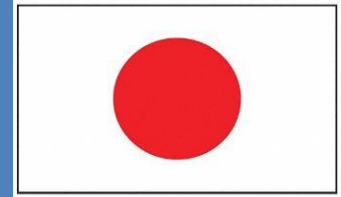




United Nations Entity for Gender Equality
and the Empowerment of Women



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



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List of Acronyms and Abbreviations

CDL	Community Discussion Leaders
CFM	Complaint and Feedback Mechanism
CSA	Climate Smart Agriculture
CSO	Civil Society Organization
ESARO	Eastern and Southern Africa Regional Office
FAO	Food and Agricultural Organisation
FDG	Focus Group Discussion
FGM	Female genital mutilation
FGS	Federal Government of Somalia
FMS	Federal Member State
FTP	Financial and Technical Partner
GBV	Gender based Violence
HDP	Humanitarian, development and peace (nexus)
HRP	Humanitarian Relief Plan
IDP	Internally Displaced Person
IFAD	International Fund for Agricultural Development
IMS	Information Management System
KII	Key Informant Interview
LEAP	Women's Leadership, Empowerment, Access and Protection
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
PBF	Peacebuilding Fund
PWD	Persons with Disabilities
RCO	Resident Coordinator's Office
RRF	Recovery and Resilience Framework
SDG	Sustainable Development Goal
SGBV	Sexual and Gender based Violence
TBC	To be communicated
ToC	Theory of Change
ToR	Terms of Reference
ToT	Training of Trainers
UN	United Nations
UNCT	United Nations Country Team
UNEG	United Nations Evaluation Group
UNEP	United Nations Environmental Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNSCF	United Nations Sustainable Development Framework
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
USD	United States Dollar(s)
VSLA	Village Savings and Loan Associations

Executive Summary

Background - In Somalia, protracted conflicts and insecurities, violence, cyclical climatic shocks (drought and floods), locust invasion, political instability, socio-economic vulnerability and the prevailing COVID-19 continue to fuel the humanitarian crisis and negatively impact livelihoods, particularly for women and girls. Data from the Gender based Violence Information Management System (GBV IMS, 2020) showed an increase of over 61% in the occurrence of reported GBV incidents during COVID-19. In 2021, one-third of the total population (4.2 million people) required humanitarian assistance and protection and drought conditions were reported for 34 districts. Related increased levels of food insecurity, scarcity of drinking water, and displacements of the population further exacerbated already high levels of malnutrition and water-borne diseases, and also contributed to heightening overall socioeconomic vulnerability and the likelihood of further fuelling conflict, including over scarce natural resources such as access to water and grazing land.

Programme Description - To tackle the complex multiple interlinked crises listed above, UN Women implemented the HDP nexus LEAP project (women's leadership, empowerment, access, and protection) in Uganda and Somalia, from autumn 2021 until April 2022. The project aimed to deliver gender responsive humanitarian, livelihood, and protection initiatives in displacement contexts. The initial project timeframe was April 2021 to 31 March 2022 with a total budget of USD 1,024,100 for Somalia. The LEAP project funded by the Government of Japan provided an opportunity for the internally displaced persons (IDPs) particularly, women and girls and their communities to mitigate the impact of these multiple crises on their livelihoods, exposure to gender-based violence, and their decision-making capacities in Jubaland (Kismayo) and Southwest State (Baidoa) leveraging on ongoing initiatives by other development partners.

The project was founded on the premise that empowering women economically will help contribute to gender equality and as a result, women are likely to ascend to societal leadership roles in the decision-making platforms. In terms of economic empowerment through resilient livelihoods support, the LEAP project aimed at promoting women's capacity in agricultural supply chain management and business development. The project was designed to directly benefit a total of 3,440 women (mainly IDPs and women at risk in host communities) in Kismayo (Jubaland) and Baidoa (South West) in sustaining their livelihoods and resilience.

Purpose and Scope of the Evaluation - This evaluation is an end of project evaluation and that covered all project activities implemented since April 2021 – March 2022 in Somalia by the different Implementing partners (IPs). The main purpose of the endline evaluation is to ensure accountability and communicate results achieved to the project stakeholders including the Government, host communities and civil society writ large, as well as the donor.

It did so by gauging the progress made by the project in achieving its agreed objectives through its planned activities and ensuring that resources were properly utilized to generate results and achieve the LEAP project objectives.

Evaluation Audience and Intended Use - The end cycle evaluation will be used by the different stakeholders in their programming as the report is expected to inform learning and improved decision-making to support the scale up of the programme, provide feedback, participation and accountability to affected communities and act as capacity development and mobilization of national stakeholders to advance gender equality and the empowerment of women.

The primary audience of the report consists of relevant staff in target ministries/local government/government institutions, and participating CSOs; target beneficiary communities/groups; members of community leadership structures; relevant staff in participating UN-agencies; staff of implementing partners; sector leads in the participating UN-agencies and refugee response coordination; UN Agencies technical working groups; development partners.

Evaluation Methodology & related Limitations - The evaluation employed mixed methods of desk review, quantitative and qualitative means of data collection, analysis, interpretation, and presentation. It applied a participatory approach, where substantive consultations were made with all project stakeholders to get insights from the project. Techniques used included a desk review, qualitative data collection through key informant interviews (22 KIIs), and focus group discussions (6 FGDs). Data analysis entailed making notes of the transcripts, categorizing contents and linking categories to summarize findings into themes. The evaluation applied the standard UN Evaluation Group (UNEG) evaluation criteria; namely: relevance, effectiveness-including normative, and coordination mandates of UN Women-, efficiency, coherence, and sustainability. While security concerns ended up affecting the evaluation process throughout the month of April, these limitations disappeared as of early May. A key limiting factor was the short actual implementation period of the programme (some 4.5 months only for CSA and VSLA-related activities carried out by CARE) which was too short a period for the intended skills transfer through the various interventions to show any measurable results (for instance, in the practical application of CSA course contents). Accordingly, this did also not allow to measure the extent to which the effects were as harmoniously interrelated and articulated as initially foreseen by the theoretical programme design of what was conceived as an integrated nexus package.

Quality Assurance, Ethical Considerations, Gender and Human Rights in the Evaluation Process - Quality assurance measures included systematic cross-checking and triangulation of data. Gender and human rights concerns were covered by a specific sub-set of questions specifically geared towards these dimensions. Moreover, the vast majority of informants were female, especially at the field level. LNOB concerns were not only covered through related questions as part of the aforementioned module of specific questions, but related concerns were also reflected in the selection of the informants. The evaluation adhered to a specific set of ethical obligations and rules of conduct during interviews and FGD facilitation, and the interaction with beneficiaries throughout data collection, data management, storage and usage. Strategies deployed to protect the informants included the following: i. Participation was based on informed consent; ii. During the preparatory phase, data collection tools were tested on a group of participants who were informed about the purpose of the process and had the choice to opt out or voluntarily participate; iii. During actual data collection, the participants were assured of the confidentiality of all data collected from them and further that the data would be used exclusively for the research process; iv. Interactions between the interviewers and the participants as well as among the participants themselves were governed by mutual respect and trust; v. Safeguards to ensure confidentiality during data processing and reporting included refraining from attributing specific statements to particular participants.

EVALUATION FINDINGS

Relevance - The LEAP project responded to the needs and priorities of beneficiaries who were the most vulnerable category of people in the refugee and host community in target locations. It addressed women's and girls' needs for economic empowerment, protection from SGBV and representation in decision making. This also included creating outreach programs to reach the most influential male counterparts. The project was development-oriented in that the trainings, ToTs, the business support packages, VSLA and the agricultural inputs provided sustainable livelihood support to the beneficiaries. Climate smart agriculture (CSA) and post-harvesting trainings helped improve adaptability to the weather changes. The project conception and design were appropriate and relevant to UN Women's mandate to contribute to women's engagement in humanitarian, peace, and security as well as to national policies, strategies and frameworks for humanitarian response and gender equality. LEAP is aligned to the UNSCF's four overarching strategic priorities.¹ LEAP addressed the triple nexus (humanitarian, development, and peace interlinkages) through

¹ UNSCF priority areas: 1) Inclusive Politics and Reconciliation, 2) Security and Rule of Law, 3) Economic Development, and 4) Social Development.

integrating peacebuilding, development, and resilience. LEAP also addressed chronic vulnerability and structural impediments that obstruct Somalia's sustainable development (SDGs). It was aligned with the Humanitarian Response Plan priorities of protection, recovery and resilience; as well as the Recovery and Resilience Framework (RRF).

Effectiveness - The project output indicator targets were all achieved with one of them exceeding the target. Achievements at outcome level could not be assessed due to the lack of outcome indicator data. The experience of IPs and their necessary skills, knowledge and capacities needed to deliver the project was the main contributing factor to successful project implementation through inclusive approaches which benefited the whole community. Women, girls, men, boys, elders, religious leaders, youth and marginalized members of the community, PwDs, IDPs, returned and host community, traditional birth attendants took part or were addressed in awareness sessions on areas of Human Rights, FGM, GBV and gender equality. 85% of interviewees stated that the project positively impacted their individual livelihoods. The main factors hindering achievement of project results relate to the limited project timeframe, the presence or recurrent nature of drought and the increased salinity of the Juba river that resulted in a delayed onset of the planting seasons and the COVID-19 outbreak that exacerbated the vulnerability of women in small-scale business. The HDP nexus design required a partnership between entities that have experience in the areas of development, recovery, resilience, and humanitarian support. Implementing partners (IPs) included, i.a., Care International, Ifrah Foundation, the Ministry of Agriculture and Ministry of Women, including at the Federal Member State level. IPs were selected due to their requisite experience, institutional capacity, and rich respective networks of relevant stakeholders in promoting women's economic empowerment, protection and representation of women and marginalized groups such as refugees, female-headed households, and persons with disabilities in the two target locations.

Efficiency - Overall, the LEAP budget allotted a total of 29.3% for project management costs including staff costs and M&E (regular reporting and the final evaluation). This relatively high percentage can be explained by the high cost of doing business in the context of high insecurity, in Somalia; as well as the pilot nature of the project which prevented the actual volume of beneficiaries to be set at a more considerable scale, which in turn would have had the effect of making the overhead's relative share shrink to a more modest portion.² Overall, the respective share of budget allocations and expenditures is adequate, with the investment into CSA-related capacity building and the procurement of agricultural tools claiming the largest share. The analysis of the fund utilization shows that by the end of 2021, almost two thirds (64.8%) of the overall LEAP budget of USD 1,025,100 had been spent. Value for money standards were adequately met given that the above activities' output targets were achieved. While the overall budget was sufficient for the general scope of work foreseen by the Prodoc and the set targets as per its results framework. However, the budgetary allocation of 10% reserved for financial administration by the IPs was quite low in view of the level of effort required by them. In addition, the extremely short timeline meant that there was simply not enough time for requesting funds to cover the payment for quite a number of activities. This meant that IPs had to prefinance considerable portions of their operational budget. The level of reporting requested from the IPs was excessive and actually counterproductive in that it diverted time and energy from actual implementation of activities. The overall LEAP design was crafted in line with the existing offer (Japanese funds, interest by IPs and relevant State institutions) and the existing demand at the community level and in terms of society, in general. Japan explicitly framed its support as ramp-up seed funding for the first year, with a potential continuation premised on the findings of the project evaluation.

² Other expenses were as follows: Gender, Climate, Conflict Analysis: 5.86%; CSA and supply chain training & distribution of tools: 33.20%; Market Assessment Report (entrepreneurship opportunities): 7.81%; Business development needs assessment & ToT: 5.86%; VSLA establishment and trainings: 7.82%; Sensitization (community outreach, advocacy, capacity development): 10.16%.

Sustainability - The evaluation findings show that the business trainings, the agricultural support and the establishment of the VSLAs as well as the outreach activities are likely to have a positive impact on the lives of the target population. Provided the overall context will allow the beneficiaries to continuously apply the newly acquired skills and knowledge and thus further hone their expertise and capacity, sustainability of the results can be achieved. Beneficiaries' capacity to participate in decision making, livelihood activities and access to protection mechanisms have all been improved. Part of the underlying rationale of the project design is the assumption that empowering women economically through integrated bundles of activities such as VSLA schemes, agricultural outreach etc. paves the way for addressing gender gaps not only in the economic sphere; while outreach campaigns educate community members on gender issues like human rights, FGM and GBV and thus create synergies by challenging and thus also contributing to eroding established gender stereotypes and bias. The project design possesses the key ingredients for addressing gender inequalities in the community. Related existing success stories could be identified. A follow-up study, carried out after two or three years, would need to be carried out if one wanted to establish the 2021/2022 project's concrete impact.

Lessons Learned - The establishment of VSLAs helped women borrow money from the contributions which gives members flexible and cheap access to financial assistance. This allows for beneficiaries to establish a small business of their own whereas owners of existing small businesses can expand and diversify their product range. Promoting women's sustainable livelihoods and socio-economic empowerment are key to achieving community resilience and women's status in any given community. Systematically mainstreaming support to PwDs and ensuring non-discrimination against minority clans in the selection through participative processes that apply affirmative action in targeting, are to be encouraged. Whereas the Somalia LEAP's VSLA and CSA interventions applied LNOB-specific targeting, there is a need to double-check if all PwDs at community level were integrated. The engagement of men in community outreach campaigns, especially elders and religious leaders, who are the decision-makers not only in Somali(an) communities as well as in most other countries in the ESARO region and beyond, helped change male perceptions towards thematic areas related to gender inequalities. Working with community elders and traditional and religious leaders requires continuous networking and efforts to build and maintain rapport. This needs to be adequately resourced in terms of time, level of effort and funds allotted.

Adapting to specificities and idiosyncracies of local contexts is indispensable. The Somalia LEAP project's two project areas, Baidoa and Kismayo, required slightly different approaches not only in the composition of agricultural support, but also in the framing of messages addressing negative traditional norms etc. Due to socioeconomic and sociocultural differences, Baidoa is more traditional and has stronger patriarchal norms etc. which required customizing the messaging and content delivery, accordingly. By targeting IDPs, returnees and the host community the project facilitated the social integration of IDPs and refugees as well as minority clan members and beneficiaries with a different "displacement status". The LEAP project was a pilot project. Whereas time for implementation was limited to one year, the actual time budget for project implementation was only 4.5 months for actual field level activities at the beneficiary level. Timelines need to be realistically set considering the practical needs of operational activities such as ramp-up recruitment of qualified IPs who need to prepare properly which normally takes many months, prior to launching actual beneficiary level activities.

Best practices - The articulation of sensitization work, economic and socio-political (decision making) empowerment with CSA and VSLA interventions allowed to address complex issues for the most vulnerable among the population. Also, the mobilization of progressive religious authorities from Benadir helped to introduce new concepts challenging negative traditional social norms, attitudes, behaviours, and customary practices. Other than that, the IP Ifrah Foundation added health workers and education staff (teachers, school directors) as multipliers, beyond the elders and

religious leaders. This allowed to address the drivers and consequences of marginalization and impoverishment, by promoting equal opportunities for girls in the educational and health spheres. Sensitized teachers and/or health workers at community level, can act and intervene to prevent any kind of neglect or drop-out of girls.

Conclusions - LEAP-Project's integrated package of field interventions was successful since the activities carried out by the Implementing Partners largely produced the expected lower tier results (i.e., at the output level, whereas outcome and impact level indicators could not be informed due to unavailability of relevant data). The feedback collected via FGDs and KIIs, the evidence as per identified success stories, as well as the output level progress data indicate that in very challenging contexts at the very least a decent percentage of intended beneficiaries were able to put the assistance provided to good use and to somewhat improve their live(lihood)s. Overly complex and time-consuming administrative procedures hinder the field work of the IPs such as coordination between stakeholder groups and entities on the ground (networking and sensitization with religious leaders, teachers, community elders etc.; coordination between NGOs and Ministries). Specific knowledge production through studies etc., should be subordinated to continuing field operations. The existing operational knowledge (explicit and implicit) of IPs and other agencies in the field should be recognized and valued as should the knowledge and capacities for self-organization of the local population. The simplification of intervention and reduction of bureaucratic control formats is essential if the LEAP approach is to be efficiently scaled up. IPs should explicitly be given leeway to adapt to local circumstances.

The LEAP project did not include mobile money transfers as programmatic feature, which qualifies as a lost opportunity and even missing link. Increasingly, international evidence underpins that mobile money, (e.g., "M-PESA") allow for new approaches in project funding, crisis prevention, emergency relief, etc. Direct cash transfers can transcend the conventional VSLA approach by strengthening local resilience among the most vulnerable households. Mobile cash transfers have often been more useful than the distribution of specific equipment, as they increase the agency of the recipients and are more effective in pre-emergency settings as they increase resilience.

The LEAP project has produced positive results and contributed to the improvement of women's lives. The bigger challenge will be to scale up and roll out an improved model to a much wider and very diverse geographical area which is under ever increasing threats. Nexus programming for fragile and conflict-affected situations shows a possible way forward. A novel intervention format for a triple nexus programme design and related field operations was commissioned by ESARO in 2021. The proposed model of a "One-Stop-Shop" could easily build on the best practices and lessons learned of the LEAP pilot phase. It could be used as a franchise operation, aggregating different on-going or planned field interventions, as well as streamlining funding and resource mobilizing strategies.

Recommendations - In total, there are ten recommendations (no. 1-3 are strategic and no. 4-10 of an operational nature):

1. **Continuity of support:** The LEAP project was designed as a pilot which within a very short implementation period produced highly praised results. Support of the beneficiaries should be continued by linking up with donors and other similar initiatives to mobilizing fresh resources.
2. **Programme Expansion:** The LEAP framework was designed to ensure that the rights of women and girls in displacement affected contexts are upheld by ensuring a robust response package. Empowerment interventions in the humanitarian space need to continue and to be expanded over more time. Specific attention should be given to PwD.
3. **Showcase the success of the LEAP pilot phase vis-à-vis the donor community in view of fundraising/resource mobilization:** The lessons learned, best practices and conclusions extracted from the LEAP pilot phase should be shared with the wider community of financial and technical partners to attract funding

for an immediate continuation and up-scaling of the LEAP pilot and/or ramping up the first generation of the one-stop-shop triple nexus approach.

4. **Franchise Approach:** Planning procedures should allow for flexibility on the level of implementation. Provide a “franchise package” of a LEAP+ approach building on the one-stop-shop blueprint so that other partners can buy in, adopt and adapt it, or take it over to expand it.
5. **Add specific programme features to fill existing gaps:** Mobile financial payment services can strengthen the humanitarian angle during the next phase by providing non-conditional cash injections to specific vulnerable groups.
6. **Provision of financial support for projects and initiatives:** The LEAP project did not provide direct financial support to targeted women to start or expand businesses but established VSLAs. Seed money should be provided for local associations and initiatives as well as for handing out grants and loans (refundable and non-refundable) to vulnerable groups. Financial support can be mobilized from donors or private sector corporate sponsors.
7. **Strengthening male buy-in:** Provide more resources to livelihood skills development as a strategy to build economic resilience as well as prevention of SGBV and other violations of women’s rights. Male engagement strategies should ensure that men don’t view the support as being meant to jeopardise or undermine their specific gender role within the Somali society. Besides religious and community leaders, health workers and teachers (male and female) should also be specifically targeted.
8. **Improve M&E system:** Within limits set by corporate obligations and related minimum requirements, LEAPM&E should be strengthened and simplified by paring down the workload of reporting to the minimum and streamlining procedures with IPs’ existing systems and standards, with a clear premium on qualitative beneficiary level data to gauge outcome (and impact) level progress.
9. **Establish CFM system:** A Complaint and Feedback Mechanism should be set up, ensuring that incidences of dissatisfaction with the service provided are addressed, thus improving programme quality.
10. **Community Conversations:** Community level sensitization tools and platforms should be used to trigger social change by introducing content or concepts that challenge traditional negative social norms.

1. Background, Programme Description and Context

1.1. Background and Context

The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), grounded in the vision of equality enshrined in the Charter of the United Nations, works for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security. UN Women provides support to Member States' efforts and priorities in meeting their gender equality goals and for building effective partnerships with civil society and other relevant actors.

Over the past two decades, Somalia has experienced a raging civil war, a rise in violent extremism and a devastating humanitarian crisis, which led to the collapse of institutional and bureaucratic infrastructure and has greatly damaged social cohesion and unity. Growing at an average of 2.5 per cent per year from 2012 until 2019, the country's economy has been exposed to, and suffered from, multiple shocks during the past two decades.³

Natural disasters and catastrophes that struck the country included recurrent floods and droughts and, in recent years, also locust infestations. These plights were exacerbated by insufficient infrastructure and equipment, limited skills and capacities of public services and institutions to provide solutions in preventing, mitigating, and responding to crises, and weaknesses or outright gaps in the public financial management system.⁴

Since spring 2020, the country's fragility has been further compounded by the COVID-19 pandemic, which has claimed a large death toll and, other than that, also heavily impacted negatively on economic growth, food security, employment, remittances and fiscal revenue.⁵ By 2019, it was estimated that more than 5.2 million people in Somalia, mostly pastoralists and agro-pastoralists, were in urgent need of humanitarian assistance given the multiple shocks they had been exposed to over recent years if not decades and which had been steadily eroding their resilience and coping mechanisms (livestock and other assets).

These numbers have further increased to about 6m over the last couple of years. By 2021, over 60% of the more than 5.9 million people in need of humanitarian assistance in Somalia, were experiencing food insecurity. In 2020, humanitarian agencies projected that the number of people in need would likely rise to 7.7 million in 2022 which means that during the LEAP implementation period, country-wide trends were still moving upwards.

As a matter of fact, Somalia has one of the largest populations of internally displaced persons (IDPs) world-wide. By 2020, 2.6 million individuals were displaced within the country due to conflicts and climate-related emergencies.⁶ In addition, some 877,000 Somali refugees were living in neighbouring countries such as Kenya, Ethiopia etc. This made the Somali refugee contingent one of the largest refugee populations in the entire world.⁷ The vulnerable position the IDPs and refugees are often exposed to considerably increases their risk of falling victim to increased sexual and gender-based violence, food insecurity, loss of livelihood and economic insecurity.

3 World Bank, 2019. "Somalia Economic Update: Building Education to Boost Human Capital", August, Edition No.4.

4 Federal Republic of Somalia. 2018. Somalia Recovery and Resilience Framework.

5 RAAGSAN. May 2020. "Socioeconomic implication of COVID-19 on micro, small and medium women-owned enterprises: A case of Mogadishu".

6 United Nations Office for the Coordination of Humanitarian Affairs (OCHA), 2020 Humanitarian Response Plan Somalia.

7 United States for UNHCR. 2020. Somalia Refugee Crisis Explained (www.unrefugees.org).

This applies especially to women, youth, persons with disabilities and IDPs⁸. Displacements are also driven by the on-going conflict and fear of related violence. However, there are indications that the majority of IDPs were forced to leave their homes due to global warming-inflicted detrimental climate change including drought and lack of livelihood opportunities. Conflict-related violence or evictions due to lack of rule of law are additional but actually, overall, not the main factors driving migration.

