



DURABLE SOLUTIONS FOR RETURNEES
AND IDPS IN SOMALIA (DSRIS)

MID-TERM EVALUATION REPORT

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We also thank the many beneficiaries of the project from all the project districts, Bosaso and Galkayo North in Puntland, Galkayo South, Adado, and Dhusamareb in Galmudug, who so freely gave of their time and ideas.

Abbreviations

CARE	Cooperative Assistance to Relief Everywhere
CEC	Community Education Committee
CM	Consortium Member
DAC	Development Assistance Committee (of the OECD)
DSRIS	Durable Solutions for Returnees and IDPs in Somalia
ET	Evaluation Team
EU	European Union
EUTF	European Union Trust Fund
FGM	Female Genital Mutilation
FTR	Family Tracing and Re-unification
GBV	Gender-Based Violence
iDC	Intermedia Development Consultants
IDP	Internally Displaced Person
INGO	International Non-Governmental Organisation
KAP	Knowledge Attitudes and Practice
M&E	Monitoring and Evaluation
MoEHE	Ministry of Education and Higher Education
MoH	Ministry of Health
Moi	Ministry of Interior
MoILGRD	Ministry of Interior, Local Government and Rural Development
MoLYS	Ministry of Labour, Youth and Social Affairs
MoU	Memorandum of Understanding
MTE	Mid-Term Evaluation
MSC	Most Significant Change
NGO	Non-Governmental Organisation
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
OECD	Organisation for European Cooperation and Development
PDRC	Peace and Development Research Centre
PL	Puntland
PMU	Project Management Unit
POC	Project Oversight Committee
PRMN	Protection and Return Monitoring Network (led by UNHCR)
PSC	Project Steering Committee
PWG	Project Steering Group
SCI	Save the Children International
SSWC	Save Somali Women and Children
TVET	Technical and Vocational Education and Training
UNHCR	United Nations High Commissioner for Refugees
WASH	Water, Sanitation and Hygiene

Project Summary

Project goal	To contribute to sustainable integration of IDPs, returnees and refugees in Somalia
Project specific objective	To support a sustainable and durable reintegration of refugees and IDPs in Somalia and to anchor populations within Somalia
Project locations	Bosaso and Galkayo North districts in Puntland State; Galkayo South, Dhusamareb and Adado districts in Galmudug State
Target beneficiaries	90,000 individuals (12,000 households) – 72,000 from IDP settlements. (Based on percentage of total target IDP settlements and host communities targeted by the project- approximately eight IDP settlements per district and five surrounding communities)
Implementing organisations	CARE (Cooperative Assistance to Relief Everywhere) – lead agency – SCI (Save the Children International), ACTED (formerly 'Agency for Technical Cooperation and Development', SSWC (Save Somali Women and Children), and IMPACT Initiatives
Sectors	Education, Health, WASH, Child Protection, GBV, women's and youths' empowerment
Donor	European Union
Budget	Euro 10,000,000
Project duration	Three years (10 January 2017 to 9 January 2020)

Overview

The mid-term evaluation (MTE) of the DSRIS project, implemented by the NGOs CARE, Save the Children, ACTED, SSWC and IMPACT, has been carried out by a four-person evaluation team (ET) of the Nairobi-based company, Intermedia Development Consultants (iDC). It has conducted a documentary study, carried out key informants interviews (KIIs) and held focus group discussions (FGDs) in four of the five of the project's target districts, Bosaso and Galkayo North in Puntland, Adado and Galkayo South in Galmadug. Also, it has conducted a household survey in these and the fifth target district of Dhusamareb.

Approach

The ET has followed the conventional 'big five' evaluation themes in its data collection and reporting methods:

Relevance: An assessment of the significance of the needs the project is designed to address;

Efficiency: An appreciation of the quality of programme management, in terms of coordination between implementing partners, work planning, competencies of staff, funding – towards determining value for money;

Effectiveness: An assessment of the extent to which envisaged outputs (facilities and services put in place) are being achieved and the appropriateness of the strategies being implemented;

Impact: An appraisal of the actual or likely outcomes of the programme – changes in attitudes and practices;

Sustainability: An assessment of the likely continuation of project activities, outputs and outcomes.

It is from this analytical framework that the ET has derived the checklists used in all the key informant interviews and focus group discussions – and also the structure of this report.

Relevance

The iDC evaluation team suggests that there are two fundamental questions that underlie any evaluation:

'Is the project doing the right thing?' and
'Is the project doing things right?'

About the answer to the first of the above question there can be no dispute, given the dire circumstances of the people living in the IDP settlements across the target districts: the lack of services, such as food, health, education, water and sanitation; the vulnerability of women and girls; the high rate of unemployment among the youths – leaving them vulnerable to being caught up in violent extremism. So there was an urgent need for such a project designed to improve basic services; provide educational opportunities for children and vocational training opportunities for youths; address issues related to GBV and FGM; involve government agencies as much as possible; and make recommendations about ways

to strengthen policies and legal frameworks towards improving the economic and social circumstances of IDPs and returnees.

It has clearly been a great advantage that the project has been able to tap the experience and deploy the expertise of five consortium partners: CARE, in Education, GBV, empowerment of women and youths; Save the Children, in Health, GBV, Child Protection, and VSLA support; ACTED in WASH; SSWC, a local NGO, in Health, WASH, GBV; IMPACT in research. However, there have been huge challenges to overcome in coordinating the work of these five consortium partners, working in all the above sectors, across two states and five districts – and securing the collaboration of eight ministries.

