/video) • When and why the recordings will be taken • How the recordings will be kept confidential and when they will be destroyed • Whether being recorded in this manner is a requirement of participation, and if not, how participants can express that they would not like to participate	☐	☐
A statement about whether participants' information might be stripped of identifiers and used for **future evaluation/research**	☐	☐
Any **compensation** for participation, such as a payment or gift	☐	☐
Statement that refusal to participate or withdrawal at any time will not lead to penalty or loss of benefits	☐	☐

The **External Reference Group** will facilitate the participation of relevant external stakeholders to the UN Women Somalia Somalia office in the design and scope of the evaluation. The external reference group will be composed of government officials, civil society organizations representatives, UN agencies and other relevant stakeholders. It is an integral part of the evaluation management structure and is constituted to facilitate the participation of relevant UN Women stakeholders in the design and implementation of the evaluation, in raising awareness of the different information needs, in the quality assurance mechanisms throughout the evaluation process, and in disseminating the evaluation results.

External Reference Group members are expected to:
- Act as a source of knowledge for the evaluation;
- Act as an informant within the evaluation process;
- Assist in identifying external stakeholders to be consulted during the process;
- Play a key role in disseminating the findings of the evaluation and in the implementation of the management response.
- More specifically, external reference group members are expected to:
- Participate in any meetings of the external reference group, including in the validation meeting of the final evaluation report;
- Review draft evaluation documents and provide feedback to ensure quality and completeness: terms of reference, inception report, emerging findings, final report;
- Be informed of the analytical framework for the evaluation
- Use the evaluation process and results to learn and activate the necessary
- changes towards a more effective and coordinated work of the UN system on gender equality and the empowerment of women.

Reference Group composition includes the following:

Name	Title
Noel Kututwa	Senior Women's Rights Advisor, UN Somalia
Sadia Mohamed Nur	Gender Director, Ministry of Family and Human Rights Development-Federal Government of Somalia
Asha Siyad	Executive director, Somalia Women Leadership Initiative (SWLI)
Judith Mirembe	Gender Advisor, UNSOS
Maha Abusamra	Gender Specialist, UNDP

ANNEX 11: EVALUATION REFERENCE GROUP AND TERMS OF REFERENCE

The **Internal Reference Group** will facilitate the participation of relevant internal personnel of UN Women Somalia office and ESARO in the design and scope of the evaluation. It is an integral part of the evaluation management structure and is constituted to facilitate the participation of relevant UN Women stakeholders in the design and implementation of the evaluation, in raising awareness of the different information needs, in the quality assurance mechanisms throughout the evaluation process, and in disseminating the evaluation results.

Internal Reference Group members are expected to:
- Act as a source of knowledge for the evaluation;
- Act as an informant within the evaluation process;
- Assist in identifying external stakeholders to be consulted during the process;
- Play a key role in disseminating the findings of the evaluation and in the implementation of the management response.
- More specifically, external reference group members are expected to:
- Participate in any meetings of the external reference group, including in the validation meeting of the final evaluation report;
- Review draft evaluation documents and provide feedback to ensure quality and completeness: terms of reference, inception report, emerging findings, final report;
- Be informed of the analytical framework for the evaluation
- Use the evaluation process and results to learn and activate the necessary changes towards a more effective UN system

Internal Reference Group composition includes the following:

Name	Title	Location
Rukaya Mohammed	Country Programme Manager	Somalia
Barbara Bamanya	Monitoring and Evaluation Specialist	ESARO
Asho Yusuf Mohamed	Planning and Coordination Analyst	Somalia
Idil Absiye	WPS Regional Advisor	ESARO
Beatrice Teya	Humanitarian Regional Advisor	ESARO
Osman Ali	Operations Manager	Somalia
Charles Okoko	Operations Manager	ESARO

ANNEX 12: TERMS OF REFERENCE

The evaluation terms of reference can be accessed:

CPE Somalia ToRs_Final.pdf

ANNEX 13: INCEPTION REPORT

The evaluation inception report can be accessed here

UN WOMEN IS THE UN ORGANIZATION DEDICATED TO GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN. A GLOBAL CHAMPION FOR WOMEN AND GIRLS, UN WOMEN WAS ESTABLISHED TO ACCELERATE PROGRESS ON MEETING THEIR NEEDS WORLDWIDE.

UN Women supports UN Member States as they set global standards for achieving gender equality, and works with governments and civil society to design laws, policies, programmes and services needed to ensure that the standards are effectively implemented and truly benefit women and girls worldwide. It works globally to make the vision of the Sustainable Development Goals a reality for women and girls and stands behind women's equal participation in all aspects of life, focusing on four strategic priorities: Women lead, participate in and benefit equally from governance systems; Women have income security, decent work and economic autonomy; All women and girls live a life free from all forms of violence; Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and humanitarian action. UN Women also coordinates and promotes the UN system's work in advancing gender equality.