According to the Somalia Poverty and Vulnerability Assessment (2017-2018), 77 per cent of the country's population lived below the poverty line (USD 1.90 per capita/day), some 82 per cent of the population was multidimensionally poor and about 8.7 per cent could be classified as being vulnerable to poverty.⁹ In terms of geographic spread and presence of poverty, whereas the related incidence is highest (at more than 80 per cent) in the north, south-west; as well as in some districts of Mudug and Galguduud, whereas households located in IDP settlements and urban areas have the highest poverty incidence with respective rates standing at 75.6 and 73.7 per cent, by 2019.¹⁰ Furthermore, by 2019, women headed five out of ten households.¹¹ Women-headed households have poverty incidence six percentage points higher (72 per cent) than those headed by men (66 per cent).¹²

Other than, and beyond, their unpaid work at the household level, Somali women are economically active in the informal sector and micro-enterprises, agricultural production, and livestock activities.¹³ According to the Somalia Health and Demographic Survey 2020, a mere 9 per cent of ever-married women were formally employed, by 2019. However, women comprise over 60 per cent of business owners, with the majority of these businesses being micro-enterprises.

Unfortunately, the on-going COVID-19 pandemic has exacerbated the vulnerability of women in small-scale business, reducing their income and destroying many related livelihoods. During the pandemic, among the many obstacles to women's entrepreneurial success the key challenges were, first and foremost, a reduced volume of monetary remittances (90 per cent), the inability to benefit from government tax relief (87.7 per cent), poor access to finance (86.9 per cent), and reduced volumes of sales due to the pandemic (38.9 per cent).¹⁴

Somalia has a very young population. Individuals under the age of 35 and 24 comprise about 75 per cent and 63 per cent, respectively, among the estimated total population of 15 million.¹⁵ According to the Somalia Youth Assessment Report, two out of three youth (aged 15 to 30) live in poverty with food insecurity; and more than half of Somali youth are illiterate including two out of three without any formal education or having dropped out of school. 73 per cent of Somali youth are unemployed (42 per cent male; 58 per cent female).¹⁶

High youth unemployment is an immense threat to inclusive prosperity, stability and security. Given the presence of Al-Shabaab in the country, male Somali youth are facing a high likelihood of being recruited into violent extremist organizations. Meanwhile, Somali girls are running an elevated risk of being forced into early marriage and having to endure sexual and gender-based violence. SGBV-related incidents affect one out of

8 OCHA. January 2020. Humanitarian Response Plan Somalia. Humanitarian programme cycle 2020.

9 https://ophi.org.uk/wp-content/uploads/CB_SOM_2018.pdf; World Bank. 2019. Somalia Poverty and Vulnerability Assessment: Findings of Wave 2 of Somali High Frequency Survey; Somalia National Development Plan, 2020-2024.

10 World Bank, Somalia Poverty and Vulnerability Report 2019 (<http://microdata.worldbank.org/index.php/catalog/3181>).

11 World Bank. 2019. Somalia Poverty and Vulnerability Assessment: Findings of Wave 2 of Somali High Frequency Survey; Somalia National Development Plan, 2020-2024.

12 Ministry of Women and Human Rights. 2020. Rapid Assessment of Impact of COVID-19 on Somali Women Leading Small-scale Businesses.

13 A study of socioeconomic implications of COVID-19 on micro, small and medium women-owned enterprises in Mogadishu showed that 43 per cent of businesses had to stop operations while 98 per cent registered decreased revenue/sales; RAAGSA, May 2020.

14 RAAGSAN. May 2020. "Socioeconomic implication of COVID-19 on micro, small and medium women-owned enterprises: A case of Mogadishu".

15 USAID. 2020. Somalia Youth Assessment.

16 Ministry of Youth and Sport. June 2017. The National Youth Policy of the Federal Government of Somalia; Youth Strategy for Somalia, 2016-2020; United Nations-Somalia Youth Engagement and Empowerment. May 2019.

four women in Somalia. Also, in terms of FGM, 99 per cent of Somali women aged 15 to 49 have undergone circumcision.¹⁷

Over recent decades, Somalia's natural resource base has immensely suffered from natural degradation such as recurrent disasters and climate emergencies. In addition, natural resources got depleted through human action including the unsustainable exploitation of vegetation (chopping trees for the charcoal trade, overgrazing, unsustainable use of water resources etc.), combined with weak environmental governance.¹⁸

Humanitarian needs in Somalia are largely driven by displacement¹⁹ with 2.6 million people internally displaced, and drought listed as the main reason for 22% of displacement. In the past two decades, the frequency and duration of dry spells have increased, with unfavorable Gu (prolonged droughts) and Deyr rains (short rains) resulting in more intense and prolonged droughts. Moreover, the mass scale-up of humanitarian assistance throughout 2017 prevented famine, both the displacement and the destruction of livelihoods that stemmed from the crisis have had wide-ranging effects that are still felt today.

In Somalia, protracted conflicts and insecurities, violence, cyclical climatic shocks (drought and floods), locust invasion, political instability, socio-economic vulnerability and the prevailing COVID-19 continue to fuel the humanitarian crisis and negatively impact livelihoods, particularly for women and girls. GBV Information Management System (IMS) 2020 data reported an increase of over 61%²⁰ in GBV during COVID-19.

One-third of the total population (4.2 million people) require humanitarian assistance and protection. In 2021, the humanitarian situation was alarming as a drought was reported in 34 districts of Somalia with pockets of pre-drought conditions seen in some areas. The unusually dry period was attributed to the poor Deyr rains in 2020. An estimated 83,393 people had been displaced across the country due to the drought between November 2020 and March 2021.²¹

An estimated 6.7 million people were acutely affected by the 2016-2017 drought. Overall, the majority of Somalis were affected by food insecurity, during those years.²² Losses and damages valued at over USD3 billion (i.e., over 50 per cent of annual gross domestic product) were incurred during that crisis in terms of drought-related damages and losses, and multi-sectoral recovery and resilience-building needs were estimated at nearly USD1.8 billion.²³

The related increased levels of food insecurity, scarcity of drinking water, and displacements of the population further exacerbated already high levels of malnutrition and water-borne diseases, and also contributed to heightening overall socioeconomic vulnerability and the likelihood of further fuelling conflict, including over scarce natural resources such as access to water and grazing land.²⁴

17 Federal Republic of Somalia: Somalia Health and Demographic Survey, 2020.

18 In terms of climate vulnerability, Somalia ranks highest among fragile states (<https://www.climate#diplomacy.org/publications/infographic-countries-receiving-unpbf-funding-and-their-climate-vulnerability>) and second among 191 countries with limited risk management capacities in the 2019 Global Risk Index (ND-GAIN index: University of Notre Dame (<https://gain.nd.edu/our-work/country-index/>)).

19 2019 Somalia Humanitarian Needs Overview - Somalia | ReliefWeb

20 Gender-Based Violence in Somalia - Advocacy Brief April 2020.

21 OCHA Situation overview March 2021.

22 World Bank. 2018. Somalia Drought Impact and Needs Assessment, 2018, Vol.2.

23 Federal Republic of Somalia. 2018. Somalia Recovery and Resilience Framework Report, 2018.

24 Presentation on acute water diarrhea to the humanitarian country team (4 August 20): Cholera cases in Somalia: regional and district analysis.

1.2. Programme Description

UN Women, grounded in the vision of equality enshrined in the Charter of the United Nations, works for the elimination of discrimination against women and girls; the economic empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security. Placing women's rights at the center of all its efforts, UN Women leads and coordinates United Nations system efforts to ensure that commitments on gender equality and gender mainstreaming translate into action throughout the world. It provides strong and coherent leadership in support of Member States' priorities and efforts, building effective partnerships with civil society and other relevant actors.

In Somalia, the LEAP project funded by the Government of Japan provided an opportunity for the internally displaced persons (IDPs) particularly, women and girls and their communities to mitigate the impact of these multiple crises on their livelihoods, exposure to gender-based violence, and their decision-making capacities in Jubaland and the Southwest States leveraging on ongoing initiatives by other development partners.

In 2021, UN Women implemented the LEAP project (women's leadership, empowerment, access, and protection) in Uganda and Somalia. The aim of the project was to empower women and girls living as refugees, and/or are internally displaced, and their communities to mitigate the impact of multiple crises on their livelihoods, as well as their exposure to gender-based violence, and to strengthen their decision-making capacities. The project aimed to deliver gender responsive humanitarian, livelihood, and protection initiatives in displacement contexts. The initial project timeframe was April 2021 to 31 March 2022 with a total budget of USD 1,024,100 for Somalia.

The LEAP project sought to promote gender responsive stabilization and recovery of conflict affected IDPs in Kismayo (Jubaland) and Baidoa (SouthWest). In terms of economic empowerment through resilient livelihoods support, the LEAP project aimed at promoting women's capacity in agricultural supply chain management and business development. The project was designed to directly benefit a total of 3,440 women (mainly IDPs and women at risk in host communities) in Kismayo (Jubaland) and Baidoa (South West) in sustaining their livelihoods and resilience.

Inclusive of the above target beneficiaries, 1,000 women were meant to benefit directly from the establishment of 20 Village Savings and Loan Associations (VSLAs). Moreover, 3,000 people (50% women, 30% men, 20% youths, 10% women with disabilities and other marginalized groups) were supposed to indirectly benefit from media outreach and community dialogue. VSLA-sponsored projects were to benefit from an assessment of existing business opportunities for women in Jubaland and South West States.

1,100 women, men, boys, and girls were to be reached through advocacy campaigns undertaken at the community level on ending SGBV and supporting women's leadership; not least through engaging 60 traditional elders and religious leaders to address negative social norms and promote women with disabilities participation in agriculture and micro-businesses.

Moreover, 60 women organizations were to provide services and referrals to SGBV survivors. In addition, 680 women were to benefit from the business entrepreneurship and management training. 200 women were

to receive training in the use of CSA technologies including the use of water harvesting techniques, drip irrigation, and supply chain management; and were to be provided with farming tools such as hand cultivator, crowbar, seeds, etc. A total of 1080 rural women farmers were to be trained on post-harvest handling processes. Following the training of 80 ToTs on skills and knowledge in entrepreneurship and business development a total of 600 women were to receive training in entrepreneurship and business skills.

The LEAP project engaged implementing agencies (Care International and Ifrah Foundation) and partners to ensure successful implementation of the activities. Partners engaged are Ministries of Women and Agriculture of Southwest and Jubaland, Altai and HACOF consulting. The role of each partner is summarised in the below table:

Table 1: Partners and their role in LEAP project

Partners/Implementing agencies	Role in LEAP project
HACOF	Conducted Gender, Climate and Conflict analysis in Somalia and assess opportunities for climate smart agriculture, livelihood opportunities for crisis-affected and at-risk women in select locations in Somalia (10 locations across Somalia).
CARE	Provided training on climate smart agriculture and supply chain to at least 200 female headed Households who are displaced and affected by crisis in Jubaland and Southwest.
	Provided 200 women who are displaced, and crisis affected with farming tools to grow and produce sweet potatoes and other climate resilient crops.
	Supported training of 400 rural women farmers on post-harvest handling processes and management of community-based storage facilities. and establish market information networks and teams to promote timely and accurate market knowledge
	Established 10 Village Savings and Loan Associations (VSLAs) -21 in Somalia (1 in each village) 10 villages with a target outreach of at least 100 members in each VSLA)
	Provided training for members of VSLAs in Somalia (Jubaland and Southwest States) and Uganda on VSLAs operation and management
Ministries of Women, Family Affairs and Human Rights of Jubaland and Southwest States	Conducted Training of Trainers (ToTs) modules developed, and ToT trainings delivered to 80 trainers on entrepreneurship and business development skills in Jubaland and Southwest.
	Conducted a Training Needs Assessment through a sample of 600 women micro-entrepreneurs from Jubaland and Southwest States (TNA).
	Organised training courses for 600 women entrepreneurs on value chain, product development and branding.
Altai Consulting	Undertook market assessment of micro business opportunities in Jubaland and Southwest States (linked to Output 1.2. and 1.3.)

Ifrah Foundation	Conduct multi-media advocacy and community outreach activities targeting 2000 women, men, boys, and girls (1000 in Somalia and 1000 in Uganda) to address underlying negative social norms and attitudes that condone gender inequality by promoting the role of men and boys as advocates for GEWE.
	Engaged 100 Traditional Elders and Religious leaders in Somalia to lead 20 community dialogues in IDP, Refugee, Rural and Host Communities settings in Jubaland and Southwest States to address negative social norms, stigma, and discrimination to promote engagement of women with disabilities and marginalized in climate smart agriculture and micro businesses.

1.3. Theory of Change

The project was founded on the premise that empowering women economically will help contribute to gender equality and as a result, women are likely to ascend to societal leadership roles in the decision-making platforms. Below follows the theory of change (ToC) as presented in the project document.

IF

(1) Relief efforts prioritize the participation, safety and economic wellbeing of women displaced by sudden crises and emergencies

and

if (2) the response promotes positive coping strategies for marginalized women who continue to be affected by protracted crises

THEN

(3) women and girls affected by crisis will play a leadership role and benefit from relief and response efforts; (4) the knowledge, expertise and capacities of women farmers in marginalized and crises affected communities facing multiple and intersecting forms of discrimination is drawn upon and strengthened

BECAUSE

(5) evidence of best practices and viable options for engaging in productive farming and micro businesses (including location, socio-economic status, disability, available of local resources) are made accessible and disseminated for use by women farmers, micro businesswomen and service providers.

1.4. Purpose of the Evaluation

The main purpose of the endline evaluation is to ensure accountability and communicate results achieved to the project stakeholders including the Government, host communities and civil society writ large, as well as the donor. It will do so by gauging the progress made by the project in achieving its agreed objectives through its planned activities and ensuring that resources were properly utilized to generate results and achieve the LEAP project objectives.

The specific objectives of the evaluation are:

- To assess the relevance of LEAP intervention in addressing the needs of refugee and host community women in alignment with gender equality and women's empowerment.
- To assess the effectiveness and efficiency of UN Women's approach for achievement of results, as defined in the logical framework, including the Program Theory of Change
- To analyse how the human rights approach and gender equality principles were integrated in LEAP and humanitarian action programming in the Somalia response.
- To identify and validate lessons learned, promising practices and innovations of work supported by LEAP Program within the context of the aid effectiveness agenda
- To assess the added value of the LEAP strategy and related interventions to UN Women's mandate and to the overall UN System presence in project locations.
- To assess the inter-connectedness and sustainability of UN Women's initiatives on increasing leadership, protection and economic opportunities for refugee women and analyse possible weaknesses in order to improve next steps for scale-up programming.
- To provide actionable recommendations with respect to the strategy, and overall approach to UN Women's programming in humanitarian settings

1.5. Evaluation Audience and Intended Use

The end cycle evaluation will be used by the different stakeholders in their programming as the report is expected to inform learning and improved decision-making to support the scale up of the programme, provide feedback, participation and accountability to affected communities and act as capacity development and mobilization of national stakeholders to advance gender equality and the empowerment of women.

The primary audience of the report could be:

- Relevant staff in target ministries/local government/government institutions, and participating CSOs
- Target beneficiary communities/groups
- Members of community leadership structures
- Relevant staff in participating UN-agencies
- Staff of implementing partners
- Sector leads in the participating UN-agencies and refugee response coordination.
- UN Agencies technical working groups
- Development partners

1.6. Evaluation Criteria and Key Questions

The evaluation will apply the standard UN Evaluation Group (UNEG) evaluation criteria; namely: relevance, effectiveness-including normative, and coordination mandates of UN Women-, efficiency, coherence and sustainability.

The evaluation sought to answer the following key evaluation questions and sub-questions:

Criterion	Reference	Key Questions	EQ Indicators	Source of Data	
Relevance	R1	Were the programmatic design and interventions appropriate to address the identified needs of beneficiaries and stakeholders?	Alignment with needs assessments	National Government documents	
	R2	Was the choice of partners most relevant to the situation of refugee women and marginalized groups in the program operational areas?	Stakeholder mapping (Included vs. potential)	Project documents	
	R3	Was the program aligned with national policies, priorities and other relevant normative frameworks for GEWE?	Alignment with national plan and stated priorities	GEWE documents KIIs FGDs	
	Sub-Questions				
	R5	Did interventions target the underlying causes of gender inequality?	Short term vs. long-term	National Government documents	
	R6	Was the technical design of the program including the ToC relevant?	Resistance to specific interventions	Project documents	
	R4	Was the choice of interventions most relevant to the situation in the target thematic areas?	Realized interventions vs. potential interventions	GEWE documents KIIs FGDs	

Criterion	Reference	Key Questions	EQ Indicators	Source of Data
Effectiveness	E1	To what extent has the programme achieved its planned outcome, outputs and activities and contributed to its overall goals and objectives?	Evidence of contribution to results as outlined in the programme/project plan and articulated in the theory of change	Project documents Monitoring reports
	E2	Were there any unintended, (positive or negative), effects of the interventions on women, men and institutions?	Evidence of unintended effects of UN Women (positive or negative), including on excluded/more vulnerable groups and men/boys	KIIs FGDs
	E3	How has the intervention affected the well-being of the marginalized groups such as persons living with disabilities, IDPs, minorities and crisis affected women and girls in Baidoa and Kismayo?	Number of specific groups targeted	
	E4	To what extent have settlements and spaces established for women to access services, assets and protection served as empowerment and leadership hubs, and to what extent have they addressed gender-specific structural barriers rooted in prevailing social norms and attitudes?	Changes in role behavior of women in organizations Number organizational changes Changes of perception of women's roles	

Criterion	Reference	Key Questions	EQ Indicators	Source of Data
	Sub-Questions			
	E5	Did the project achieve the planned results, particularly in view of enhancing beneficiaries' knowledge and capacities?	Change of perception of women	Project documents Monitoring reports
	E6	What were the programme's main enabling and hindering factors to achieving planned outcomes and what actions need to be taken to overcome any barriers that limit required progress?	Positive and negative organizational factors Positive and negative cultural factors	KIIs FGDs
Efficiency	Y1	Is the balance and coherence between programming-operational, coordination and policy-normative work optimal?	Perceived limited factors of stakeholders	Project documents Monitoring reports
	Y2	What is UN Women's comparative advantage compared with other UN entities and key partners in delivering on this program?	Stakeholder and beneficiaries' perception on role of partners	
	Y3	To what extent did the interventions add value while avoiding duplication of efforts?	Stakeholder perception of competing interventions	

Criterion	Reference	Key Questions	EQ Indicators	Source of Data
	Y5	To what extent did the UN Women management structure support efficiency for implementation and delivery of required results (including Risk and Financial Management)? What is its role in the relevant organizational landscape?	Number of results delivered on time Number of conflicts between partners Effort of conflict resolutions through specific measures	KIIs FGDs
	Sub-Questions			
	Y4	To what extent has gender equality and women's empowerment been mainstreamed in LEAP geographical scope such as UN joint programming?	Stakeholder perception	
	Y6	Has a Results Based Management system been established and effectively implemented for the LEAP program?	Adherence of partners to management system	
Sustainability	S1	Were the planned interventions contributing to the efforts of other UN entities and international organizations who are implementing similar intervention as well as UN Women's comparative advantage?	Perceptions of partners and other players	Project documents
	S2	To what extent was capacity of partners developed in order to ensure sustainability of efforts and benefits and what are the measures that have been incorporated to promote sustainability?	Perception of partners Number of specific measures	Monitoring reports KIIs FGDs
	Sub-Questions			

Criterion	Reference	Key Questions	EQ Indicators	Source of Data
	S3	What accountability and oversight systems were established to secure benefits of the intervention for rights holders beyond this intervention	Perception of beneficiaries	
	S4	What is the potential to scale up existing models to reach larger groups of women?	Number of conflicts between stakeholders Perception of management capacities vs. management requirements	
	S5	What difference has the intervention made in the lives of refugee women and girls (intended and unintended) and to what extent have they collaborated to create synergies beyond this project?	Perception of target population Number of changes experience by target population	
Human Rights and Gender Equality	H1	What contribution did this program make to implement global norms, standards and programming principles for Human rights, development effectiveness, gender equality and the empowerment of women?	Perception of stakeholders	Project documents
	Sub-Questions			Monitoring reports
	H2	To what extent did the program change the dynamics of power in relationships between different groups (including refugees and host communities)?	Perception of stakeholders	KIIs

Criterion	Reference	Key Questions	EQ Indicators	Source of Data
	H3	How has attention to/integration of gender equality and human rights concerns advanced the area of work?	Perception of stakeholders	FGDs
	H4	To what extent was gender equality and women's empowerment advanced as a result of the intervention?	Perception of stakeholders	

1.7. Scope of the Evaluation

This evaluation is an end of project evaluation and that covered all project activities implemented since April 2021 – March 2022 by the different Implementing partners (IPs). The evaluation interviewed project beneficiaries in Baidoa (Southwest State) and Kismayo (Jubaland) in Somalia.

The evaluation team undertook the data collection that covered the following areas as per the ToR:

- An assessment of the relevance, appropriateness and coherence of the implicit or explicit theory of change, strengthening or reconstructing it where necessary
- An assessment of the quality of performance indicators in the program, and the accessibility and adequacy of relevant documents and secondary data
- Recommendations for improvements/changes in the indicators, as per the ToC
- Lessons learnt

1.8. Key Stakeholders

The end cycle evaluation will be used by the different stakeholders in their programming as the report is expected to inform learning and improved decision-making to support the scale up of the programme, provide feedback, participation and accountability to affected communities and act as capacity development and mobilization of national stakeholders to advance gender equality and the empowerment of women.

The primary audience of the report could be:

- Relevant staff in target ministries/local government/government institutions, and participating CSOs
- Target beneficiary communities/groups
- Members of community leadership structures
- Relevant staff in participating UN-agencies
- Staff of implementing partners
- Sector leads in the participating UN-agencies and refugee response coordination.
- UN Agencies technical working groups

- Development partners

2. Evaluation Methodology and Limitations

2.1. Evaluation Methodology

The evaluation employed mixed methods of desk review and qualitative means of data collection, analysis, interpretation, and presentation. The evaluators deemed this approach as the best for achieving the evaluation purpose of determining the extent to which the LEAP project achieved its stated results, documented lessons learned and best practices and helped draw recommendations that would help improve similar programs in the future. The evaluation took a participatory approach, where substantive consultations were made with all project stakeholders to get insights from the project.

The data collection took place in Kismayo and Baidoa from 18th to 24th June 2022. The data was collected by the national consultant who was part of the evaluation team. UN Women Country Office helped mobilize IPs by informing them on the planned evaluation and the data collection. The evaluators proposed key stakeholders and beneficiaries to be interviewed in the inception phase (which was endorsed by UN Women). The evaluator requested a complete list of beneficiaries from the IPs and conducted a random selection of VSLA and agricultural beneficiaries, ToTs under entrepreneurship skills, religious leaders and traditional elders engaged in the project. The on-the-ground sampling consciously included fringe and remote(r), not-so-easy-to-reach locations to avoid any geographic and/or related beneficiary group bias (e.g., potentially, lower-level clan members living in the more remote areas of or even outside main settlements and/or project activity sites. For example, the evaluators went to Qamqam, Gobweyn and Luglow villages outside Kismayo to meet beneficiaries and IDPs camps outside Baidoa.

Besides, the interviewer organized meeting with the ministries of women and agriculture (Jubaland and Southwest) to have an interview with them. Due to the busy schedule of the government officials, most of the interviews occurred in the evenings when officials had time to discuss.

FGDs were set up to cover a large spectrum of opinions, notions and/or experiences. The involvement of participants in FGD discussions was ensured through adequate moderation by the interviewer. Thus, all participants contributed equally to the discussion. In FGDs participants were typically selected based on their knowledge and involvement in the project through purposive sampling. Inclusivity in FGD participants was ensured by factoring diversity in age, gender, displacement status (IDP, host community and returnee) as well minorities and activities that beneficiaries participated during the implementation, into the selection process. This was done in close work with the partners to ensure diversity of the groups. Another important consideration for inclusivity was to specifically select women with disabilities and other marginalized groups given that the project targeted them. Getting responses from such a diverse range of categories that benefited from the project helped acquire different perspectives regarding success of the project and lessons learnt will be drawn from the diverse opinions. These considerations addressed LNOB concept in the FGDs.

Before the actual interviews, the following measures were put in place:

- The evaluator ensured that he had expert knowledge and mastery of the questions

- Planning the location, time and venue of the interview session and arranging the setting at the actual venue to allow for a relaxed, safe and comfortable interaction, whenever possibly using a round table seating arrangement (the FGDs were conducted in IDP set up in Baidoa)
- Introduction to the event
- Collecting informed consent forms
- Attendance information was collected

The sessions were started with a round of introduction of participants as ice-breaker. Thereafter, the interviewer would introduce the main topic and the overall objective of the evaluation, ask relevant questions following the interview guide, and thank participants for their time and participation.

An adequate level of diversity within groups was observed as participants were of different ages and displacement status (IDPs, returnees and Host community) to obtain diverse perspectives and to generate sufficient data to allow for comparisons and to generate ideas. Each session ran for one hour.

Based on the desk review documents shared during the inception phase, the evaluators proposed key informants after conducting stakeholder mapping. The choice of the informants was primarily done due to their involvement in the project implementation. Stakeholders interviewed included beneficiaries, implementing partners, UN Women, government officials and local women organizations.

The methodology employed was gender responsive as for the FGD participants. The total number of 53 was composed of 40 female respondents (slightly more than 75%) while male participants numbered 13 (almost 25%). Key informants were 22 in total of which 12 (55%) were male while 10 (45%) were female (45%).

2.2. Data Collection and Analysis Methods

2.2.1. Data collection tools

The evaluation employed desk review, qualitative data collection through key informant interviews (KIIs), focus group discussions (FGDs) to conduct this evaluation. The evaluation took a participatory approach to collect the required data where the government, partners, UN Women and the donor were interviewed for triangulation of information.

The interviews and review of the project documents helped assess whether the LEAP project adequately addressed gender considerations and supported GEWE throughout its implementation.

Desk review: The evaluators reviewed project documents and UN Women evaluation guidelines. The list of documents reviewed are annexed in the report.

Key Informant Interviews: The evaluation team conducted key informant interviews (KIIs) with key stakeholders, including beneficiaries of the LEAP project in Southwest and Jubaland, implementation partners such as Care international, Ifrah Foundation, UN Women staff Somalia office and regional level, ministries of women and Ministries of Agriculture in Southwest and Jubaland. A total of 22 KIIs were conducted. Informants were knowledgeable about this project were purposively sampled by the project implementing partners.

KII Sample	
Informant Type	Number
UN Women staff (Somalia)	2
Care International	2
Ifrah Foundation	4
Officials from Ministries of Women (Jubaland and Southwest)	3
Officials from Ministry of Agriculture (Southwest and Jubaland)	4
Local women's rights organizations	1
Bilateral Interviews with beneficiaries	5
Village Chief	1
Total	22

Focus Group Discussions: FGDs were conducted with key project stakeholders at community level. These FGDs explored the impact of the project and achievement of project activities based on key project outputs, as well as gather feedback on the project's approach and activities to inform key lessons learned. Each FGD comprised of 8 participants sampled purposively to ensure a variety of participants according to their gender, age groups and participated activities are reached who engaged with key aspects of the project. A total of 6 FGDs were conducted.

The evaluators ensured inclusivity when selecting FGD participants so as to guarantee a diversity in age, gender, displacement status (IDP, host community and returnees) and activities that beneficiaries participated in during the implementation. For the FGDs, 42% of the participants were IDPs, 36% host community and 23% from the returnees. The evaluators worked closely with the partners during the selection of the FGD participants to ensure a decent diversity of the groups. Another important consideration for inclusivity was to include women with disabilities (3% of the FGD participants were PwDs) and other marginalized groups given that the project targeted them. Getting responses from a wide range of categories that benefited from the project helped acquire different perspectives regarding the success of the project.

FGD Sample	
Participant Type	Number of FGDs
Participants targeted in multi-media advocacy and community outreach activities	1
Traditional Elders and Religious leaders	1
Village Savings and Loan Associations (VSLAs)	2
ToTs that were trained in entrepreneurship and business development	2
Total	6

2.2.2. Data analysis

Content analysis was used to analyze data collected for this evaluation. In this regard, data was recorded, transcribed and coded to identify recurrent themes from opinions and experiences expressed during the KIIs and FDGs. Data analysis entailed making notes of the transcripts, categorizing contents and linking

categories to summarize findings into themes. This information was used and interpreted in view of the evaluation objectives to make a conclusion about whether the intervention achieved its intended results, documented lessons learned, best practices and made recommendations.

2.3. Limitations

Prior to the data collection phase in the field, a certain number of risks and limitations had been identified as potentially hindering a smooth evaluation process. In a nutshell, these comprised insecurity or a spike of the Covid19 pandemic, difficulties in reaching out to targeted IDPs or respondent information bias, or difficulties in accessing endline reporting data. While security concerns ended up affecting the evaluation process throughout the month of April, these limitations disappeared as of early May. Thereafter, however, some unforeseen internal delays cropped up in the organization of the field trips for data collection. Signing a no cost extension allowed to circumvent the potentially negative impact of the related incurred delay. Finally, the field visits took place as of mid-June without major restrictions in terms of the quantity and quality of interviews carried out in the field.

Chiefly to be mentioned among indirect limiting factors is the short actual implementation period of the programme (some 4.5 months only for CSA and VSLA-related activities carried out by CARE) which made it impossible for the evaluators to gauge to what extent (a.) the expected skills transfer achieved through the various interventions had a provable transformational long(er) term effect resulting in sustainable results (for instance, in the practical application of CSA course contents, mid- to long-term effects of the existence of the VSLA mechanism etc.) ; and (b.) whether, and to what extent, the effects were as harmoniously interrelated and articulated as initially foreseen by the theoretical programme design of what was conceived as an integrated nexus package.

Due to the short implementation cycle and possibly also capacity limitations, the foreseen outcome and impact level indicators could not be informed. This evaluation could not collect statistically relevant samples to measure outcome and objective level indicators based on the interviews with stakeholders. Informing these indicators would have required a census or representative sample style exercise that was to be covered by the initially foreseen data sources (means of verifications as per the Prodoc's results framework and M&E plan) In spite of the absence of such higher level data, the picture that emerges from the triangulation of the available data (including output level monitoring data and related progress levels gauged, anecdotal data and perceptions from KIIs and FGDs etc.) implies that project is quite likely to be progressing against all set outcome and the so-called "objective" (i.e., impact level) milestones. Quite possibly, it has already reached a good number of the outcome level indicators' set target values.

2.4. Quality Assurance, Ethical Considerations, Gender and Human Rights in the Evaluation Process

Quality assurance measures included systematic cross-checking and triangulation of data. Gender and human rights concerns were covered by a specific sub-set of questions specifically geared towards these dimensions. Moreover, the vast majority of informants were female, especially at the field level. LNOB concerns were not only covered through related questions as part of the aforementioned module of specific questions, but related concerns were also reflected in the selection of the informants.

In general, the evaluation adhered to a specific set of ethical obligations and rules of conduct during interviews and FGD facilitation, and the interaction with beneficiaries throughout data collection, data management, storage and usage. Strategies deployed to protect the informants included the following:

- Participation was based on informed consent which entailed providing the participants with information about the evaluation and its approach and their (anonymous) role in the assessment.
- During the preparatory phase, data collection tools were tested on a group of participants who were informed about the purpose of the process, asked whether they would be willing to voluntarily participate and given the possibility to opt out, prior to the actual testing.
- During actual data collection, the participants were assured of the confidentiality of all data collected from them and further that the data would be used exclusively for the research process. The principle of anonymity was also clearly stated in the introductory section of all tools and was clearly read to the participants prior to interviews and/or FGDs.
- The interactions between the interviewers and the participants as well as among the participants themselves were governed by mutual respect and trust. The interviewer established a good rapport with the participants and ensured that nobody's idea could be deemed as being "wrong" thereby ensuring that every participant would attentively listen to others when expressing their respective point of view.
- Safeguards to ensure confidentiality during data processing and reporting included refraining from attributing specific statements to particular participants. Special care was taken so as to prevent any specific information garnered from KIIs of FGDs being traced back to specific individuals.

3. Findings of the Evaluation

3.1.Relevance

This section discusses the relevance of LEAP project to needs of women and marginalized groups, how the intervention was aligned with national policies, priorities and other relevant normative frameworks for GEWE, the relevance of the partnership and the relevance of the ToC. The relevance section answers the following KEQs:

- Was the choice of partners most relevant to the situation of refugee women and marginalized groups in the program operational areas?
- Was the program aligned with national policies, priorities and other relevant normative frameworks for GEWE?
- Was the choice of interventions most relevant to the situation in the target thematic areas?
- Did interventions target the underlying causes of gender inequality?
- Was the technical design of the program including the ToC relevant?
- Did the intervention target the underlying causes of gender inequality?

3.1.1. Relevance to the Needs of Beneficiaries

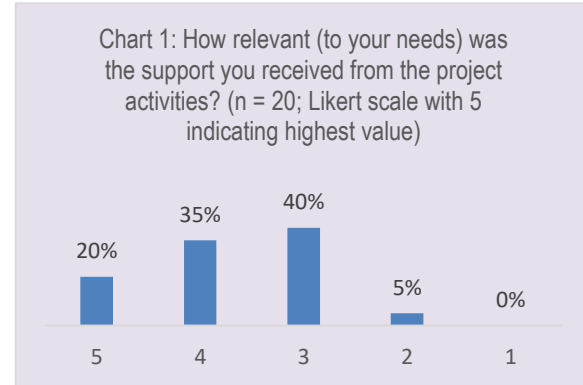
The LEAP project responded to the needs and priorities of beneficiaries who were the most vulnerable category of people in the refugee and host community in target locations. It addressed women's and girls' needs for economic empowerment, protection from SGBV and representation in decision making. This also included creating outreach programs to reach the most influential male counterparts who have a stake in the subject matter. It also strengthened the capacity of duty bearers and humanitarian and peace and security actors to better respond to identified needs through evidence generation by creating knowledge pieces that helped inform project design.

According to interviewed project stakeholders, the LEAP project answered the needs of the target beneficiaries. Though the project was designed at the scale of a small pilot project in terms of the timeframe, it is likely to have produced a positive impact on the livelihoods and resilience of the beneficiaries. This is evidenced by the accessibility of food through selling of cash crops that the project provided as well as the establishment of new businesses. The project was development-based in that the trainings, ToTs, the business support packages, VSLA and the agricultural inputs provided sustainable livelihood support to the beneficiaries.

Beneficiaries of the project's agricultural support offer were asked to what extent the project answered their needs and were asked to rate this support on a Likert scale where 5 denotes very large extent, 4 represents to large extent, 3 to some extent, 2 little extent and 1 very minimal or no effect on their needs. Results show that 55 percent of the beneficiaries mentioned that the support answered their needs to a large extent (20% very large extent and 35% large extent) while 40 percent thought that the project had answered their needs to some extent. This shows that, in general, the project managed to live up to the beneficiaries' needs and expectations.

For those who mentioned that the project only answered their needs to some extent, they specifically criticized the lack of irrigation pumps, tractors for preparing the land, insecticides and limited marketing for their products. Therefore, the report recommends investing into the set of agricultural inputs provided to beneficiaries so as to make it a complete package that can make a larger impact on the lives of the target beneficiaries. (Recommendation 1)

In Kismayo, the agricultural support did not yet produce harvests as the clearing and planning was carried out only recently when the Spring rains commenced, which meant that the crops were still at an early stage of growth and had still not been harvested, at the point of data collection. The recurring droughts due to lack of rains affected the farming activities along the river. Due to the absence of water flowing into the Indian Ocean, salt water from the sea flowed into the riverbed turning the river water salty and thus rendering it unsuitable for farming. When the rains started the river



water changed back to normal making it suitable for farming, yet again, which allowed the farmers to start preparing and planting in May/June 2022.

According to the Ministries of Agriculture and Women and Human Rights Development, the needs related to women's empowerment keep persisting and have actually been growing since the onset of the pandemic. This contrasts with the institutional lack of capacity to provide the necessary services to bridge the structural barriers to gender inequalities. Therefore, the LEAP project's support designed to help them cover some of the needs was much appreciated, even though there is still more support needed which implies the need for a project scale-up in size, scope and duration.

Climate smart agriculture (CSA) and post-harvesting trainings helped improve adaptability to the weather changes and paved the way for climate smart farming. Agricultural inputs and storage facilities received by the supported female farmers contributed to cover their needs.

In Kismayo, some 90% of training beneficiaries owned small scale shops while the remaining percentage borrowed money from VSLA to start their own businesses. Six of the nine FGD participants had benefitted from an entrepreneurship training boosting their management skills:

- 1 woman deals in livestock (goats)
- 1 woman is engaged in cosmetics trade
- 1 woman trades in beverages and juice
- 1 of the female participants sells clothes, utensils, cosmetics and drinks
- 1 female beneficiary owns a hair dressing salon and clothes shop
- 1 woman sells fruits, vegetables and utensils.



Small scale business in Kismayo established thanks to VSLA support

In Baidoa, about 90% of the trainees were also already engaged in business, though only at a small scale. According to the participants, the business skills trainings they attended answered their needs in that they managed to acquire new skills and knowledge related to the below areas:

- Most of the women had been in the business but had not much of an idea about business techniques
- Before the training they mentioned that they were disorganised and not keeping any records, never knowing if they were incurring losses or generating a profit
- The training allowed them to learn how to develop and implement a strategic plan
- They acquired skills about how to start a small business and assess market gaps by closely monitoring market needs and customers' priorities and preferences
- They were taught how to become part of the business community in case their business expands
- They received skills on how to divide their sales benefits into 3 portions: one portion for savings, the second one for reinvesting by replenishing the stock, and a third one for covering private expenses (household or family bills)
- They acquired knowledge about the importance of opening accounts in financial institutions

- The sessions served the purpose of setting up informal communities of practice by introducing women engaged in trading and sales together, so they could exchange insights among themselves
- Exploring potential business locations
- They acquired insight about the significance of advertising and how to go about this
- The trainees received skills related to establishing customer relations and ensuring customer retention.

“Failures common for women in business are due to lack of knowledge and skills and the absence of accounting books. Before this training I had no idea on how to calculate loss or profit and the training helped me learn all business skills. I believe that I have the capacity to expand my business through the skills and knowledge I acquire. If I could have received such a business support package before, I could have produced more and expanded my business and could have supported more women to enter into business so that we are economically empowered to compete with males in all spheres of life including politics.” (Training Beneficiary / Kismayo)

In terms of the relevance of the project to addressing gender inequalities, interview data showed that the beneficiaries as well as institutional stakeholders were of the opinion that the project has contributed to gender equality. Empowering women economically is expected to help them acquire the capacity to advocate for women’s rights. Participants mentioned that for women to be able to actively participate in Somalia’s politics they need financial capacity to render them independent from any support from their respective clan elders, which might or might not be forthcoming (and even if materializing, such support would always be attached to specific conditions potentially curtailing their political manoeuvrability).

“Women can do business just as well as men. However, women do not have the potential to be in politics if they are financially unstable. Increasing the responsibility of women by learning management and leadership is important since in many households we are the bread winners since due to the violence in the country many men have left their homes or perished. We are hoping to receive further investments and benefit from continued training support in the near future.” (Beneficiary / Kismayo)

According to beneficiaries, the VSLA support was relevant to the needs as they learnt new leadership and management skills that help them to operationalize their groups. These VSLAs have a functional structure comprising of a Chairperson, a Deputy, an accountant, a secretary and three key keepers. This type of structure is useful to ensure transparency and accountability.

The VSLA is a voluntary based initiative where members contribute agreed amounts every month. These contributions function as collective savings or equity which is converted into loans. These loans are paid out to any member who will then need to pay back the same amount as borrowed without any added interest.

VSLA members thus take out credits financed by collective contributions and there are no charges on top of these.

For Baidoa, VSLA members contribute \$2 each month per member which means that in total, the 10 VSLAs which each have 25 members raise a total of USD 500 per month (25 x 10 x 2). In Kismayo, the same number of VSLAs with the same size (10 VSLAs with 25 members, each) raise a total of USD 2,500 per month since each member pays USD 10 on a monthly basis. The fact that members in Kismayo can afford to pay contributions five times as high as the ones paid by their peers in Baidoa indicates the level of destitution of the latter region.

It is worthwhile mentioning, though, that VSLA members in Baidoa who are involved in agriculture are saving up to USD 35 per month which shows that the proceeds generated by selling fruits and vegetables are comparatively much higher than what the shopkeepers can set aside. (Comparative figures were not available for Kismayo since the harvest there was still pending during data collection.) This indicates the strong potential for economic empowerment and building resilient livelihoods by engaging in commercial horticulture and growing and selling fruits. It can also be assumed that nutrition wise and in terms of food security the fruit and vegetable farmers are comparatively better off.

In Kismayo, the VSLA lent some members money which they repaid. Some borrowers used to start new businesses while others expanded their existing businesses. The beneficiaries stated that the VLSA is simple to handle and there are no interest rates contrary to the financial institutions that levy an interest in case the usually long and complicated application process is successful and leads to the loan being granted.

3.1.2. Relevance of the Partnerships and coordination

The LEAP project had chosen partners that were relevant to the situation of women and marginalized groups. The two IPs, Care International and Ifrah Foundation have experience, institutional capacity, a rich network of relevant stakeholders in promoting women’s economic empowerment, protection and representation of women and marginalized groups such as refugees, female-headed households, and persons with disabilities in the two target locations. Further, the IPs have the contextual knowledge necessary for defining relevant strategies to achieve the project objectives. The project also contributed to enhancing the IPs’ capacities to integrate gender perspectives into their respective programming and implementation. The roles of the different IPs in the project and the status of the activities they implemented are summarised in table 1:

Table 2: Partners and their activities

Partner	Activities participated	Status of completion
HACOF	Conduct Gender, Climate and Conflict analysis in Somalia and assess opportunities for climate smart agriculture, livelihood opportunities for crisis-affected and at-risk women in select locations in Somalia (10 locations across Somalia).	Completed

CARE	Provide training on climate smart agriculture and supply chain to at least 200 female headed Households who are displaced and affected by crisis in Jubaland and Southwest.	Completed
	Provide 200 women who are displaced, and crisis affected with farming tools to grow and produce sweet potatoes and other climate resilient crops.	Completed
	Support training of 400 rural women farmers on post-harvest handling processes and management of community-based storage facilities. and establish market information networks and teams to promote timely and accurate market knowledge	Completed
	Establish 10 Village Savings and Loan Associations (VSLAs) -21 in Somalia (1 in each village x10 villages with a target outreach of at least 100 members in each VSLA)	Completed
	Provide training for members of VSLAs in Somalia (Jubaland and Southwest States) and Uganda on VSLAs operation and management	Completed
Ministries of Women, Family Affairs and Human Rights of Jubaland and Southwest States	Training of Trainers (ToTs) modules developed, and ToT trainings delivered to 80 trainers on entrepreneurship and business development skills in Jubaland and Southwest.	Completed
	Conduct a Training Needs Assessment through a sample of 600 women micro-entrepreneurs from Jubaland and Southwest States (TNA).	Completed
	Organise training courses for 600 women entrepreneurs on value chain, product development and branding.	Completed
Altai Consulting	Undertake market assessment of micro business opportunities in Jubaland and Southwest States (linked to Output 1.2. and 1.3.)	Completed
Ifrah Foundation	Conduct multi-media advocacy and community outreach activities targeting 2000 women, men, boys, and girls (1000 in Somalia and 1000 in Uganda) to address underlying negative social norms and attitudes that condone gender inequality by promoting the role of men and boys as advocates for GEWE.	Completed
	Engage 100 Traditional Elders and Religious leaders in Somalia to lead 20 community dialogues in IDP, Refugee, Rural and Host Communities settings in Jubaland and Southwest States to address negative social norms, stigma, and discrimination to promote engagement of women with disabilities and marginalized in climate smart agriculture and micro businesses.	Completed

3.1.3. Relevance of the Project Design

The project conception and design were appropriate and relevant to UN Women's mandate to contribute to women's engagement in humanitarian, peace, and security efforts in target locations in alignment with international commitments and standards as well as national policies, strategies and frameworks for humanitarian response and gender equality.

LEAP project directly contributed to SDG 5 – ‘Achieve gender equality and empower all women and girls’ and SDG 8 - ‘Promote sustained, inclusive and sustainable economic growth, full productive employment and decent work for all). Furthermore, the project was closely aligned with the Somalia National Development Plan 9, 2020-2024 (NDP); UN Sustainable Development Cooperation Framework 2021-2025 (UNSCF),²⁵ which represents the commitment of the Federal Government of Somalia and the United Nations to work together to achieve peace, stability, and prosperity for all Somalis in support of the National Development Plan-9 and the 2030 Agenda for Sustainable Development Goals.

LEAP is aligned to the UNSCF’s four overarching strategic priorities; namely 1) Inclusive Politics and Reconciliation, 2) Security and Rule of Law, 3) Economic Development, and 4) Social Development. It also supports the institutionalization of the triple nexus (humanitarian, development, and peace interlinkages) through integrating its inclusive peacebuilding, development, and resilience ambitions to help address the chronic vulnerability and structural impediments that obstruct Somalia’s progress in terms of sustainable development (SDGs as pursued via the UNSCF) and implementing the Humanitarian Response Plan whose priorities include protection, recovery and resilience; and the Recovery and Resilience Framework (RRF).²⁶

Additionally, the project was designed in view of contributing to gender responsive stabilization and recovery of conflict affected displaced women and men in Kismayo (Jubaland) and Baidoa (Southwest). The project was designed to directly benefit a total of 3,440 women (mainly IDPs and women at risk in host communities) in Kismayo (Jubaland) and Baidoa (Southwest) in sustaining their livelihoods and resilience as well as establishing Village Savings and Loan Associations (VSLAs).

Besides, the LEAP project was aligned to the respective institutional mandates of the ministries of Agriculture and Women’s Development in that the ministry of agriculture has policies related to agricultural extension services. The project played an integral role in improving the capacity of the ministry to provide such services. The specific alignments mentioned are:

- National Extension Policy
- State Level Extension Policy
- Ministry’s Strategic Plan which has provisions on production, access to markets, subsidies and institutional capacity building.

Additionally, the project is aligned with the Ministry of Women’s specific policies related to the eradication of GBV and the promotion of women’s economic and political empowerment.

The project also targeted a total of indirect beneficiaries (women, men, youths, women with disabilities and other marginalized groups) who were meant to be reached through media outreach and community dialogue. In addition, the project was designed to help in generating empirical evidence through a research study that assessed existing business opportunities for women in Jubaland and Southwest States. The project was

²⁵ <https://somalia.un.org/en/96542-un-sustainable-development-cooperation-framework-somalia-2021-2025>

²⁶ http://mop.gov.so/wp-content/uploads/2018/07/Somalia-RRF-Summary-Report_final_layout6July2018-2.pdf

designed to enhance women's capacity in supply chain design and management, as well as business development.

Interviews with key stakeholders revealed that the LEAP project has contributed to addressing gender inequalities in the community. According to them, empowering women economically will help them in acquiring the capacity to advocate for women's rights. Participants mentioned that financial independence would allow them to actively participate in politics at the community level and beyond.

Besides, the engagement of men in community outreach campaigns, especially elders and religious leaders, who are the decision-makers in Somali communities, helped change male perceptions towards thematic areas related to gender inequalities like decision-making in the family, SGBV and the right to participate in politics.

"Ministry of Agriculture (Jubaland) provides services to farmers by distributing agricultural lands, helping farmers advise meteorologically by giving early warnings on weather changes and patterns and giving them trainings on good agricultural practices. LEAP project capacitated the ministry in providing services to the people we serve" (Abdi Shukri; Ministry of Agriculture, Jubaland)

The evaluation found out that the project was based on the identification of priority needs in close consultation with the line ministries as well as the utilization of the studies that were conducted before project implementation. The project carried out two studies which helped inform project design:

- Market assessment of micro business opportunities for women in internally displaced and host communities in the Jubaland and south-west state, Somalia which was conducted by Altai Consulting
- Gender, Climate and Conflict Analysis in Somalia and Assessment of Opportunities for Climate Agriculture and Livelihood Opportunities for Crisis-affected and At-risk Women in Somalia that was conducted by Horn Africa Consultants Firm (HACOF) in November 2021

The Climate Change-related Smart farming trainings helped the target beneficiaries acquire skills and knowledge by adapting modern farming. It was observed by the supported farmers that traditional farming techniques are laborious and produce less than expected. However, they mentioned that they still need full support providing them with irrigation pumps, insecticides, exposure and more trainings.

3.1.4. Relevance of Theory of Change

The project was founded on the premise that empowering women economically will help contribute to gender equality and as a result, women are likely to ascend to societal leadership roles in the decision-making platforms. Below follows the theory of change (ToC) as presented in the project document.

IF

(1) Relief efforts prioritize the participation, safety and economic wellbeing of women displaced by sudden crises and emergencies

and

if (2) the response promotes positive coping strategies for marginalized women who continue to be affected by protracted crises

THEN

(3) women and girls affected by crisis will play a leadership role and benefit from relief and response efforts;
(4) the knowledge, expertise and capacities of women farmers in marginalized and crises affected communities facing multiple and intersecting forms of discrimination is drawn upon and strengthened

BECAUSE

(5) evidence of best practices and viable options for engaging in productive farming and micro businesses (including location, socio-economic status, disability, available of local resources) are made accessible and disseminated for use by women farmers, micro businesswomen and service providers.

The review of the ToC revealed an imbalance between the positioning and sequential interconnectedness of elements within the three different components of the ToC which are the independent or causal variable (the first of “if” component) and the dependent variable (the effect presented in the “then” component), as well as the explanatory final part (the “because” block) which refers to inputs, entry points to create leverage, and transformative processes. All elements would benefit from a more stringent formulation that would allow to better grasp the actual programmatic approach, thus enhancing the definition of the causal relationship between specific inputs, outputs and outcomes/intended impact. At the same time, the limit(ation)s of the interventions could also be articulated much more clearly. Finally, the ToC would benefit from rearranging the sequential logic of its various building blocks.

Tentatively, the following revised ToC is suggested:

IF

(1) the knowledge, expertise and capacities of women farmers in marginalized and crises affected communities facing multiple and intersecting forms of discrimination is drawn upon and strengthened through relief efforts that prioritize the participation, safety and economic wellbeing of female IDPs and refugees displaced by sudden crises and emergencies, as well as vulnerable host community households; and
(2) evidence of best practices and viable options for engaging in productive farming and micro businesses (including location, socio-economic status, disability, available of local resources) is made accessible and disseminated for use by women farmers, micro businesswomen and service providers;

THEN

(3) there will be a higher likelihood of women and girls affected by complex protracted crises being capacitated to effectively assume decision making and leadership roles and positions and thereby enhance their chances of genuinely and in a sustained fashion, benefitting from interlinked relief and response efforts;

BECAUSE

(5) such an integrated sustained programmatic humanitarian/development/peace and security triple nexus response promotes positive and resilient coping strategies for marginalized women that otherwise would continue to be the most seriously affected by protracted complex crises.

3.2. Effectiveness

The effectiveness section covers achievement of outcomes, outputs and activities in relation to the objective, how the project enhanced well-being of marginalized groups of the society, the extent LEAP project established access to services and assets to women and how the project enhanced knowledge, the effectiveness of the partnership the project established and capacities of target beneficiaries as well as hindering factors to achieving the planned outcomes.

Effectiveness answered the following questions:

- To what extent has the programme achieved its planned outcome, outputs and activities and contributed to its overall goals and objectives?
- Were there any unintended, (positive or negative), effects of the interventions on women, men and institutions?
- How has the intervention affected the well-being of the marginalized groups such as persons living with disabilities, IDPs, minorities and crisis affected women and girls in Baidoa and Kismayo?
- To what extent have settlements and spaces established for women to access services, assets and protection served as empowerment and leadership hubs, and to what extent have they addressed gender-specific structural barriers rooted in prevailing social norms and attitudes?
- Did the project achieve the planned results, particularly in view of enhancing beneficiaries' knowledge and capacities?
- What were the programme's main enabling and hindering factors to achieving planned outcomes and what actions need to be taken to overcome any barriers that limit required progress?

3.2.1. Achievement of Objectives²⁷

The LEAP project's overall goal was to empower women and girl refugees, IDPs and their communities to mitigate the impact of multiple crises on their livelihoods, exposure to gender-based violence, and their decision-making capacities.

The project had three so-called "Objective indicators" as top level, acme indicators that can be likened to impact or overall programme level indicators transcending specific technical outcome indicators for the two programmatic pillars. These indicators were:

- *Percentage Change in annual income of the targeted beneficiaries (target: 100%)*
- *Proportion of targeted women that are in leadership positions within the refugee and IDP camps committees/structures (target: 20%)*
- *Number of GBV cases filed/reported (target: 1,000 cases)*

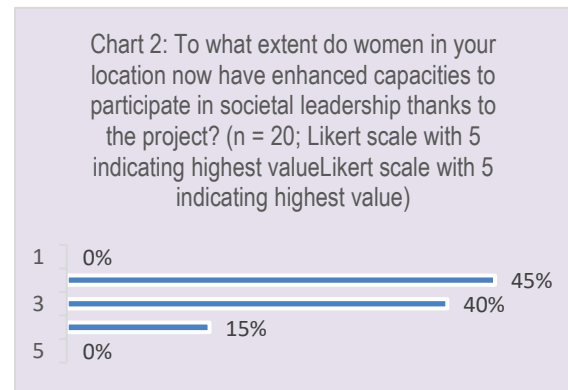
Whereas the evaluation did not find any data on the abovementioned high-level indicators in UN Women's monitoring report nor in the final narrative report, data collected on the ground allows to deduce the interventions' effect on income, gains in the political arena within the camps, and the impact on GBV.

²⁷ For detailed comments and suggestions on Monitoring and Evaluation see Annex 7.2.

Empowering women economically is a significant achievement attributed to the project in the targeted locations. This was realized through establishment of VSLA approach in 40 villages that created a platform for inculcating positive financial practices and consequently improving household economic incomes. The impact of these VSLAs is visible in that some of the members have established their own business from the loan that they received from the group while others have expanded their business. Saving culture has also prevented them from sliding into bad debts that severe the scare household income. Additionally, the approach developed strong relationship among members of the same group with collective sense of responsibility leading to establishment of social funds to help group members in times of hardship.

Based on interviews with beneficiaries in agriculture, the project helped them recover from the shocks related to the absence of rain and the lack of support. In Baidoa, harvests had taken place just prior to the evaluation exercise whereas farmers in Kismayo had not yet harvested their crops at the moment of the evaluation's presence on the ground for data collection purposes. Hence, change of income could not be established. Knowledge on entrepreneurship, conflict resolution and leadership supported the target beneficiaries in establishing key linkage structures as well as better decision making to improve business status of the women-owned small and macro business ventures. The FGD participants indicated significant change in behaviors, perception and attitudes among project beneficiaries in embracing positive and ensuring the safety for the vulnerable groups including women and girls. According to them, women beneficiaries have managed to "find their voices" in community dialogue forums which signifies increasing their level of empowerment in decision making platforms in their community.

According to 85% of the beneficiaries of business skills training sessions, the project has increased their capacity to participate in societal leadership. When probed to give examples of how the project contributed to increase women's leadership, they mentioned the management and leadership training they attended which helped them acquire relevant skills. Some interviewees stated that thanks to improved or newly acquired leadership skills they collectively benefit in the management of their VSLAs where they have leadership and management structures comprising of a Chairperson, a Deputy, an accountant, a secretary and three key keepers which is useful for transparency and accountability. Another important aspect of leadership to mention is the conflict resolution skills they acquired and their engagement with their husbands in case conflicts arise within the family. According to traditional elders and religious leaders engaged to address negative social norms and promote women with disabilities' participation in agriculture and micro-businesses, the activities were relevant and helped them gain a better understanding of human rights.



For the objective indicator related to GBV cases, again, there was no data available. However, according to LEAP project VSLA and agriculture beneficiaries, the project improved their protection against GBV. According to them, economic vulnerability of women heightens the risk of them falling victim to GBV whereas economically empowered well-trained female entrepreneurs tend to be at much lower risk since they have increased awareness of the threats related to GBV, have a better grasp of legal and non-legal recourses including mitigatory measures, and are in general less exposed. Gender-based violence awareness sessions helped improve the knowledge of harmful cultural practices such as SGBV, FGM and early marriage for the targeted members of the community. Approaches used included capacity strengthening training for various community groups, communitywide awareness campaigns as well as mass media advocacy. These

platforms were utilized to contribute to change in harmful deeply held cultural beliefs so as to enlighten the society against GBV and other harmful scourges that affect women and girls.

3.2.2. Achievement of Outcomes and Outputs

All project outputs were achieved with UN Women contribution, however, specific and measurable achievements at outcome level could not be assessed due to the lack of outcome indicator data. LEAP project had two outcomes:

Outcome 1: Positive coping mechanisms and sustainable economic activities are promoted for refugee and IDP women with the below indicators:

Outcome 2: Refugee and IDP women including those from host communities lead and participate in decision making and social cohesion.

Though this evaluation did not collect statistically relevant samples to measure outcome and objective level indicators based on the interviews with stakeholders, the project seems to have reached the targeted milestones. Due to the short implementation cycle and possibly also capacity limitations, the foreseen outcome indicators could not be informed. In terms of performance against higher level indicators the only evidence available is qualitative anecdotal evidence. In terms of quantitative data, a potential proxy for transformative change is the estimated number of pledges to abstain from committing harmful traditional practices in the future (according to the Ifrah Foundation, about 60% of sensitization session participants in Kismayo and about 40% of participants in Baidoa).

The table below summarises outcome indicators and their status based on the qualitative data collected.

Table 3: Outcome indicators

Results	Indicators	Target	Achievement	Comments
Outcome 1: Positive coping mechanisms and sustainable economic activities are promoted for refugee and IDP women	Average amount of monthly savings by members in VSLAs or those engaged in livelihoods	\$40 USD	\$35 USD	This is only for Baidoa beneficiaries where crops have been harvested
	Number of women and girls using climate smart agriculture technologies promoted by the project	800	800	This seems to be an output indicator
	Proportion of women who are accessing livelihood and engaging in business opportunities as a result of the project in the target districts	10%		FGD participants under women trained in entrepreneurship and business development and VSLAs were 36 women. 26 out of

				this were engaged in business
Outcome 2: Refugee and IDP women including those from host communities lead and participate in decision making and social cohesion.	Percentage of targeted women accessing protection services from GBV and other harmful practices	70%		No available data
	Number of men, boys, women and girls, who disagree with negative gender norms and harmful practices in their communities	1100	1100	This seems to be an output indicator

The project output indicator targets were all achieved with one of them exceeding the target. Progress made per output is shown in the table below. In terms of data quality control, spot checking was carried out. For example, on-site verification was carried out to ascertain the existence of the VSLA established by the project. This was cross-checked by checking on the existence of beneficiary lists of supported women farmers at the ministry of agriculture (Southwest) which were then also used for selecting interviewees. In addition, in situ visual confirmation was collected to verify that women did actually carry out farming activities, including by using the farming equipment provided by the project.

Table 4: Output indicators

Output indicator	Baseline (point of departure)	Set final target (at project end)	Actual absolute progress reached by project end	Relative achievement (in % of set target)
Number of women who benefited from the business entrepreneurship and management training	0	680	680	100%
Number of women trained in the use of CSA technologies including the use of water harvesting techniques, drip irrigation, and supply chain	0	200	200	100%
Number of women provided with farming tools such as hand cultivator, crowbar, seeds, etc.	0	200	200	100%
Number of rural women farmers trained on post-harvest handling processes	0	1080	TBC	TBC
Number of ToTs that developed skills and knowledge in entrepreneurship and business development	0	80	80	100%

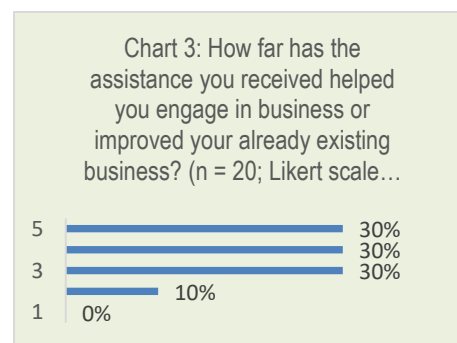
Number of women enrolled and trained in entrepreneurship and business skills	0	600	600	100%
Number of VSLAs established	0	20	20	100%
Number of women trained in VSLA operation and management	0	1000	1000	100%
Number of women, men, boys, and girls reached through advocacy campaigns undertaken at the community level on ending SGBV and supporting women's leadership.	0	1100	1100	100%
Number of traditional elders and religious leaders engaged to address negative social norms and promote women with disabilities participation in agriculture and micro-businesses.	0	100	100	100%
Number of women organizations providing services and referrals to SGBV survivors.	0	60	63	105%

According to beneficiaries, LEAP project enhanced the capacity of women by enhancing their well-being. Specifically, the agricultural support helped them improve their livelihoods. According to female farmers, they were about to cease farming due to the failures of the rains and the lack of resources (inputs) to continue farming before LEAP project came to save them. According to interviews, the project helped marginalized groups of the community including and crisis affected women/girls, persons living with disabilities, IDPs, minorities women in Baidoa and Kismayo.

“It is true that we have PwDs, minority, returnees and IDPs in our VSLA groups. As an organization, we want to ensure women are economically empowered as they have taken the roles of men in fending for their families and themselves” Fatuma Ketella, Wamo Women Organization (Kismayo)

The business and CSA trainings helped the beneficiaries access services, assets and protection services served as empowerment and leadership parameters for women though there is no evidence collected that shows increment in women leadership while the engagement of elders and religious leaders helped address gender-specific structural barriers rooted in prevailing social norms and attitudes by changing their perception towards GEWE. The different programmatic activities helped enhance beneficiaries’ knowledge and capacities which will pave the way for women empowerment and through such continued initiatives, Somali society will understand the significance of GEWE.

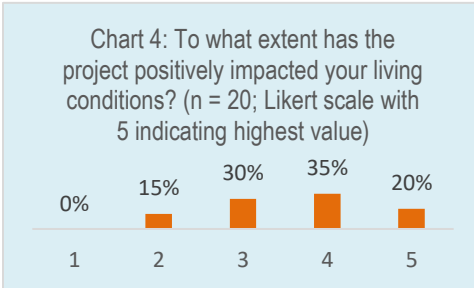
According to 90% of the beneficiaries of agricultural support in Baidoa, the support they received helped them either engage in business or improved their existing



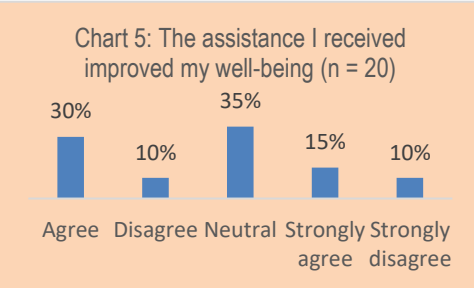
business. All the farmers have their own farms and were already involved in business and the support improved their livelihood as well.

According to beneficiaries under VSLA and agriculture, the project improved their protection against GBV. Even though they did not provide any specific examples, they said that economic vulnerability of women heightens the risk of them falling victim to GBV whereas economically empowered well-trained female entrepreneurs tend to be at much lower risk since they have increased awareness of the threats related to GBV, have a better grasp of legal and non-legal recourses including mitigatory measures, and are in general less exposed thanks to the “empowered” and thus less vulnerable image they are projecting.

When beneficiaries were asked to what extent the project impacted their living conditions, 85 percent of interviewees said the project impacted them positively (4 of 20 attributed the highest value of 5 on the Likert scale meaning they had experienced a very strong positive effect, whereas 7 attributed a value of 4 and 6 a value of 3) which depicts the relevance of the project in answering the needs of the targeted people.

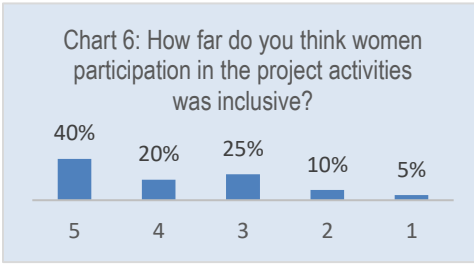


Furthermore, 45 percent of the interviewed beneficiaries agreed that the LEAP project helped them to improve their well-being (15% very strongly agreed and 30% strongly agreed). It is worth mentioning that women who received the agricultural support have improved livelihood and well-being as they use the benefits generated from their sales in fulfilling their needs.



Lastly, according to beneficiaries interviewed in the field, the project activities helped them to increase their capacity to participate in societal decision-making platforms. They mentioned the agricultural support and the business skills as well the management and leadership trainings as relevant and necessary platforms.

In terms of inclusivity, results show that 85 percent of the participants reported inclusivity in the project and that persons with disabilities (PwDs), returnees and the host community were targeted in project activities in the project locations. However, out of sustainability concerns, agricultural support measures targeted only those who were already engaged in farming activities or owned farmland.



The community sensitization measures reached different fora including teachers, elders, religious leaders as well as security sector service providers such as court staff etc. All these groups got on board the campaign and played a meaningful role in disseminating the messages put forward with over 380 people committing to becoming advocates through publicly declaring that they will become an ambassador for gender equality and women’s protection from violence. In Kismayo and Baidoa, respectively, eight discussion groups were set up to discuss the topic of negative social norms. The groups were each led by a community leader. In total, 124 community participants and 16 leaders pledged to committing to change about early unforced marriage, FGM, SGBV etc. This included new arrivals from AS-controlled areas where they had never received any sensitization on these issues. Also, over 20,000 people were reached via media (FM radio programmes and

TV, as well as social media and tools such as Facebook and Twitter). The communication campaign even reached the Somali diaspora outside the country. Community leaders as well as women and young school girls would speak out openly against harmful traditional practices through these channels making many of them role models for positive transformation. The outspokenness of these front-line fighters against harmful traditional practices also encouraged women to aspire to becoming decision-making leaders to participate in, and reach leadership positions on, platforms in host communities and IDP-related relevant decision-making bodies.

Although beneficiaries and stakeholders stated that the LEAP project was an overall success in terms of improving livelihoods and providing skills in agriculture and business, some beneficiaries also said that there was no formal instance to which they could address their complaints or provide feedback on the project apart from day-to-day interactions with the project implementation team. UN Women could use or strengthen the partners' channels to improve the project's general accountability vis-à-vis the affected population. CFMs are designed to improve Accountability to Affected Populations (AAP) and its primary objectives are to increase the influence of affected communities on programmes, thereby ensuring that incidences of dissatisfaction with the service provided are addressed, thus improving programme quality.

3.2.3. Enabling and Hindering Factors to Results

The experience of IPs and their necessary skills, knowledge and capacities needed to deliver the project was the main contributing factor to successful project implementation. Agricultural trainings were linked with income generation through CARE international's expertise in matters of women's economic empowerment in fragile contexts. Therefore, the choice of partners played a role in the successful implementation of the project. Another enabling factor were the deployment of inclusive approaches which benefited the whole community including women, girls, men, boys, elders, religious leaders, youth and marginalized members of the community (for example PwDs) as well as both IDPs, returned and host community.

The Ifrah Foundation formed Community Discussion Leaders (CDL) that comprised of youth, teachers, traditional birth attendants, religious leaders and women to conduct awareness sessions on areas of Human Rights, FGM, GBV and gender equality. This approach ensured that all stakeholders of the community are engaged in the matters affecting women,

The effective coordination and engagement of the government (Jubaland and Southwest) proved to be an enabling factor in the realization of the project results. The government played an oversight role and ensured an inclusive selection of beneficiaries.

The main factors hindering achievement of project results relate to the limited project timeframe, the presence or recurrent nature of drought and the increased salinity of the Juba river that resulted in a delayed onset of the planting seasons. The negative impact of COVID-19 outbreaks also need to be added to this list. COVID-19 pandemic has exacerbated the vulnerability of women in small-scale business, reducing their income and destroying many related livelihoods. During the pandemic, the obstacles to women's entrepreneurial success included a reduced volume of monetary remittances, a lack of support from the government, poor access to finance and reduced volumes of sales due to the pandemic (38.9 per cent).

According to the partners and the government officials interviewed, the project implementation period was not adequate to allow for ensuring adequate quality regarding the completion of project activities, learning and adaptation. They mentioned that project activities started in November 2021 and ended in March 2022. The project's active implementation duration was 4 months and informants noted that this time was insufficient for IPs to set up the project, identify beneficiaries, deliver activities and reports. Even though all the planned activities were implemented according to the implementing partners on the ground the extremely short timeframe for implementation put a lot of pressure on them. This resulted in a "last minute rush" to complete the activities on time, starting right from the process of selecting the beneficiaries as part of the project ramp-up phase at the very beginning of project implementation.

The situation of COVID-19 impacted the activities adversely in that regular meeting and gathering of large number of people was not possible. Furthermore, the Juba River dried up during drought and the Indian Ocean flowed into the river temporarily increasing its salinity which rendered it unsuitable for farming. This delayed the preparation of the farms. Incidentally, farmers have only recently started growing crops after Gu' rains started falling, even though it must be noted that the rainfall was subpar and not meeting expectations. Since farmers in Kismayo only started their farming activities after project closure this makes it difficult to capture the impact of the agricultural support to 100 women. The situation is slightly different in Baidoa as the farmers there depend on the Isha waterfall and the rains for their farming. While the drought affects Baidoa as well, the farmers there are not having to cope with the challenge of farm land being exposed to the ocean water's salinity as is the case around Kismayo.

3.2.4. Effectiveness in Partnerships

The LEAP project contributed to encouraging stakeholders to collaborate and collectively leverage each other's' expertise for the benefit of women and girls in the target locations. Care International worked with the Ministries of Agriculture and Women in selecting beneficiaries and setting up VSLAs while the Ifrah Foundation coordinated with the Ministries of Women in carrying out the advocacy and media outreach activities.

The HDP nexus design required a partnership between entities that have experience in the areas of development, recovery, resilience and humanitarian support. The project has components that directly or at least indirectly speak to the issues of livelihoods, food security and GBV in a comprehensive and simultaneous fashion, which also ensures that it generates a peace dividend.

Ideally, the present HDP design would enable UN Women to tap both into development funds and peacebuilding funding; as well as, importantly, the humanitarian basket which is, comparatively speaking, by far the most important of these three sources. It is known that investing into prevention via recovery and resilient development pays off handsomely in that it allows to save tremendous sums of money that otherwise would need to be spent on reducing and mitigating conflict and humanitarian crises.²⁸ While a separate

²⁸ Recent research shows that the average return on investments in preparing for emergencies is at least 2:1, with some significant investments yielding as high as a savings ratio of 7:1. In addition, preparedness also saves precious time. Analyses based on simulations and historical empirical evidence indicate that up to six weeks' worth of time can be shaved off from the on-set of robust disaster response which amounts to countless lives being saved, further damage to infrastructure and the economy being avoided and overall short- to long-term negative fall-out from crises including but not limited to direct human suffering being substantively reduced (sources: a) Financing Preparedness – World Humanitarian

econometric study would be needed to identify the exact cost benefit ratio of the LEAP investments into building household resilience through capacity building, ensuring access to funding, distribution of equipment to support and enable climate smart agriculture, the aforementioned research based evidence points towards positive consequences that can provide elements of response vis-à-vis EQs 1-3 and 6 (results, achievements and intended effects, enabling factors etc.). Engagement and coordination with the government was effective throughout the project's life cycle and according to the officials interviewed, they played a role during oversight as well as an in implementation ensuring an appropriate selection of beneficiaries to maximise the reach of the project in catering to the needs of the most vulnerable and underserved members of the community. However, officials from the ministry of women in Jubaland mentioned that coordination with and between the NGOs could be enhanced. UN Women needs to ensure effective coordination among the partners and with the government to ensure accountability.

Besides, the project established a close working coordination with the key ministries that helped the effective implementation as the line ministries assumed relevant leadership and oversight, implementation, verification and coordination roles to ensure the project accomplished its objective. The engagement of the ministries of agriculture and Women of Jubaland and Southwest States was reported to be effective as they played active roles in the project in terms of selecting beneficiaries, providing trainings and playing an oversight role.

More specifically, the Ministries of Agriculture (in Southwest and Jubaland) trained 200 women on the below topics that were helpful in improving best practises of farming in the Baidoa and Kismayo:

- How to fight crop diseases
- How to maximise the use of water
- Post-harvesting approaches
- Marketing of agricultural products
- Storage of agricultural products
- Resilience
- Climate change Smart farming

According to the key stakeholders, the coordination of partners, UN Women and the government as well as the village chiefs/elders was effective in that there was a joint selection of beneficiaries, as well as the coordination of monitoring activities and the production of regular situation updates. However, some officials from Jubaland's Ministry of Agriculture stated that there was limited field supervision by the IP in project locations during the project implementation. According to the Ministry, the IP visited the sites two times which they say is not sufficient to assess how the project is being implemented. The IP pointed out that the original budget allocation did not allow for more frequent field visits and requested that this be revisited upwards in

Summit, Putting Policy into Practice. The Commitments into Actions Series, OECD 2017 (<https://www.oecd.org/development/humanitarian-donors/docs/financingpreparedness.pdf>); b) The Boston Consulting Group (2015), "UNICEF/WFP Return on Investment for Emergency Preparedness Study", Munich/Brussels; www.unicef.org/publications/files/UNICEF_WFP_Return_on_Investment_for_Emergency_Preparedness_Study.pdf); c) Helpdesk Report, Cost-effectiveness in humanitarian work: preparedness, pre-financing and early action. Iffat Idris, GSDRC, University of Birmingham, 5 October 2018.

case of a potential follow-up programme so as to more adequately reflect and thus pay for the required level of effort in terms of managerial oversight on the part of the IP

3.3.Efficiency

This section discusses fund utilization and management as well as the project management and M&E processes LEAP project utilised to achieve results. This section explicitly answers the following questions:

- What is UN Women’s comparative advantage compared with other UN entities and key partners in delivering on this program?
- To what extent did the interventions add value while avoiding duplication of efforts?
- To what extent did the UN Women management structure support efficiency for implementation and delivery of required results (including Risk and Financial Management)?

3.3.1. Fund Utilization

Overall, the LEAP budget allotted a total of 29.3% for project management costs including staff costs and M&E (regular reporting and the final evaluation). This relatively high percentage can be explained by the high cost of doing business in the context of high insecurity, in Somalia; as well as the pilot nature of the project which prevented the actual volume of beneficiaries to be set at a more considerable scale, which in turn would have had the effect of making the overhead’s relative share shrink to a more modest portion.

Other expenses were as follows: Gender, Climate, Conflict Analysis: 5.86%; CSA and supply chain training & distribution of tools: 33.20%; Market Assessment Report (entrepreneurship opportunities): 7.81%;

Business development needs assessment & ToT: 5.86%; VSLA establishment and trainings: 7.82%; Sensitization (community outreach, advocacy, capacity development): 10.16%. - The analysis of the fund utilization shows that by the end of 2021, almost two thirds (64.8%) of the overall LEAP budget of USD 1,025,100 had been

Year 2021	Year 2022	Total
663,105 USD	360,995 USD	1,024,100 USD
64,8%	35,2%	100%

spent. By March 4th, 50% of available funds had been spent. Overall, the respective share of budget allocations and expenditures is adequate, with the investment into CSA-related capacity building and the procurement of agricultural tools claiming the largest share. Value for money standards were adequately met given that the above activities’ output targets were achieved. The analysis of the fund utilization shows that by the end of 2021, almost two thirds (64.8%) of the overall LEAP budget of USD 1,025,100 had been spent. Value for money standards were adequately met given that the above activities’ output targets were achieved. While the overall budget was sufficient for the general scope of work foreseen by the Prodoc and the set targets as per its results framework. However, the budgetary allocation of 10% reserved for financial administration by the IPs was quite low in view of the level of effort required by them. In addition, the extremely short timeline meant that there was simply not enough time for requesting funds to cover the payment for quite a number of activities.

This meant that IPs had to prefinance considerable portions of their operational budget. The level of reporting requested from the IPs was excessive and actually counterproductive in that it diverted time and energy from actual implementation of activities. The overall LEAP design was crafted in line with the existing offer

(Japanese funds, interest by IPs and relevant State institutions) and the existing demand at the community level and in terms of society, in general. Japan explicitly framed its support as ramp-up seed funding for the first year, with a potential continuation premised on the findings of the project evaluation.

The following overview table shows the detailed overview of the fund absorption or expenditure situation until the end of the calendar year 2021, and the remaining funding that was carried over into the current calendar year. Not surprisingly, it shows that the assessment studies absorbed available funding during the first months of the project implementation, in 2021, whereas the downhill operational tasks as well as operational project management overhead costs were more or less evenly split between 2021 and 2022.

Activity	Expenditure 2021 (in USD)	Carry-over 2022	Total (in USD)
Conduct Gender, Climate, and Conflict analysis in Somalia and assess opportunities for climate-smart agriculture, livelihood opportunities for crisis-affected and at-risk women in select locations in Somalia (10 locations in total)	60,000	0	60,000
Provide training on climate smart agriculture and supply chain to at least 200 female headed Households who are displaced and affected by crisis in Jubaland and South West	60,000	20,000	80,000
Provide 200 women who are displaced, and crisis affected with farming tools to grow and produce sweet potatoes and other climate resilient crops	80,000	80,000	160,000
Organise training courses for 600 women entrepreneurs on value chain, product development and branding	20,000	20,000	40,000
Support training of 400 rural women farmers on post-harvest handling processes and management of community-based storage facilities. and establish market information networks and teams to promote timely and accurate market knowledge	40,000	20,000	60,000
Conduct a Training Needs Assessment through a sample of 600 women micro-entrepreneurs from Jubaland and South West States (TNA)	20,000	0	20,000
Training of Trainers (ToTs) modules developed, and ToT trainings delivered to 80 trainers on entrepreneurship and business development skills in Juba land and South West	40,000	0	40,000
Establish 20 Village Savings and Loan Associations (VSLAs) -(1 in each village x 10 villages per State with a target outreach of at least 100 members in each VSLA)	20,000	20,000	40,000
Provide training for members of VSLAs in Somalia (Jubaland and South West States) and Uganda on VSLAs operation and management	20,000	20,000	40,000
Conduct market assessment, validation workshop for the market assessment report and training for the dissemination of the product to the key stakeholders	33,570	0	33,570
Printing for the Market assessment report	6,430	0	6,430
Undertake a market assessment of micro-business opportunities in Jubaland and southwest States (linked to Outputs 1.2. and 1.3.)	40,000	0	40,000
National Programme specialist (NOC/SC10)	41,500	41,500	83,000
Monitoring, Communication and Reporting Analyst (NOB/SC9)	19,250	57,750	77,000
Project Management Cost	18,361	20,000	38,361
Project Management Cost	317		317
End project evaluation	0	27,745	27,745
Project administrative cost	73,677	0	73,677

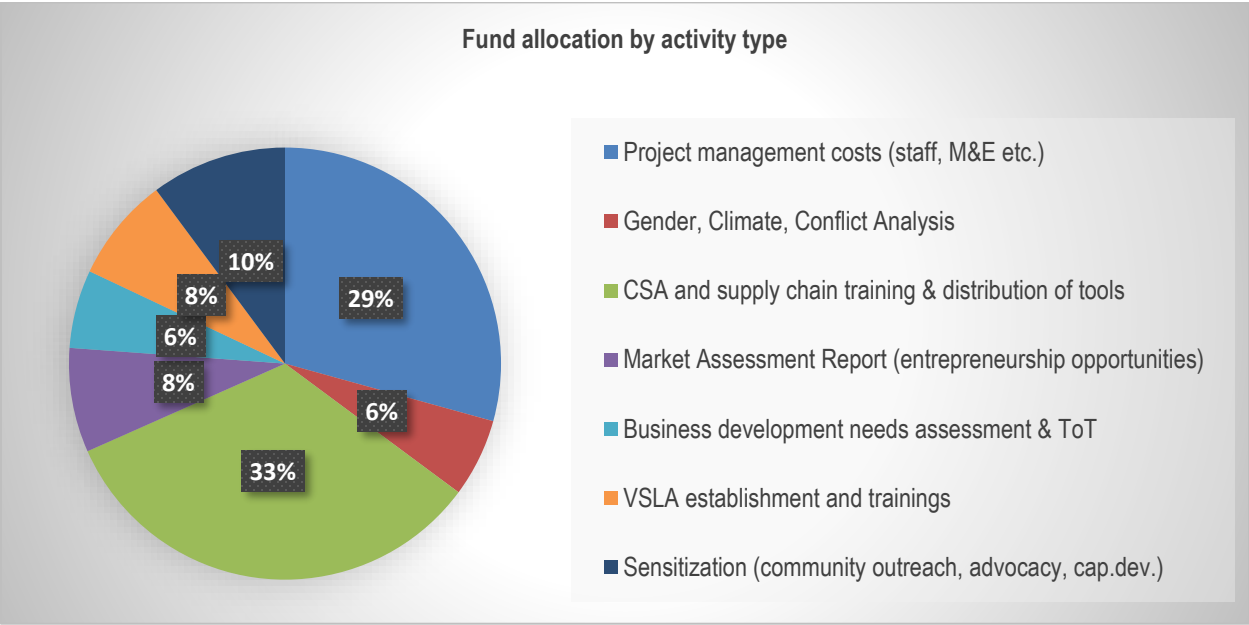
Conduct multi-media advocacy and community outreach activities to address underlying negative social norms and attitudes that condone gender inequality by promoting the role	30,000	10,000	40,000
Engage 100 Traditional Elders and Religious leaders in Somalia to lead 20 community dialogues in IDP, Refugee, Rural, and Host Communities settings in Jubaland and southwest States	20,000	14,000	34,000
Develop training manuals and conduct trainings for 60 women from 40 local women's rights organizations on institutional capacity strengthening and management	20,000	10,000	30,000
Total budget	663,105	360,995	1,024,100

The analysis in terms of the relative share (in percentage figures) yields the following overview:

Activity	Total	%	%
National Programme specialist (NOC/SC10)	83,000.00	8.10	29.30
Monitoring, Communication and Reporting Analyst (NOB/SC9)	77,000.00	7.52	
Project Management Cost	38,361.00	3.75	
Project Management Cost	317.00	0.03	
End project evaluation	27,745.00	2.71	
Project administrative cost	73,677.00	7.19	
Conduct Gender, Climate, and Conflict analysis in Somalia and assess opportunities for climate-smart agriculture, livelihood opportunities for crisis-affected and at-risk women in select locations in Somalia (10 locations across Somalia)	60,000.00	5.86	5.86
Provide training on climate smart agriculture and supply chain to at least 200 female headed Households who are displaced and affected by crisis in Jubaland and South West	80,000.00	7.81	33.20
Provide 200 women who are displaced, and crisis affected with farming tools to grow and produce sweet potatoes and other climate resilient crops	160,000.00	15.62	
Organise training courses for 600 women entrepreneurs on value chain, product development and branding	40,000.00	3.91	
Support training of 400 rural women farmers on post-harvest handling processes and management of community-based storage facilities. and establish market information networks and teams to promote timely and accurate market knowledge	60,000.00	5.86	
Conduct a Training Needs Assessment through a sample of 600 women micro-entrepreneurs from Jubaland and South West States (TNA)	20,000.00	1.95	5.86
Training of Trainers (ToTs) modules developed, and ToT trainings delivered to 80 trainers on entrepreneurship and business development skills in Jubaland and South West	40,000.00	3.91	
Conduct market assessment, validation workshop for the market assessment report and training for the dissemination of the product to the key stakeholders	33,570.00	3.28	7.81
Printing for the Market assessment report	6,430.00	0.63	
Undertake a market assessment of micro-business opportunities in Jubaland and southwest States (linked to Outputs 1.2. and 1.3.)	40,000.00	3.91	

Establish 10 Village Savings and Loan Associations (VSLAs) -(1 in each village x10 villages with a target outreach of at least 100 members in each VSLA)	40,000.00	3.91	7.82
Provide training for members of VSLAs in Somalia (Jubaland and South West States) and Uganda on VSLAs operation and management	40,000.00	3.91	
Conduct multi-media advocacy and community outreach activities to address underlying negative social norms and attitudes that condone gender inequality by promoting the role	40,000.00	3.91	10.16
Engage 100 Traditional Elders and Religious leaders in Somalia to lead 20 community dialogues in IDP, Refugee, Rural, and Host Communities settings in Jubaland and southwest States	34,000.00	3.32	
Develop training manuals and conduct trainings for 60 women from 40 local women's rights organizations on institutional capacity strengthening and management	30,000.00	2.93	
Total budget	1,024,100.00	100.00	100.00

Whereas final expenditure figures for 2022 are still pending, the relative share of allocated funding by broader activity category looks as follows:



3.3.2. Financial Management

The overall budget was deemed sufficient for the general scope of work foreseen by the Prodoc and the set targets as per its results framework. However, the budgetary allocation of 10% reserved for financial administration by the IPs was quite low in view of the level of effort required.

In addition, there was not enough time for requesting funds to cover the payment for quite a number of activities. This meant that IPs had to prefinance considerable portions of their operational budget under the project to then submit the paperwork for reimbursement which induced an additional layer of work during the compressed timeframe reserved for implementation.

Moreover, the level of reporting requested from the IPs followed a standard protocol which was designed in line with the presumption of fairly low standards of administrative capacity that is typical for fairly inexperienced local NGOs. The IPs selected, however, follow high internal standards of due diligence given that they have long-standing track records and have been awarded many high value awards. In this regard, the comparatively heavy administrative burden of reporting might have been excessive and actually counterproductive in misdirecting the focus on back-office chores. Essentially, there was a miscorrelation between reporting demands imposed by UN Women and the IPs' intrinsic administrative capabilities.

3.3.3. Project Management and M&E process

UN Women managed to pull together a multi-country project proposal in a relatively short time span, which indicates a fair amount of efficiency during the project design stage. Using reputable implementing partners on the ground with proven successful experience in the respective operational areas both geographically and thematically allowed to fast track the project design stage as well as the ramp-up phase of actual interventions. Further, it can be expected that additional efficiencies will be generated through a comparative analysis of present evaluation findings from Somalia with the evaluation research study commissioned to evaluate UN Women Uganda's LEAP project.

Should UN Women manage to attract fresh funding from various donors then the original concept of using the seed funding as a catalyst would come to bear. Ensuring programmatic complementarity vis-à-vis the MPTF-funded Sameynta Program (2021-2023) implemented by UN Women alongside FAO, UNEP, UNDP, IOM, UNHABITAT etc. likely generated some synergetic effects in support of IDPs' resilience (especially in Baidoa, due to geographic overlap of respective programmatic intervention areas).

The project document submitted for funding followed a co-design approach sharing the resources between Uganda and Somalia. Whereas the ToC was the same for both countries the design of the result chain differed slightly in that some outputs were designed for one of the two countries, only, with specifically customized activities aligned with the given programme context of UN Women projects and other existing programmes. For instance, the GBV component under the protection-related output included activities under the LEAP Uganda whereas in Somalia such components were not included under LEAP since they were already covered by other existing programmes.

The roll-out of the programme involved two ramp-up assessment studies to underpin the orientation of the interventions. The operational activities for the direct and indirect beneficiaries were preceded by an inclusive targeting exercise that was based on the participatory design of the targeting criteria. UN Women outsourced the implementation of the operational work to two NGOs (CARE and Ifrah Foundation) who worked together with the Ministry of Agriculture and the Ministry of Women's Affairs in Jubaland and the Southwest State.

The project design combined capacity development trainings for women in the areas of financial management and CSA with the provision of agricultural tools, seeds and, in some cases, access to funding through VSLA. This marks a step beyond the conventional approach of offering training without following through with providing the actual tools, seeds, and access to financing. The selected IPs involved entities (NGOs/CSOs and institutions (Ministry of Women, Ministry of Agriculture) that already were or had previously been involved

in the relevant thematic areas of work (CSA, VSLA, sensitization regarding SGBV and FGM etc.) and had a presence on the ground, which provided them with the ability to immediately start implementation with the requisite theoretical insight and the necessary practical know-how and skills. Tools were procured locally to support local businesses but time was too short to always apply state-of-the-art protocols for gender sensitive procurement processes.

UN Women carried out a monthly call between Uganda, Somalia and ESARO to exchange lessons learned, and thereby allow for collective learning. In the interest of upholding the principle of evidence-based programming UN Women Somalia consulted with many different stakeholders from different areas to ensure a sound nexus design. The local communities were also brought on board to frame the project and deliver the sessions. The comparative advantages of IPs were also embraced. For example, the Ifrah Foundation's existing platform "Dear Daughter campaign" (which can be qualified as both an approach and an activity and is funded by UNFPA, originally for work in refugee camps) was blended into the delivery of the LEAP project's sensitization activities and scaled up, which added to the impact of the latter.

In terms of monitoring and reporting, UN Women dispatched its staff a number of times for on-site visits and spot-checking. In general, however, the reporting relied on data collected by Ministry staff, since security-related restrictions prevented more frequent visits by UN staff (which during the project cycle did not have an office present on the ground in the two project locations). This relative lack of accessibility hampered the ability of UN Women to produce or verify their own monitoring data. However, UN Women produced its own endline report by dispatching a national consultant. Likewise, this present report relies on field level observations collected by the independent national consultant who co-authored this study. By and large, in terms of monitoring data, however, UN Women therefore had to rely on data produced by the involved Ministries' respective local staff.

It can be noted that overall, UN Women's management structure and related operational processes enabled a speedy ramp-up of and flexible handling of operational activities. Whereas the project's overall efficiencies (costs per unit of output, administrative overhead, delivery rates, synergies generated through an integrated nexus approach) pass muster they could still be improved through streamlined and an even more holistic programmatic and operational approach along the lines of a One UN triple nexus with minimized red tape and customized local solutions taking into account the idiosyncracies and specificities of the project sites/provinces, while fully tapping into the comparative advantages of the IPs.

3.4. Sustainability

This section discusses the evidence available for the sustainability of project results after completion of this pilot phase by answering the following questions:

- Were the planned interventions contributing to the efforts of other UN entities and international organizations who are implementing similar intervention as well as UN Women's comparative advantage?
- To what extent was capacity of partners developed in order to ensure sustainability of efforts and benefits and what are the measures that have been incorporated to promote sustainability?

- What accountability and oversight systems were established to secure benefits of the intervention for rights holders beyond this intervention?
- What is the potential to scale up existing models to reach larger groups of women?

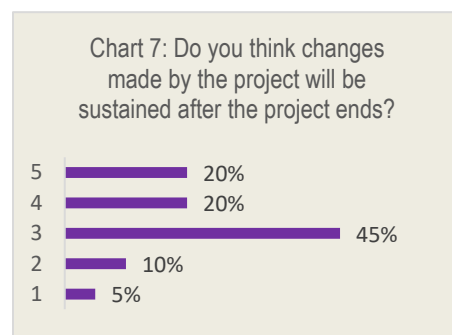
3.4.1. Substantiality of the Results

Findings show that the business trainings, the agricultural support and the establishment of the VSLAs as well as the outreach activities had a positive impact on the lives of the target population, thus ensuring sustainability of the results. According to beneficiaries of agricultural support interventions, the activities' efforts and benefits revealed high levels of project ownership among the beneficiaries since the supported farmers have their own farms which ensured an eager uptake of inputs including a heightened probability of an impactful absorption of training contents. The LEAP project design included gender responsive programming components which benefitted the IPs capacity to ensure the gender mainstreaming of future projects and programmes they will be involved in. The choice of partners who are already involved in the women empowerment ensured their capacity and expertise being utilised. For example, Ifrah Foundation is a champion in Advocacy, Awareness and Community Empowerment against SGBV. Finally, there is evidence that the beneficiaries' capacity to participate in decision making, livelihood activities and access to protection mechanisms have all been improved.

The evaluation report found the below measure that will help sustainability of efforts:

- Selection of farmers that own their plots of agricultural land increases uptake of the training contents and overall programmatic ownership. A similar logic likely applies to business trainings (for women that are already entrepreneurs/show owners).
- The outreach activities had an important impact in view of stopping FGM among some of the females reached which had previously not been sensitized at all or did not know about their rights and possible avenues of recourse or means of preventing SGBVs, or reducing the risk of them being committed.
- The establishment of the VLSAs helped women access financial credit following the collection of membership contributions. This made them avoid getting loans and credit from financial institutions that impose extra charges on the money borrowed. The VSLA enables women raise, save and borrow funds for business purposes. This way women will be able to utilize business skills gained to earn an income.

According to 95 percent of the beneficiaries interviewed, changes made by the project will be sustained after project ends.



"I subjected 3 of my girls to FGM and burning inside. I took an oath that I will never practice the FGM ordeal in my life again. The bleeding, the days girls were confined at home to stop going to school and Madrasa and the future complications during marriage and childbirth haunts me. When I understood the repercussions of the scourge, I stood up for campaigning against it"

3.4.2. Coordination and collaboration with other UN entities and international organizations

The overall LEAP design was crafted in line with the existing offer (Japanese funds, extant programming landscape driven by various institutions, civil society/NGOs, IROs including UNCT member entities, and State institutions) and the existing demand at the community level and in terms of society, in general. The dynamics also included preferences, expectations and longer-term interests of the primary donor (Japan), the Government in the form of key ministries (Women, Agriculture) and regional governments concerned, RO, HQ, the Somalia UNCT and UN Women Somalia.

To ensure a fit within the existing programmatic landscape, UN Women carried out a scan of the existing programme/project environment. This mapping exercise identified a number of related projects such as the MPTF-funded Sameynta Program implemented jointly by UN Women together with other UN agencies (FAO, UNEP, UNDP, IOM, UNHABITAT etc.) during a 3-year programme cycle starting in 2021, to support the resilience of displaced people in Baidoa, Bosaso and Beletweyne. Also, IFAD and FAO had submitted a joint proposal with a focus on CSA, to PBF.

During the project design phase, UN Women leveraged existing knowledge from within the UN by tapping into the expertise and knowledge of other sister agencies, funds and programmes (including UNEP, UNESCO, IFAD, and FAO). During the initial assessment and project design phase UN Women exchanged with these entities about what does and does not work, and the fruitful exchange of information continued throughout the project implementation phase. This positive experience of UNCT-level cooperation and collaboration needs to be further explored if and when considering a follow-up phase.

Japan explicitly framed its support as ramp-up seed funding for the first year, with a potential continuation premised on the findings of the project evaluation. Other potential donors (Germany, UK/FCDO) have already hinted at being potentially interested in supporting a nexus programme. Also, on an international scale, FTPs are coming to realize that the conventional dichotomy between humanitarian work, development work and peace and security requires rethinking, and are increasingly looking at, and expecting, nexus-type programme designs. Therefore, the LEAP programme positions UN Women among the avantgarde of IOs that have already garnered experience in implementing an HDP nexus-type programme.

3.4.3. Project Scale up

Both beneficiaries, partners and government officials unanimously agreed upon the benefits LEAP project have in the target locations. For Ministries of Women and Agriculture (Southwest and Jubaland), they mentioned lack of capacity to provide services as duty bearers, however the project helped them do so. The DG for Ministry of Agriculture (Jubaland) mentions the necessity to provide small machines (oil extracting machines) to those already supported to help them fortify their livelihood.

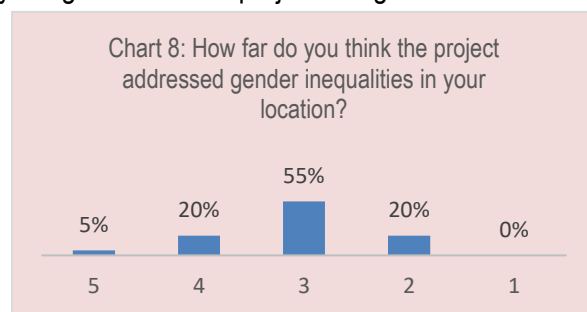
The VSLA proved to be effective in that it has become a lending platform for women. In the future, this can be replicated in other areas, or the same beneficiaries can be supported with business start-up kits or financial support.

Traditional elders and religious leaders form the foundations for decision-making at all spheres of Somali society. Their engagement to educate them on human rights and GEWE is paramount as far as women rights is concerned. There is need for resources mobilization to extend this project to other phases and to reach more community decision-makers. Such interventions can organize national forums where influential elders and religious leaders are invited to address social norms against women.

3.5. Gender Equality and Human Rights

The LEAP project was designed in view of contributing to gender responsive stabilization and recovery of conflict affected displaced women and men in target locations by enhancing women's capacity in supply chain design and management, as well as business development.

According to informants, gender and human rights principles were largely integrated into the project design and implementation. The project was designed to focus on women's empowerment by addressing discriminative gender norms in target locations and promoting women's participation, protection and economic rights. This was in line with the various normative frameworks on GEWE and human rights, including the UNSCR 1325, CEDAW and the Beijing Platform for Action among others.



According to 80% of the beneficiaries interviewed, LEAP project addressed gender inequalities in the society. When probed further, they mentioned that the livelihood support, the trainings and engagement of religious/traditional leaders capacitated them and the community to address gender gaps. Since elders are the most influential decision-makers of the society, their engagement may help them integrate gender equality and human rights concerns in the decision-making platforms or their areas of work. It thus seems reasonably safe to extrapolate that the overwhelming majority of informants were of the opinion that the project has successfully contributed to addressing gender inequalities in the community; and that empowering women economically paves the way for addressing the gaps while the outreach campaigns educated the community members on gender issues like human rights, FGM and GBV. Besides, the LEAP project is seen to have contributed to the capacity of the society to overcome gender inequalities. According to the officials from ministries of women of Jubaland and Southwest, the project has capacitated them to provide services to the communities they serve.

4. Lessons Learned and Good Practices

The evaluation report presents the following *lessons learned* based on the interviews and interactions with key stakeholders of the LEAP project:

The establishment of VSLAs helped women borrow money from the contributions without being charged with any additional fees. This gives members less complicated access to financial assistance and introduces

some leeway in the process of loan re-payment. Some of the members have started new businesses while others expanded their existing ones. This shows that promoting sustainable livelihoods and socio-economic empowerment are key to achieving community resilience and women's status in the community.

The engagement of men, especially the elders and religious leaders, in community outreach campaigns is a good strategy. Therefore, it is a smart and impactful move to invite male gender champions among them to participate in gender quality discussion tables as they are the decision-makers in Somali communities. Male engagement strategies helped change male perceptions towards thematic areas related to gender inequalities.

On the other, related to the above, it can take quite some time to build a rapport with elders and religious leaders, and identify the progressive and not so progressive community leaders. This kind of work does not only fall under the category of ramp up investments but also requires continuous networking and efforts in the sense of curating existing contacts. This needs to be adequately factored in when budgeting IPs' level of efforts since such work tends to be taken for granted and thus not properly costed, even though it is of paramount importance in terms of ensuring proper traction, the overall quality and coverage or reach of the sensitization content.

There is a quite significant relative socioeconomic and even sociocultural distance between Baidoa and Kismayo. Baidoa is comparatively more traditional with stronger patriarchal norms etc. Consequently, finetuning and customizing the messaging and content delivery in function of the local context is required even though the actual tools and the gist of the messages remain the same.

Targeting IDPs, returnees and the host community in project activities facilitated the social integration of IDPs and refugees as well as minority clan members. By targeting beneficiaries with a different "displacement status", the project facilitated the establishment of cross-cutting networks across different population groups among the inhabitants. This contributed to creating a cohesive network and promoted social cohesion including sharing insights and learning from one another.

Giving opportunities to women contributes to addressing gender inequalities as lack of resources and capacity aggravates and widens existing gaps. According to informants, lack of business skills and knowledge are commonplace among, and afflict many businesses run by women; therefore, the entrepreneurship trainings helped them to acquire necessary relevant skills in terms of leadership and management, conflict resolution, tolerance in business, how to assess business opportunities and reintegration.

Limited access to microfinance hampers women's engagement in business. However, the LEAP project has established VSLAs that help members borrow money that can be paid back with no extra charges imposed. Whereas VSLA and CSA interventions applied LNOB-specific targeting, there is a need to double-check if all PwDs at community level were integrated.

It is well understood that the LEAP project was designed as a pilot project and that the time available for implementation was limited. However, due to administrative delays the actual time budget for project

implementation was not one year but actually less than half of that. Following the initial assessments that consumed several months, only 4.5 months remained for actual field level activities at the beneficiary level. The lessons here is that in the future, timelines need to be realistically set taking into consideration the practical needs of operational activities such as ramp-up recruitment of qualified IPs who might then need to launch their own hiring process including of a job advertisement including a deadline for applications, time spent on short-listing, interviewing, on-boarding and orientation on the job, which normally takes many months, already, prior to launching actual beneficiary level activities.

Best practices

The articulation of sensitization work, economic and socio-political (decision making) empowerment with CSA and VSLA interventions made for a complementary package of activities that allowed to adequately address the type of complex issues the most vulnerable among the population are grappling with.

The mobilization of progressive religious authorities from Benadir and the respective wider local region qualifies as best practice in terms of introducing new concepts challenging negative traditional social norms, attitudes, behaviours and customary practices.

The IP Ifrah Foundation added health workers and education staff (teachers, school directors) as multipliers, beyond the elders and religious leaders. In each district they also had support groups among teachers and health staff. They would organize discussion groups and set up an action plan for religious leaders, health providers and education providers. This allowed to more comprehensively address the drivers and consequences of marginalization and impoverishment, by promoting equal opportunities for girls in the educational and health spheres, as well. For instance, girls suddenly no longer attending classes as of a certain age might be the consequence of them being groomed for early (forced) marriage. Similarly, girls not being given proper medical attention if required medical expenses are deprioritized at household level will ultimately prevent them from following through with a prescribed necessary medical treatment and possibly also from attending classes. Under both scenarios, such cases would appear on the radar of sensitized teachers and/or health workers at community level, who would then take action and intervene to prevent any kind of neglect or drop-out.

The practice of public pledging which is an optional part at the end of sensitization sessions potentially qualifies as a best practice. Further proof is needed, though, to ascertain whether these pledges to no longer commit harmful traditional practices (FGM, childhood marriages etc.) are more than a reflection of peer pressure during these public events, and the pledge actually translates into discontinuing and thus, abstaining from further adhering to said practices.

5. Conclusions

As demonstrated by the detailed analysis, the LEAP project's integrated package of interventions was rather successful since the activities carried out by the Implementing Partners in coordination with the line ministries and other bodies concerned, largely produced the expected results. Within the given constraints, and as far as evaluation research was able to establish, in very challenging contexts an overwhelming percentage of

intended beneficiaries were able to put the assistance provided to good use and to, as a minimum, somewhat improve their live(lihood)s.

While in part justified by the pilot character of the LEAP project, the proportion between actual field interventions and overall project effort leaves room for improvement. Considering various dimensions – time, funding, knowledge production and administration - there is a clear imbalance in volume that needs to be addressed before the pilot could be potentially scaled up and rolled out over a much wider area. The effective time spent on preparation and follow-up of the limited field interventions must be assessed as disproportional. The overall funding compared to the real benefits of the target group would also need to be reconsidered. Investments that went into assessment studies and knowledge production will likely not have to be repeated in the next phases. Overly complex and time-consuming administrative procedures including a high frequency of monitoring obligations, while producing the semblance of control and accountability, in effect hinder the field work of the implementing partners in that they absorb time and energy that could be otherwise invested into actual implementation of activities including the very important aspects of networking and coordination between stakeholder groups and entities on the ground (IPs networking and sensitization with religious leaders, teachers, community elders etc.; coordination between NGOs and Ministries; coordination vis-à-vis UN Women etc.).

The obvious current dynamics of global and regional contexts (the fall-out of the Ukraine crisis regarding global food insecurity; related rising energy prices and hyperinflation proving the need to brace for the impact of that specific crisis including the need to invest into local food production; the continuous danger of the Covid-19 pandemic for those not fully vaccinated; climate change effects; political instability of the governance system at the federal level etc.) not only in Somalia but also in other countries all point into the same direction: complex crises are already affecting the most vulnerable populations in many countries on the wider region, and it seems highly unlikely that the situation will improve in the foreseeable future. To the country, at this point it cannot be ruled out that the situation will further worsen over the coming years.

This requires a rethinking of basic traditional assumptions such as discerning between a humanitarian space as distinct from a development context, for example. This, in turn, requires the recognition that agencies are in it for the long haul when it comes to taking up the challenge of addressing this type of increasingly complex as well as increasingly dire situations. The institutional borders between humanitarian and development interventions with their different sets of guiding principles must be overcome. Accordingly, national and political borders – which are not respected by natural catastrophes, pandemics or security and other threats – must also be overcome when designing programmes that are up to the task of providing the needed level of complexity in the response(s) put forward.

Project interventions in fragile and conflict-affected regions and with highly vulnerable populations require longer-term funding, continuous implementation and management support without intervention gaps caused by overall administrative problems; and the support provided must be customized and geared towards the specific needs of local production systems in the affected regions. Sustainability must be a goal for resource mobilization strategies that aim at the provision of uninterrupted flows of aid and assistance to vulnerable populations.

The LEAP project's integrated interventions combine aspects of support to local agrarian production systems by investing into the (wo)man power of the local population including IDPs and refugees through CSA trainings, financial support through VSLAs aiming at economic but also (indirect) political empowerment, fighting negative traditional social norms such as different forms of SGBVs including FGM, early marriage etc. The bundling of such different streams of activities and objectives point in the right direction, already.

However, the functions of field operations must be planned and maintained for longer time horizons than the average duration of projects. Continuity of intervention is of the essence. The ultra-short effective implementation period of the pilot phase's field level interventions which lasted only a little more than four months, whereas it allows to kick start promising trends and processes, is insufficient to induce lasting transformative change. This calls for a sustained programmatic follow-through in the form of a longer-term investment and programmatic commitment.

Specific knowledge production through studies and similar efforts should be subordinated to continuing field operations, not be seen and managed as a precursor to and condition for the required continuation of the aforementioned interventions. The continuity of field interventions should be given priority, and based on this premise, knowledge production needs should be defined. The existing operational knowledge (explicit and implicit) of implementing partners and other agencies in the field should be recognized and valued as should the knowledge of the local population which can usually be put to good use – as can their capacities for self-organization, as the LEAP project has clearly shown.

The simplification of intervention formats is essential if the LEAP approach is to be scaled-up and rolled out. Instead of bureaucratic control through elaborate systems of reporting and controlling and detailed planning down to the last level of operational interventions, implementing partners and other relevant stakeholders should be given some leeway to adapt to local circumstances and not be put into project planning straitjackets. Trust into established and carefully selected implementing partners is a very effective way to reduce complexities, minimize frictions and increase efficiency.

Not all interventions in low-trust environments and challenging contexts will go well. Instead of insisting on 100% performance through overblown planning, monitoring and control procedures, a certain rate of disappointments should be accepted from the outset. The reduction of complexity which will free capacities for effective field work can more than offset partial failures which can in any case not be completely avoided.

The use of new technologies should be furthered. One of the most interesting features is the technology of mobile money that has already proven its viability over the past years (the "MPESA" money transfer that started originally in Kenya, then Tanzania and the general Great Lakes area). Digital information technology allows for new approaches in project funding, crisis prevention, emergency relief and a series of other interventions. A potential project feature that transcends the conventional VSLA approach and that would introduce an additional joint humanitarian/development support to strengthening local resilience among the most vulnerable households, would be direct cash transfers through mobile money systems.

Such mobile money transfers are cheap, easy, effective and reach their destination without intermediaries, reducing the losses of funding. Direct cash transfers ought to be considered to support specifically targeted

vulnerable groups, grassroots groups such as farmer's groups or women's associations and similar organizations, to project implementing agencies, or to the general population (as for instance in pension schemes or universal basic income schemes). Evidence points towards the positive effects of general pension schemes on overall political stability. In assistance schemes in pre- or post-emergency situations, virtual transfers use the modality of so-called "fungible tokens" which are secured by being embedded in a blockchain.²⁹ A showcase example of the effective use of such virtual transfers was the distribution of salaries to sanitary emergency health and community field workers during the West African Ebola crisis in 2014/2015.

Mobile cash transfers have often been more useful than specific equipment, as they increase the agency of the recipients. These transfers are more effective in pre-emergency settings as they increase resilience. The existence of mobile money systems also allows for the transfer of migrants' remittances, one of the crucial factors for the basic welfare of families and especially useful in emergency relief when diasporas can be mobilized.

In cash poor economies and cash strapped environments setting up VLSAs can be a good idea for increasing the self-organization capacities of women and thus contributing to the overall intervention goals. Without seed money and without access to credit their scope and value are, however, greatly reduced. The complex, multiple vector-type crises that are already hitting the continent's vulnerable populations require even broader programmatic responses than go beyond the range of instruments used by LEAP. To be considered first and foremost as additional tools and programmatic entry points of angles of attack to strengthen resilience among the most vulnerable should be food distribution, emergency water distribution (if wells also dry out and well-digging is not sufficient), and/or direct cash transfers (non-refundable credits).

The LEAP project has shown that the envisaged intervention through an adequate field operation can yield positive results and contribute to the improvement of women's lives. The bigger challenge will be to scale up and roll out an improved model to a much wider and very diverse geographical area which is under ever increasing threats. The Triple Nexus Approach in Fragile and Conflict-Affected States in the East African Region shows a possible way forward in this respect. Time will be of the essence and therefore there is need to quickly agree on a modality and programmatic model to build on the LEAP projects merits and fulfil its promises.

It so happens that there is an already existing novel intervention format for a triple nexus programme design and related field operations that was commissioned by ESARO in 2021. The proposed model is still waiting in the side wings but essentially ready to go in the sense of being used for shaping specific Prodocs not only for Somalia but even other countries in the region. The suggested "One-Stop-Shop" could easily build on the best practices and lessons learned of the LEAP pilot phase. The one-stop-shop model could be used as a kind of franchise operation, aggregating different on-going or planned field interventions, as well as streamlining funding and resource mobilizing strategies. The "One-Stop-Shop" model in a nutshell means that you have one intervention in each territory that caters for all the needs of vulnerable groups. It aggregates

²⁹ Fungible tokens or fungible assets are not limited or restricted to serving one specific role but they can fulfill various purposes; for example, they can act as a gateway to decentralized monetary applications or qualify the holder to have certain voting rights. Fungible tokens are entirely exchangeable with each other ("blockchainsimplified.com/blog/understanding-fungible-non-fungible-tokens").

funding and specific interventions under one roof and functions continuously – and thus substitutes the multiple project interventions with their usual lack of coordination and stop and go functioning.

6. Recommendations

The recommendations are formulated from the findings and the insights that were provided by the stakeholders for the improvement of future projects. After the interviews, informants were asked to provide areas of improvements which informed the formulation of the recommendations. This ensured that the below recommendations were formulated in consultation with the stakeholders that were interviewed.

The evaluation report presents the following recommendations which are useful for future programming:

A) Strategic tier:

1. **Continuity of support:** The LEAP project was designed as a pilot and its pertinence and timeliness as well as the results it produced were highly praised by the stakeholders interviewed. This being said, the implementation period was extremely short, and a continuation should be considered. Continued support of the beneficiaries might be achievable by leveraging additional donors or linking up with other similar initiatives so as to mobilize fresh resources to ensure the continuity of the project. Besides, investing into the set of agricultural inputs provided to beneficiaries so as to make it a complete package that can make a larger impact on the lives of the target beneficiaries is recommended.
2. **Programme Expansion:** The LEAP framework was designed to ensure that the rights of women and girls in displacement affected contexts are upheld by ensuring a robust response package addressing the needs of women and girls in humanitarian settings. The uptake of knowledge and skills by women engaged in the project indicates a need to continue with empowerment interventions in the humanitarian space. To tackle the socio-cultural barriers and preconceived myths of women's roles, project interventions require more time than the current project provided. Specific attention should be given to PwD. At the same time, the allotted funding was comparatively limited and thus required a strict selection of beneficiaries, which implies the need to expand the budget volume so that the programmatic impact can be increased.
3. **Showcase the success of the LEAP pilot phase vis-à-vis the donor community in view of fundraising/resource mobilization:** IP stakeholders indicated that a considerable number of donors are aware of the LEAP pilot phase and wondering about the related results. The lessons learned, best practices and conclusions extracted from the LEAP pilot phase should be shared with the wider community of financial and technical partners to attract funding for an immediate continuation and up-scaling of the LEAP pilot and/or ramping up the first generation of the one-stop-shop triple nexus approach. The latter could either be worked into the LEAP design, or it could transcend it in the sense of the LEAP pilot's programme features being folded into the offer of the one-stop-shop format.

B) Tactical or operational tier:

4. **Franchise Approach:** Planning procedures should allow for flexibility on the level of implementation in order to allow adaptation to local conditions and to harness knowledge and experience of IPs and local initiatives in order to increase a faster roll-out. Provide a “franchise package” of a LEAP+ approach building on the one-stop-shop blueprint so that other partners can buy in, adopt and adapt it, or take it over to expand it.
5. **Add specific programme features to fill existing gaps:** There is room for improvement in the project design by adding some innovative programme features such as mobile financial payment services (similar to the Kenyan “MPESA” e-money transfer model). Strengthening the humanitarian angle during the next phase of the project could be achieved by introducing non-conditional cash injections to specific vulnerable groups such as the elderly, and free distribution of drinking water to households etc. Programme offers provided through other channels offered by UN Women or other entities (such as, e.g., legal aid support in cases of SGBV made available through access-to-justice programmes) should be systematically indirectly integrated into the programme offer by adding systematic information about the existence of such services. Relevant referral mechanisms should be set up to bridge the respective programmes.
6. **Provision of financial support for projects and initiatives:** The LEAP project did not provide direct financial support to targeted women to start or expand businesses but established VSLAs that function like a financial institution by lending money repayable within an agreed timeframe. A future project should fund local initiatives by providing seed money for local associations, as well as handing out grants and loans (refundable and non-refundable) to vulnerable groups. Another way to strengthen local VSLAs to be considered would be to tap into potential financial support of VSLA collective funds by private sector corporate sponsors like telecom companies etc. Corporate private sector sponsors like local telecoms or agricultural supply companies etc. might also potentially end up benefitting economically from investing into local communities’ economic empowerment. Another explicit incentive for such funding would be that they could chalk up their financial support as community engagement demonstrating their corporate social responsibility.
7. **Strengthening male buy-in:** Provide more resources to livelihood skills development as a strategy to build economic resilience as well as prevention of SGBV and other violations of women’s rights. This should be accompanied with a male engagement strategy to gain the understanding of male family and community members on women’s economic activities (male gender programme “champions”). It should be stressed here that the project design should ensure that men don’t view the support as being meant to jeopardise or undermine their specific gender role within the Somali society. Besides religious and community leaders, health workers and teachers (male and female) should also be specifically targeted.
8. **Improve M&E system:** The current monitoring and evaluation system should be strengthened by simplifying it considerably. As several IP and other partner organizations will again be involved, all administrative procedures should be pared down to the minimum permissible while still ensuring that the donors’ as well as UN Women’s corporate requirements are met. Partners’ existing proven M&E standards and reporting formats should be accepted and validated as interchangeable. Time and

effort spent on excessive layers of administration should be scaled down and freed up resources (time, money, staff) redirected to concrete field interventions. Outcome and impact level indicators need to be revised. Responsibilities for producing baseline and monitoring data at outcome and impact level need to be clearly assigned and related baseline data needs to be produced prior to any (further) interventions

9. **Establish CFM system:** A Complaint and Feedback Mechanism (commonly referred to as CFM) is a formal mechanism for receiving and responding to peoples' complaints in communities where the UN and INGOs implement programmes. CFMs are designed to improve Accountability to Affected Populations (AAP) and its primary objectives are to increase the influence of affected communities on programmes, thereby ensuring that incidences of dissatisfaction with the service provided are addressed, thus improving programme quality. One of CFM's guiding principles is to actively seek the views of affected populations to improve policy and practice in programming, ensuring that mechanisms are appropriate and robust enough to deal with all possible types of complaints about activities they participated in. It is, therefore, advisable to establish a CFM system where beneficiaries can lodge their complaints or provide feedback.
10. **Community Conversations:** Other UN agencies also use community level sensitization tools and platforms as a tool or mechanism to trigger social change by introducing content or concepts that challenge traditional negative social norms, or to otherwise address critical normative issues. Within specific communities, the SGBV-related sensitization components could be linked to community conversations focusing on the issue of access-to-justice to thereby create synergies.

In view of maximizing the evaluation findings' utility, the following grid lists elements that can be used for UN Women's official management response to the recommendations and related corporate follow-up:

Evaluation Title/year	LEAP in Somalia /2022		
Summary evaluation	of	LEAP-Project interventions were rather successful – the fieldwork by the Implementing Partners in coordination with the line ministries and other bodies concerned, largely produced the expected results. Within the constraints given, in very challenging contexts an overwhelming percentage of intended beneficiaries were able to put the assistance provided to good use and to somewhat improve their lives. Given the explicit nature of the LEAP-Project as a pilot, however, analysis requires a much broader perspective, that takes into account the general set-up and the dynamics of the wider contexts in order to scale up and roll out the triple nexus approach.	
Evaluation recommendation 1:			
<i>Continuity of support</i>			
Key action	Timeframe	Responsible entity	Status
Continue field operation in pilot areas	Immediate continuation of existing LEAP activities; to be phased	UN Women Somalia, Funding Partners and IPs	Pilot phase has been concluded, by now. Interventions could be quickly

	into one-stop-shop approach on a rolling basis should the new triple nexus approach be introduced		taken up again to be continued and/or scaled up.
Evaluation recommendation 2:			
<i>Programme Expansion</i>			
Key action	Timeframe	Responsible entity	Status
Expand intervention coverage, include PwD, but also include broader segments of female population	Could be started along with a continuation of the previous content and/or introduced as a feature of a new, further upgraded project design	UN Women Somalia and ESARO, IPs, local partners	Pending/dependent on continuation of programme or introduction of second generation triple nexus programme
Evaluation recommendation 3:			
<i>Showcase the success of the LEAP pilot phase vis-à-vis the donor community in view of fundraising/resource mobilization</i>			
Key action	Timeframe	Responsible entity	Status
Share LEAP project's evaluation lessons learned, best practices, conclusions and recommendations with wider community to attract donors	July/August 2022	UN Women Somalia and ESARO	Pending approval
Evaluation recommendation 4:			
<i>Franchise Approach</i>			
Key action	Timeframe	Responsible entity	Status
Design LEAP field operations package for roll-out by UN Women IPs and other interested partners in Somalia and elsewhere	2 nd half 2022	UN Women Somalia and ESARO/HQ	Pending
Evaluation recommendation 5:			

Add specific programme features to fill existing gaps

Key action	Timeframe	Responsible entity	Status
Start non-conditional cash transfers and provide free services to vulnerable groups and specific beneficiaries, e.g., water distribution, and aid support, etc.	To be started with new project cycle	IPs, private sector (telecoms and banking institutions), VSLAs	Start in the first year, to be ramped up and rolled out

Evaluation recommendation 6:

Provision of financial support for projects and initiatives

Introduce and strengthen mobile money systems and start non-conditional cash transfers, etc. to provide seed funding for specific groups and their members	To be started with new project cycle	UN Women, IP, Local Partners, Authorities	To be applied and continued
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Evaluation recommendation 7:

Strengthening male buy-in

Key action	Timeframe	Responsible entity	Status
Engage with religious and community leaders, health workers and teachers	Start in the first year, to be continued and rolled out	UN Women, IP, Ministries, Authorities, Partners	To be started with new project cycle

Evaluation recommendation 8:

Improve M&E System

Simplify administrative procedures, recognize partners' standards and formats for M&E	Start in the first year, to be continued and rolled out	UN Women, IP, Local Partners, Ministries, Authorities	To be applied if continuation of LEAP and/or a new HDP triple nexus programme generation
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Evaluation recommendation 9:

Establish CFM system

Key action	Timeframe	Responsible entity	Status
Introduce Complaint and Feedback Mechanism for population	Start in the first year to be continued.	UN Women, IP	Would need to be designed
Evaluation recommendation 10: <i>Community conversations</i>			
Key action	Timeframe	Responsible entity	Status
Use sensitization tools to trigger social change and challenge negative norms	Start in the first year, to be continued	UN Women, IPs, Local Partners	Non-LEAP community conversations are on-going

7. Annexes

7.1.Success Story

“I AM NOW MOTIVATED TO CONTINUE FARMING”-THE STORY OF MARYAN



Maryan Haji Ahmed is a 25-year-old farmer living in Baidoa in Southwest State. She is married with 4 children. Together with her husband she farms a plot of land in Garboda area where water from the Isha waterfall is used for farming.

Her family’s livelihood depends on the proceeds earned from selling the produce of small scale farming. The project support came to their rescue just in time since their situation became when the rainfall patterns changed from a regular to an unpredictable pattern with extended periods of drought. They were actually just about to quit farming because of the poor rains since they

did not know anything about climate smart agricultural approaches and techniques and so simply could not cope with the negative effects of climate change.

Maryan says the Ministry of Agriculture of Southwest came to the rescue by providing her with seeds, inputs and training. According to Maryan, she used to earn 2\$ per day from the sale of her products prior to the

support received through the project. She had no problem in paying back the debt on the loan she had taken out so she could prepare the land since she is now making 4\$ a day

“Before the support, our livelihoods were steadily deteriorating and we were about to quit farming. We could not raise and sustain the children due to poor harvests. There were gaps in expenses and the output from our farms so we used to incur debts every time. The Ministry of Agriculture supported us with seeds and inputs like storage, agricultural tools and a wheelbarrow.”

from the additional, high-quality vegetables and fruits she is now able to produce.

This time, my family is happy we paid back all the debt and managed to double our income from farming thanks to the training, inputs and loan we benefitted from through the project. We received vegetable seeds including for varieties that are the most in demand like tomatoes, pepper, beans, okra, sukuma and other spices. Thanks to all the good Samaritans who helped us

Maryan was very busy serving her loyal customers early in the morning when the interview was conducted. She has a small table in the busy vegetable market of Baidoa where she sells her products. She says her livelihood is improving after receiving the support but requested an extension of the project by providing her with tractors and oil extracting machines which will help her grind sesame and groundnuts so she can also sell oil in the markets in Baidoa and its environs.



Maryan running her small business in the Baidoa vegetable market

7.2. Comments on, and Suggestions for, enhanced project level M&E

The lack of high-level objective and outcome indicator data has been explained in the report. It could, for the purpose of the current evaluation, in part be overcome by extrapolation from the output indicator data and anecdotal evidence.

Here are a few ideas that might be taken into consideration for the eventual scale up and roll out of the LEAP approach.

- The report on: “Gender, Climate and Conflict Analysis in Somalia and Assessment of Opportunities for Climate Agriculture and Livelihood Opportunities for Crisis-affected and At-risk Women in Somalia” is understood as a baseline study in a broader sense. Whereas it does provide a comparative benchmark for different areas of Somalia, based on studying selected districts, it does not determine any specific baseline values for higher level key performance indicators, against which the level and pace of transformative progress and change could be gauged. Therefore, a specific baseline study based on a sample survey or census is still missing and thus recommended, against carefully revised indicators (see further below an improved draft version).
- There was no specific detailed programmed activity attributed to specific actors on the production of specific objective and outcome indicator data. Given the short field intervention time, doing so would have been difficult to realize, logistically, and might not have shown much progress anyhow given since the time elapsed since specific interventions was very likely too short to favour higher level change, anyhow. However, there is need to determine and assign responsibilities for producing data against high-level indicators. A related M&E plan and budget will also need to be introduced..

Conceptual considerations for the future

The definition of “community” is unclear and changes according to context. At times it is used in a specific way, such as IDP community, or host community. At other times it seems to mean the unspecified overall contexts in which beneficiaries are evolving. This latter meaning might be more advantageous because it does not constitute separate communities on the intervention level which might translate into differentiated measures and might not be the best way to reduce tensions between different social groups. This would naturally require that the scope of indicators is not limited to direct beneficiaries, only, but that they are rather pitched at the general community level (i.e., society at large including direct beneficiaries and all others, who would qualify as indirect beneficiaries of project effects affecting all inhabitants, at least indirectly) and only in well defined circumstances applied to sub-groups.

Suggested set of improved high-level indicators

Project’s Overall goal

The LEAP project’s overall goal is to empower women and girl refugees, IDPs and their households to mitigate the impact of multiple crises on their livelihoods, exposure to gender-based violence, and their decision-making capacities.

Objective high-level indicators:

1. *Self-perceived level of resilience of targeted beneficiaries and communities (use intuitively understandable simple scale; annual measure of ability to withstand external shocks and capacity to recover)*
2. *Percentage change in annual income of the targeted beneficiaries (Annual measure of yearly change; design set of proxy indicators such as change in household's assets, consumption patterns (including type, frequency, quantities of food consumed etc.), use of public services requiring monetary contribution or payment (education, health services), given the risk of data bias if relying straightout on reported data which is prone to underreporting)*
3. *Women's self-perception of their decision-making capacities (Annual measure of decisions taken – importance and autonomy)*
4. *Women's perception of security against GBV and similar threats (Annual measure of real and perceived threats against women and girls)*

Project outcomes

Outcome 1: Positive coping mechanisms and sustainable economic activities are promoted for refugee and IDP women.

1. *Number (percentage) of women and girls using climate smart agriculture technologies promoted by the project*
2. *Perceived level of food security and nutrition (Annual measure of regularity, quality, against yearly change and perception against non-beneficiaries)*
3. *Level of reserves on the family level (food, seeds, savings) Annual measure of stocks, yearly change.*
4. *Proportion of women who are accessing livelihood opportunities and engaging in business opportunities as a result of the project in the target districts (Annual measure of real and perceived economic initiatives – real and perceived – yearly change)*
5. *Average amount of monthly savings by members in VSLAs or those engaged in livelihoods opportunities promoted (Annual measure – yearly change. Investments taken through funding obtained by VSLAs)*

OUTCOME 2: Refugee and IDP women lead and participate in decision making and social cohesion activities with increased support from men and boys thereby enabling more equitable relationships, free from violence with the following indicators:

1. *Percentage of PwDs and other especially vulnerable groups in targeted beneficiary groups (Annual measure of ease of access, success of outreach by project)*
2. *Percentage of targeted women accessing protection services from GBV and other harmful practices (Annual measure of conflicts solved by protection services)*
3. *Number of men, boys, women, and girls, who disagree with negative gender norms and harmful practices in their communities*
4. *Women's perception of gender relationships within families and communities (Annual measure of conflicts and conflict resolution or mitigation by relevant bodies)*
5. *Perception of tensions between IDPs/refugees and their host communities (Annual measure of conflicts and participation; cohort study, could be disaggregated between IDPs/refugees and host community members to track respective trends in respective perceptions as well as potential*

differentials between the respective individual and collective assessments, fluctuations between mean and median values and the presence/frequency of outliers etc.)

6. *Perceptions (male/female) of the relevance and/or effectiveness of conflict resolution mechanisms within communities (Annual measure of public events)*

Non-project communities could serve as control groups. Some of the above indicators might show strong seasonal variations and it is recommended to collect data several times per year in different seasons so as to avoid any data bias.

7.3. Documents Reviewed

- Project Document
- Project budget and expenditure tracking
- Project proposal
- Partner reports
- Monitoring report
- Project Report to Donor (Annual)
- Project workplan

7.4. UN Women Evaluation Guidelines

- UNEG Norms and Standards for Evaluation³⁰
- UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS)³¹
- UN Women Evaluation Handbook: How to manage gender-responsive evaluation³²
- UN Women Pocket Tool for Managing Evaluation during the COVID-19 Pandemic³³

7.5. Data Collection Instruments (questionnaires and interview guides)



7.6. Evaluation Matrix

Criterion	Ref	Questions	EQ Indicators	Source of Data
	R1	Were the programmatic design and interventions appropriate to address the identified needs of beneficiaries and stakeholders?		National

³⁰ <http://www.unevaluation.org/document/detail/1914>

³¹ <https://www.unwomen.org/media/headquarters/attachments/sections/about%20us/evaluation/evaluation-geraas-guidance-en.pdf?la=en&vs=408>

³² <http://genderevaluation.unwomen.org/en/evaluation-handbook>

³³ <https://www.unwomen.org/en/digital-library/publications/2020/05/pocket-tool-for-managing-evaluation-during-the-covid-19-pandemic>

Criterion	Ref	Questions	EQ Indicators	Source of Data
Relevance	R2	Was the choice of partners most relevant to the situation of refugee women and marginalized groups in the program operational areas?	Stakeholder mapping (included vs. potential)	Government documents
	R3	Was the program aligned with national policies, priorities and other relevant normative frameworks for GEWE?	Alignment with national plan and stated priorities	Project documents
	R4	Was the choice of interventions most relevant to the situation in the target thematic areas?	Realized interventions vs. potential interventions	GEWE documents
	R5	Did interventions target the underlying causes of gender inequality?	Short term vs. long-term	KIIs
	R6	Was the technical design of the program including the ToC relevant?	Resistance to specific interventions	FGDs
Effectiveness	E1	To what extent has the programme achieved its planned outcome, outputs and activities and contributed to its overall goals and objectives.	Evidence of contribution to results as outlined in the programme/project plan and articulated in the theory of change	Project documents Monitoring reports
	E2	Were there any unintended, (positive or negative), effects of the interventions on women, men and institutions?	Evidence of unintended effects of UN Women (positive or negative), including on excluded/more vulnerable groups and men/boys	KIIs FGDs
	E3	How has the intervention affected the well-being of the marginalized groups such as persons living with disabilities, IDPs, minorities and crisis affected women and girls in Baidoa and Kismayo?	Number of specific groups targeted	
	E4	To what extent have settlements and spaces established for women to access services, assets and protection served as empowerment and leadership hubs, and to what extent have they addressed gender-specific structural barriers rooted in prevailing social norms and attitudes?	Changes in role behavior of women in organizations Number organizational changes Changes of perception of women's roles	
	E5	Did the project achieve the planned results, particularly in view of enhancing beneficiaries' knowledge and capacities?	Change of perception of women	
	E6	What were the programme's main enabling and hindering factors to achieving planned outcomes and what actions need to be taken to overcome any barriers that limit required progress?	Positive and negative organizational factors Positive and negative cultural factors	

Criterion	Ref	Questions	EQ Indicators	Source of Data
Efficiency	Y1	Is the balance and coherence between programming-operational, coordination and policy-normative work optimal?	Perceived limited factors of stakeholders	Project documents Monitoring reports KIs FGDs
	Y2	What is UN Women's comparative advantage compared with other UN entities and key partners in delivering on this program?	Stakeholder and beneficiaries' perception on role of partners	
	Y3	To what extent did the interventions add value while avoiding duplication of efforts?	Stakeholder perception of competing interventions	
	Y4	To what extent has gender equality and women's empowerment been mainstreamed in LEAP geographical scope such as UN joint programming?	Stakeholder perception	
	Y5	To what extent did the UN Women management structure support efficiency for implementation and delivery of required results (including Risk and Financial Management)? What is its role in the relevant organizational landscape?	Number of results delivered on time Number of conflicts between partners Effort of conflict resolutions through specific measures	
	Y6	Has a Results Based Management system been established and effectively implemented for the LEAP program?	Adherence of partners to management system	
	S2	Were the planned interventions contributing to the efforts of other UN entities and international organizations who are implementing similar intervention as well as UN Women's comparative advantage?	Perceptions of partners and other players	
	S3	To what extent was capacity of partners developed in order to ensure sustainability of efforts and benefits and what are the measures that have been incorporated to promote sustainability?	Perception of partners Number of specific measures	
	S4	What accountability and oversight systems were established to secure benefits of the intervention for rights holders beyond this intervention	Perception of beneficiaries	
	S5	What is the potential to scale up existing models to reach larger groups of women?	Number of conflicts between stakeholders Perception of management capacities vs. management requirements	
	S7	What difference has the intervention made in the lives of refugee women and girls (intended and unintended) and to what extent have they collaborated to create synergies beyond this project?	Perception of target population Number of changes experience by target population	

Criterion	Ref	Questions	EQ Indicators	Source of Data
Human Rights and Gender Equality	H1	What contribution did this program make to implement global norms, standards and programming principles for Human rights, development effectiveness, gender equality and the empowerment of women?	Perception of stakeholders	Project documents Monitoring reports KIs FGDs
	H2	To what extent did the program change the dynamics of power in relationships between different groups (including refugees and host communities)?	Perception of stakeholders	
	H3	How has attention to/integration of gender equality and human rights concerns advanced the area of work?	Perception of stakeholders	
	H4	To what extent was gender equality and women's empowerment advanced as a result of the intervention?	Perception of stakeholders	

7.7. List of Agencies and Partners Interviewed

#	Name	Displacement status	Village	Activity participated
FGD ToTs that were trained in entrepreneurship and business development in Kismayo				
1.	Nimo Aden Ali	Host community	Alanley	Training on business skills
2.	Ubah Hussein Issack	Returnee	Alanley	Training on business skills
3.	Muno Farah Abdi	Host community	Alanley	Training on business skills
4.	Khadro Jama Mursal	Host community	Farjano	Training on business skills
5.	Maryan Mahad Aden	Returnee	Alanley	Training on business skills
6.	Lul Said Yussuf	Host community	Alanley	Training on business skills
7.	Hani Ahmed Ibrahim	Returnee	Farjano	Training on business skills
8.	Sadiyo iftin Hafow	IDP	Farjano	Training on business skills
9.	Dhubo Mohamed Abdi	IDP	Shaqalaha	Training on business skills
FGD for Village Savings and Loan Associations (VSLAs) in Kismayo				
10.	Mumino Abdi Bashir	Host community	Alanley	VSLA
11.	Qali Barkadle Mohamed	Returnee	Farjano	VSLA
12.	Ambiyo Daud Aden	IDP	New Kismayo	VSLA
13.	Farhio Mohamed Salah	Host community	Farjano	VSLA
14.	Maryan Mahad Aden	Returnee	Alanley	VSLA
15.	Muslimo Abdirahman Mohamed	Host community	Guulwade	VSLA
16.	Asli Abikar Haji	Host community	Farjano	VSLA
17.	Lul Said Yussuf	IDP	Alanley	VSLA
FGD for Traditional Elders and Religious leaders in Baidoa				
1.	Abdiaziz Mohamed Ali	IDP	ADC	community dialogues
2.	Mohamed Ibrahim Gadud	Returnee	Horseed	community dialogues
3.	Abdikadir Mohamud Aden	IDP	Shatirow	community dialogues
4.	Ali Isse Mohamed	Host community	Isha	community dialogues
5.	Ibrahim Mohamed Garon	Returnee	Mursal	community dialogues
6.	Aden Mohamed Tami	Host community	Cadceeda	community dialogues

7.	Mohamed Abdullahi Ali	Host community	Horseed	community dialogues
8.	Jelle Ali Hafow	IDP	ADC	community dialogues
FGD for Multi-media advocacy and community outreach activities				
1.	Timiro Abdi Mohamed	IDP	ADC	multi-media advocacy and community outreach activities
2.	Abay Kulle Borow	Returnee	ADC	multi-media advocacy and community outreach activities
3.	Nimo Hassan Ibrahim	IDP	Alle Magan	multi-media advocacy and community outreach activities
4.	Noor Moalim Hassasn	Host community	Isha	multi-media advocacy and community outreach activities
5.	Aweys Omar Ali	Returnee	Mursal	multi-media advocacy and community outreach activities
6.	Abdinasir Aden Ali	Host community	Cadceeda	multi-media advocacy and community outreach activities
7.	Nuriyo Idow Macan	Host community	Howlwadag	multi-media advocacy and community outreach activities
8.	Abdullahi Hafow Mohamed	Returnee	ADC	multi-media advocacy and community outreach activities
9.	Mohamed Moalim Aden	Host community	Horseed	multi-media advocacy and community outreach activities
FGD for Village Savings and Loan Associations (VSLAs) in Baidoa				
10.	Farhiyo Nuur Amin	IDP	Airport	VSLA
11.	Rukio Ibarahim Hassan	IDP	ADC	VSLA
12.	Nunriyo Ahmmmed Ali	IDP	Airport	VSLA
13.	Dahabo Awliyalo Hassan	IDP	ADC	VSLA
14.	Utayo Abdow Issack	IDP	ADC	VSLA
15.	Arfon Ibrahim Abdow	IDP	ADC	VSLA
16.	Deran Ainab Mohamed	IDP	Airport	VSLA
17.	Kheyrtto Ibrahim	IDP	ADC	VSLA
18.	Amino Moahmed Aden	IDP	ADC	VSLA
19.	Isnono Ali Aden	IDP	ADC	VSLA
20.	Salado Aden Abdi	IDP	Airport	VSLA
FGD ToTs that were trained in entrepreneurship and business development in Baidoa				
21.	Ibado Moahmed Nuur	IDP		Training on business skills
22.	Habibo Issack Ali	IDP		Training on business skills
23.	Bisahro Hassan Saman	Host community		Training on business skills
24.	Amino Mursal	Host community		Training on business skills
25.	Sangabo Aden Moahmed	Host community		Training on business skills
26.	Bisharo Abdullahi Ali	Host community		Training on business skills
27.	Nurto Abdullahi Gudow	Returnee		Training on business skills
28.	Nimo Mohamed Issack	Returnee		Training on business skills
Key Informant Interviews				
No	Name	Title		
Government Officials				
1.	Abdullahi Hassan Sidow	DG ministry of agriculture-Southwest		
2.	Asma Mohamed Issack	Technical specialist ministry of women-Southwest		
3.	Ahmed Farah Sheikh	Technical specialist ministry of Women-Jubaland		
4.	Farah Mohamed	Finance Director ministry of Women-Jubaland		
5.	Hussein Moalim Ali	DG ministry of agriculture-Jubaland		
6.	Abdi Shukri	Agriculture specialist- ministry of agriculture-Jubaland		
7.	Mohamed Babis	Official from ministry of agriculture-Jubaland		
8.	Ali Farah Ismail	Qamqam Village Chief (Kismayo)		
Beneficiaries				
9.	Hani Ahmed Ibrahim	Beneficiary (Kismayo)		
10.	Asli Abukar Haji	Beneficiary (Kismayo)		
11.	Maryan Ahmed Haji	Beneficiary (Kismayo)		

12.	Maryan Haji Ahmed	Beneficiary (Baidoa)
13.	Saamiya shariif Abdinor	Beneficiary (Baidoa)
Women Groups		
14.	Fatuma Katela	Wamo Women Group
UN Women		
15.	Dr. Sadiq Syed	Country Program Manager
16.	Abdikadir Ahmed Noor	Program Specialist
Care international		
17.	Mumin Mukhtar	Care International Project Manager
18.	Cyrus Githaiga	Care International
Ifrac Foundation		
19.	Leonie Kerins	Executive Director
20.	Mohamed Sirat	Programme Director
21.	Ifrac Ahmed	Founder
22.	Mohamed Ahmed Mohamed	Financial Director

7.8.Evaluation ToRs

End of Program Evaluation: Women's Leadership, Empowerment, Access and Protection (LEAP) in Somalia

Location: Somalia

Application Deadline: March 14, 2022

Type of Contract: Special Service Agreement (SSA)

Post Level: Consultant

Languages Required: English

UN Women Organizational Context

The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), grounded in the vision of equality enshrined in the Charter of the United Nations, works for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security. UN Women provides support to Member States' efforts and priorities in meeting their gender equality goals and for building effective partnerships with civil society and other relevant actors.

Over the past two decades, Somalia has experienced a raging civil war, a rise in violent extremism and a devastating humanitarian crisis, which led to the collapse of institutional and bureaucratic infrastructure and has greatly damaged social cohesion and unity. For decades, conflict, insecurity and natural disasters such as droughts, cyclones, floods, desert locust and COVID-19 have made Somalia a difficult and volatile humanitarian crisis. Somalia has one of the largest populations of internally displaced persons (IDPs) in the world, with displacement driven by the conflict with al-Shabab, fear of violence, drought, lack of livelihood opportunities and evictions. Over 60% of the 5.9 M people in need of humanitarian assistance in Somalia, experiencing food insecurity. Humanitarian workers project that the number of people in need will rise to 7.7 M in 2022.

Program Overview / Results

UN Women Somalia has been working closely with partner agencies in promoting humanitarian assistance Programme aimed at addressing critical gender gaps in humanitarian response and enhancing resilience and wellbeing among women and girls in IDP settlements and their host communities.

In Somalia, the LEAP project funded by the Government of Japan provided UN Women with an opportunity leveraging ongoing initiatives by other development partners in the region of Jubaland and Southwest States.

The project supports gender responsive stabilization and recovery of conflict affected displaced women and men in Kismayo (Jubaland) and Baidoa (Southwest). The project directly benefited a total of 3,440 women (mainly IDPs and women at risk in host communities) in Kismayo (Jubaland) and Baidoa (Southwest) in sustaining their livelihoods and resilience. Inclusive of the above target beneficiaries, **1,000** women benefitted directly from the establishment of 10 Village Savings and Loan Associations (VSLAs) and **3,000** people (50% women, 30% men, 20% youths, 10% women with disabilities and other marginalized groups) indirectly benefitted through media outreach and community dialogue. The project help generate evidence through a study that assessed existing business opportunities for women in Jubaland and Southwest States. Through this project the capacity of women on supply chain and business development was enhanced. The project timeframe is 1 April 2021 to 31 March 2022 with the total budget of USD 1,024,100.

THEORY OF CHANGE:

(1) if relief efforts prioritize the participation, safety and economic wellbeing of women displaced by sudden crises and emergencies; and if (2) the response promotes positive coping strategies for marginalized women who continue to be affected by protracted crises; then (3) women and girls affected by crisis will play a leadership role and benefit from relief and response efforts; (4) the knowledge, expertise and capacities of women farmers in marginalized and crises affected communities facing multiple and intersecting forms of discrimination is drawn upon and strengthened; because (5) evidence of best practices and viable options for engaging in productive farming and micro businesses (including location, socio-economic status, disability, available of local resources) are made accessible and disseminated for used by women farmers, micro business women and service providers.

Overall Goal

The overall goal of this project was to ensure that over 7,000 women and girl refugees, IDPs are directly empowered to mitigate the impact of multiple crises on their livelihoods, protect themselves from exposure to gender-based violence, and participate in decision-making processes within their communities.

Expected outcomes

It is anticipated that, by the end of this project, the following outcomes would be achieved in Somalia

1. Positive coping mechanisms and sustainable economic activities are promoted for refugee and IDP women and girls.
2. Refugee and IDP women lead and participate in decision making and social cohesion activities with increased support from men and boys thereby enabling more equitable relationships, free from violence

Outcome 1: Positive coping mechanisms and sustainable economic activities are promoted for refugee and IDP women.

In partnership with CARE International, the project supported beneficiaries and provided trainings on climate smart agriculture and supply chain for 200 female headed households displaced and affected by crises in Jubaland and Southwest, distributed farming tools and seeds for 200 women to grow and produce sweet potatoes and other climate resilient crops, trained 400 rural women farmers on post-harvest handling processes and management of community-based storage facilities, establishment of market information networks, established 10 Village Savings and Loan Associations (VSLAs) - 10 in Somalia (1 in each village x 10 villages with a target outreach of at least 100 members in each VSLA) and as well provided trainings for VSLA members of VSLAs on VSLAs operation and management.

As part of the outcome 1, the project supported the development of training modules in collaboration with the Ministry of Women and Human Rights Development in Jubaland and Southwest states of Somalia and delivered to 80 trainers on entrepreneurship and business development skills, training needs assessment through a sample of 600 women micro-entrepreneurs (TNA) and courses for 600 women entrepreneurs on value chain, product development and branding for crisis affected, refugees and IDPs women and girls in Jubaland and Southwest states of Somalia.

Through consultancy firms, the project also helped to generate baseline and evidence on Gender, Climate, Conflict analysis and market assessments in selected districts in Somalia to assess opportunities for climate smart agriculture, livelihood enhancement and micro business opportunities. It also assessed existing business opportunities for women in Jubaland and Southwest States to guide quality interventions and enhance successful business for the crisis affected and IDPs women in Baidoa and Kismayo.

OUTCOME 2: Refugee and IDP women lead and participate in decision making and social cohesion activities with increased support from men and boys thereby enabling more equitable relationships, free from violence

As outcome 2, the project developed training manuals and conducted trainings for 60 women from 40 local women's rights organizations on strengthening institutional capacity and management; advocacy and leadership skills and resource mobilization for crisis affected, refugees and IDPs women and girls in Jubaland and Southwest states of Soma

Through the Ifrah Foundation, the project supported Initiatives promoting positive gender norms in support of women's leadership and protection from violence are scaled up with the support of humanitarian actors. Moreover, conducted multi-media advocacy and community outreach activities targeting 1000 (1000 in Somalia) women, men, boys, and girls to address underlying negative social norms and attitudes that condone gender inequality by promoting the role of men and boys as advocates for GEWE. Also, Ifrah engaged 100 Traditional Elders and Religious leaders in Somalia to lead 20 community dialogues in IDP, Refugee, Rural and Host Communities settings in Jubaland and Southwest States to address negative social norms, stigma, and discrimination to promote engagement of women with disabilities and marginalized in climate smart agriculture and micro businesses.

THEORY OF CHANGE:

(1) if relief efforts prioritize the participation, safety and economic wellbeing of women displaced by sudden crises and emergencies; and if (2) the response promotes positive coping strategies for marginalized women who continue to be affected by protracted crises; then (3) women and girls affected by crisis will play a leadership role and benefit from relief and response efforts; (4) the knowledge, expertise and capacities of women farmers in marginalized and crises affected communities facing multiple and intersecting forms of discrimination is drawn upon and strengthened; because (5) evidence of best practices and viable options for engaging in productive farming and micro businesses (including location, socio-economic status, disability, available of local resources) are made accessible and disseminated for used by women farmers, micro business women and service providers.

Purpose of the Evaluation

The [UN Women Evaluation Policy](#) and the [UN Women Evaluation Strategic Plan 2014-2017](#) are the main guiding documents that set forth the principles and organizational framework for evaluation planning, conduct and follow-up in UN Women. These principles are aligned with the [United Nations Evaluation Group \(UNEG\) Norms and Standards for Evaluation in the UN System](#). The key principles for gender-responsive evaluation at UN Women are: 1) National ownership and leadership; 2) UN system coordination and coherence with regard to gender equality and the empowerment of women; 3) Innovation; 4) Fair power relations and empowerment; 5) Participation and inclusion; 6) Independence and impartiality; 7) Transparency; 8) Quality and credibility; 9) Intentionality and use of evaluation; and 10) Ethics.

This one-year LEAP Japan project commenced on 1 April 2021 and end on 31 March 2022. In line with the program requirements and the UN Women evaluation policy, the consultant will be responsible for leading end line of project evaluation. The purpose of this independent end line evaluation is to assess the project's achievements against the set objectives, identify and document lessons learnt (including design issues, lessons and best practices that can be up-scaled or replicated), and assess how the program contributed to gender equality and economic empowerment of Somali women and women from host communities in Jubaland and Southwest States in Somalia.

It is a priority for UN Women that this end line project evaluation will be gender-responsive and will actively support the achievement of gender equality and women's empowerment, with emphasis on UN Women key areas central to supporting women and girls' empowerment in humanitarian action: Leadership and participation, Protection and safety, and Economic well-being.

The primary intended users of this evaluation are:

- Relevant staff in target ministries/local government/government institutions, and participating CSOs
- Target beneficiary communities/groups
- Members of community leadership structures
- Relevant staff in participating UN-agencies.
- Staff of implementing partners
- Sector leads in the participating UN-agencies and refugee response coordination.
UN Agencies technical working groups
UNACs
- Development partners

Primary intended uses of this evaluation are:

- a) Learning and improved decision-making to support the scale up of LEAP;
- b) Feedback, participation and accountability to affected communities
- c) Capacity development and mobilization of national stakeholders to advance gender equality and the empowerment of women.

Evaluation criteria and key questions

The objectives of the evaluation are to:

1. Assess the **relevance** of LEAP intervention in addressing the needs of refugee and host community women in alignment with gender equality and women’s empowerment.
2. Assess the **effectiveness and efficiency** of UN Women’s approach for achievement of results, as defined in the logical framework, including the Program Theory of Change
3. Analyse how the **human rights approach and gender equality principles** were integrated in LEAP and humanitarian action programming in the South Sudanese response
4. Identify and **validate lessons learned, promising practices and innovations of work** supported by LEAP Program within the context of the aid effectiveness agenda
5. **Assess the added value of the LEAP** strategy and related interventions to UN Women’s mandate and to the overall UN System presence in project locations.
6. Assess the **inter-connectedness and sustainability** of UN Women’s initiatives on increasing leadership, protection and economic opportunities for refugee women and analyse possible weaknesses in order to improve next steps for scale-up programming.
7. Provide **actionable recommendations** with respect to the strategy, and overall approach to UN Women’s programming in humanitarian settings.

The evaluation will apply six UN Evaluation Group (UNEG) evaluation criteria (relevance, effectiveness-including normative, and coordination mandates of UN Women- efficiency, coherence, and sustainability). ,

The evaluation will seek to answer the following key evaluation questions and sub-questions:

Criterion	Questions
Relevance	Were the programmatic methodologies/strategies appropriate to address the identified needs of beneficiaries and stakeholders?
	Was the choice of partners most relevant to the situation of refugee women and marginalized groups in the program operational areas?
	Was the program aligned with national policies, priorities and other relevant normative frameworks for GEWE?
	Were the choice of interventions most relevant to the situation in the target thematic areas?
	Did interventions target the underlying causes of gender inequality?
	Was the technical design of the program including the ToC relevant?
	Did the intervention is contributing to the UN Women Somalia Strategic Note?
Effectiveness	To what extent has UN women achieved planned outputs and contributed to expected outcomes’?
	Were there any unintended, (positive or negative), effects of the interventions on women, men and institutions? How has the intervention affected the well-being of the marginalized groups such as persons living with disabilities, HIV, ethnic minorities,?
	To what extent have settlements and spaces established for women to access services, assets and protection served as empowerment and leadership hubs, and to what extent have they addressed gender-specific structural barriers rooted in prevailing social norms and attitudes?

	Did the Implementing Partners utilize the necessary skills, knowledge and capacities needed to deliver the program?
	What were the main program enabling and hindering factors to achieving planned outcomes and what actions need to be taken to overcome any barriers that limit required progress?
Coherence	Is the balance and coherence between programming-operational, coordination and policy-normative work optimal?
	What is UN Women's comparative advantage compared with other UN entities and key partners in delivering on this program?
	To what extent did the interventions add value while avoiding duplication of efforts.
	To what extent has gender equality and women's empowerment been mainstreamed in LEAP geographical scope such as UN joint programming?
	To what extent did the UN Women management structure support efficiency for implementation and delivery of required results (including Risk and Financial Management)?
	Has a Results Based Management system been established and effectively implemented for the LEAP program?
Inter-connectedness, Sustainability and Impact	To what extent did interventions as designed and implemented take longer-term and interconnected problems into account? Did they contribute to interventions planned in the longer term, such as recovery or development?
	To what extent was capacity of partners developed in order to ensure sustainability of efforts and benefits and what are the measures that have been incorporated to promote sustainability?
	What accountability and oversight systems were established to secure benefits of the intervention for rights holders beyond this intervention
	To what extent was gender equality and women's empowerment advanced as a result of the intervention? What is the potential to scale up existing models to reach larger groups of women?
	What difference has the intervention made in the lives of refugee women and girls (intended and unintended) and to what extent have they collaborated to create synergies beyond this project?
	What contribution did this program make to implement global norms, standards and programming principles for Human rights, development effectiveness; gender equality and the empowerment of women?
Human Rights and Gender Equality	To what extent did the program change the dynamics of power in relationships between different groups (including refugees and host communities)?
	How has attention to/integration of gender equality and human rights concerns advanced the area of work?

Scope of the evaluation

The evaluation is an end of project evaluation and will cover all project activities implemented since April 2021 – March 2022. The evaluation will cover project beneficiaries in Baidoa (South West State) and Kismayo (Jubaland) in Somalia.

The evaluation team is expected to undertake a rapid evaluability assessment in the Inception. This should include the following:

1. An assessment of the relevance, appropriateness and coherence of the implicit or explicit theory of change, strengthening or reconstructing it where necessary through a stakeholder workshop;
2. An assessment of the quality of performance indicators in the program, and the accessibility and adequacy of relevant documents and secondary data;
3. A review of the conduciveness of the context for the evaluation;
4. Recommendations for improvements/changes in the indicators, as per the ToC
5. Ensuring familiarity with accountability and management structures for the evaluation.

Evaluation Approach and methodology

The evaluation will be an external, independent and participatory exercise, which should be completed within a timeframe of 45 days until 27 April, 2022.

The final evaluation methodology will document and analyze the distinct achievements of each programmatic pillar, while also assessing the ways in which efforts contributed to national implementation and program-level work influenced country advocacy and policy.

The evaluation shall provide evidence-based information that is credible, reliable and useful and will be based on gender and human rights principles, as defined in the UN Women Evaluation Policy and adhere to the United Nations norms and standards for evaluation.

The evaluation methodology will employ mixed methods and an innovative approach for capturing results, while ensuring that the views of the most excluded groups of women are represented in the evaluation. An initial desk review and brief discussions with key stakeholders will support the refinement and finalization of the methodology and analytical framework. An important component of this evaluation will be the assessment of the LEAP Program's Theory of Change and results framework to assess whether the program remained on track to achieve expected outcomes. The UN Women Rapid Assessment Tool for Evaluation of Gender Equality and Women's Empowerment Results in Humanitarian Context will be used as part of the data collection instruments.

The evaluation is expected to follow a collaborative and participatory approach ensuring close engagement with project beneficiaries, implementing partners, district local government leadership, Humanitarian actors and other key stakeholders as will be informed by the stakeholder mapping process. The analysis of the application of human rights and gender equality principles in LEAP interventions will be an integral part of the evaluation. Integration of human rights and gender equality issues into the evaluation requires adherence to three main principles – inclusion, participation, and fair power relations.

The main recommended phases of the evaluation methodology are:

a) **Inception Phase:**

- Conduct an initial desk review of available documents, gather and analyse programme data, conceptualize the evaluation approach and develop an evaluation matrix, consult internally on the approach, develop data collection tools, stakeholder mapping, sampling strategy, engage reference group.

- Conduct inception interviews with key stakeholders to refine the evaluation scope and methodology.
- Draft an Inception Report that will be reviewed by the Evaluation Reference Group.
- Refine the evaluation methodology/question matrix based on Evaluation Reference Group's feedback and integrate proposed changes (as appropriate) into the final evaluation report.

b) Intensive field-based Phase: Data collection Phase

- A more in-depth review of documents.
- Review progress against existing and available indicators
- Conduct in-depth interviews with national UN Women staff, partner organizations, donor representatives, and others as necessary.

c) Analysis and Report Writing Phase:

- Review and analyse all available data including staff, partner and stakeholder survey(s) and interpret findings.
- Prepare first draft of the evaluation report and submit to Evaluation Reference Group for comments and possible endorsement.
- Revise report based on the feedback from from Somalia Country Office Team and debriefing session (as appropriate).
- Submit final report

MANAGEMENT OF THE EVALUATION

The evaluation and quality assurance will be managed by Country Programme Manager of UN Women Somalia with the coordination LEAP programme specialist in Somalia and supported by the UN Women Regional Office.

Time frame and Deliverables

The primary evaluation deliverables are:

	Payment %
1. Inception Report: this report will include a detailed evaluation methodology, revised evaluation matrix, proposed data collection tools and analysis approach, and final evaluation work plan (with corresponding timeline)	30%
2. Preliminary findings presentation and workshops with key stakeholders of the project	30%
3. First draft of the Evaluation Report.	
4. PowerPoint Presentation to UN Women Somalia, regional, HQ, representative from Japan embassy line ministries and other key stakeholders on main Findings/ Recommendations and proposed strategies for future programme.	40%
5. Share the draft report with key UN Women Somalia, regional, HQ, representative from Japan embassy line ministries and other key stakeholders for review and inputs.	
6. Finalize the report and ensure the feedbacks and inputs from the above key stakeholders are addressed and incorporated the final report	
7. Final Evaluation Report and dissemination of the product	

I. QUALIFICATION AND EXPERIENCE

The selected consultant should fulfill the following requirements:

Education

- A Master's degree related to any of the social sciences, political science, international relations, economics, gender studies and evaluation

Work Experience

- A minimum of 10 years of working experience in conducting evaluations including proven practical professional experience in designing and conducting major evaluations;
- Significant experience in gender and/or aid effectiveness;
- Substantive experience in evaluating interventions in humanitarian settings and familiarity with Gender in Humanitarian Action and the Comprehensive Refugees Response Framework (CRRF)
- Extensive knowledge and experience in the application of quantitative and qualitative evaluation methods with a strong gender focus;
- High level data analysis skills;
- In-country or regional experience in programming in refugee setting;
- Flexibility and Ability to work with teams
- Pays attention to details with ability to work under pressure to meet challenging deadlines
- Fluency in English is required.

Interested applicants must submit

- Signed Curriculum vitae with contact details of 3 clients for whom you have rendered preferably similar services.
- Proof of previous written work in English.
- Application with separate Resume, clearly described technical proposal and financial proposal for all anticipated activities including travel to Jubaland and South-West States of Somalia or data collection.
- Only applications with all items mentioned above will be considered.

NB: All raw data files, consent forms and relevant documentation must be returned to UN Women Somalia before release of final payment.

CONFIDENTIALITY AND PROPRIETARY INTERESTS

The Consultant shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy service without prior written consent. Proprietary interests on all materials and documents prepared by the consultants under the assignment shall become and remain properties of UN Women.

ANNEXES

- UN Women GERAAS evaluation quality assessment checklist: <https://www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/About%20Us/Evaluation/Evaluation-GERAAS-guidance-en.pdf>
- UNEG Norms and Standards for evaluation: <http://www.unevaluation.org/document/detail/1914>
- UN Women Evaluation Handbook: <https://www.unwomen.org/en/digital-library/publications/2015/4/un-women-evaluation-handbook-how-to-manage-gender-responsive-evaluation>

7.9. Evaluators Profile

Muktar Abdi Hussein is a Monitoring Evaluation, Learning and Accountability expert who has conducted several evaluations and assessments related to WPS, education, agriculture, stabilization, early recovery and other humanitarian and development themes.

Craig Naumann is an applied researcher with extensive international M&E, programme design and coordination experience. In recent years, he has carried out several consultancy assignments in Somalia on behalf of UN Women, UNDP and UN-RCO/UNCT.