From answers to the first questions of the household survey, it can be seen that the project has achieved great visibility; it is known to well over 50% of the respondents in all five districts – 468 respondents in total. And, as to the beneficiaries and field staff sense of whether or not the project is relevant, here is one statement by a staff member:

'The IDPs and returnees across Somalia continue to live in some of the most challenging and deplorable conditions, completely deprived of basic services. This project is an attempt at addressing these needs.'

Efficiency

With regard to funding, by the mid-point of the implementation, it appeared that there was an under-spend of the allocated budget of Euro.5 million. From the figures availed to the ET, 36% of the funds had been expended. However, this can be explained by a number of factors, such as the need to get established in places where previously there had been no presence, the delays in reaching agreements with participating ministries, and early changes of staff. And now the pace of implementation has quickened.

As to whether the funds allocated are adequate, most of the staff respondents said they were enough to carry out the activities envisaged in the project design – except it seems that the logistical costs of organising the wide range of coordination had been underestimated. However, it is recognised that the funds are seriously inadequate to address all the needs of the targeted beneficiaries. As one project manager said:

'The needs are enormous. In fact, this project is a just a drop in the ocean. The majority of the IDPs are still unable to access basic services that every human being should be able to access: shelter, clean water, sanitation facilities, food, health services, livelihood opportunities, and so on.'

The most serious issue explored by the ET has to do with project management and coordination. Those members of staff with management responsibilities are spread out across a very wide area – even beyond the two states and five districts. The ET commends these managers for devising a coordination mechanism comprising the mix of project managers from ACTED and SSWC and focal points from CARE, Save the Children and IMPACT. However the ET suggests that, without a cohesive PMU, meeting very regularly in one place – even allowing for the communication made possible by email and Skype – coordination becomes the more difficult, monitoring project activities, outputs and

outcomes becomes more challenging, and opportunities are bound to be lost for making the most of synergetic opportunities. The ET's views on this matter are elaborated in the first of the recommendations presented at the end of this summary.

One particular challenge related to the management and coordination issues discussed above is how to efficiently secure information on progress being made with outputs and outcomes from all five consortium partners. At the moment, each partner seems to be using its own M&E system. The current CARE officer responsible for M&E is working on a system to standardise data collection and reporting.

However, the ET finds that the revised logframe does provide a good framework for reporting on the achievement of outputs. But what is needed is a clearer formulation of outcomes and outcome indicators. In this report, the ET has presented a set of these for the consideration of the consortium.

Effectiveness and Impact

Education: By its mid-point, the project had massively exceeded the target for primary school enrolments in the target districts. The target set for the end of project was 2,560 enrolments – with 30% of them girls. The figure at the halfway stage was 7,218 enrolments – with 45.8% girls. The project's achievement in relation to this output is a very positive one. Similarly, targets have been remarkably overshoot in construction and rehabilitation work. At the halfway stage, 97 classrooms were worked on: 82 rehabilitated; five permanent and 10 temporary classrooms were constructed. Also, a number of awareness raising activities have been carried out. From the household survey conducted during the MTE, 99.8% of 445 respondents said that had received awareness on the importance of education – and, particularly, for girls.

The project has made significant progress in increasing access to primary education for the marginalised IDPs in the targeted areas. The improvements in the learning environment is encouraging more parents to send their children to the schools. The enrolment drives have been particularly effective in supporting girls' education. And the training programme for teachers is making an impact on the quality of teaching in the schools – leading to more interactive and child-centred approaches.

However, there is a concern that the project has not targeted all the teachers in the supported schools for training and for the provision of incentives – a policy that could demotivate those teachers who are not benefitting.

Health: Again, the project's target for people accessing health services had already been significantly 'over-achieved' at the half-way stage of implementation. The target was that at least 20% of households in the project areas – 29,596 people – would be actively accessing health services. At the half-way stage, the figure is 50,804 people – based on information from facility registers. And this is in line with a finding of the household survey that most respondents – 41.7% of the 468 people interviewed – perceived that improvements in the health services could be attributed to the project. And it was the health services component that got most praise from the beneficiaries that were interviewed in the MTE fieldwork. This was particularly so in Adado, where two permanent health centres have been built by the

project. However much the project's mobile health teams are appreciated – and they are certainly appreciated – the only sustainable, durable, solution to the health needs in the IDP settlements would be the construction of health facilities.

WASH: The project's target was that at least 5,000 households would be provided with piped water or aquatabs. At the half-way point, 2,011 households had been provided with access to piped water – a 300 metres piped extension – and 4,000 aquatabs had been distributed. However, despite the fact that water has been identified as a priority need of IDPs in all the target areas, the hardware component was being implemented only in Adado. In the other districts the focus was on awareness raising about sanitation and hygiene matters.

On the effectiveness of the awareness raising activities, the household survey has shown that the most of the respondents receive their WASH information from the WASH committees and hygiene promoters supported by the project. But the ET suggests that this separation of 'hardware' and 'software' components could work against achieving the intended behaviour change.

Gender-based violence and child protection: The main activities under this component are handling of cases by GBV focal points and awareness raising by trained volunteers. The topics discussed with women include GBV, FGM and early marriage. The GBV focal points and volunteers also indicate that they talk to young girls privately about FGM. They said that they encourage victims to report cases of battering and FGM so that they can get free medical treatment. The child protection services involve the identification of children who have been separated or are unaccompanied, so that the families they are staying with can be supported with food assistance. Also, the separated children can be referred to the safe house operated by the UNICEF, where they can access accommodation, food and other protection services. There is no evidence of GBV or FGM cases being referred to law enforcement agencies.

There can be no doubt that the project has increased awareness about GBV and FGM in the target communities. Many GBV cases have been reported and victims have received medical attention. However, until men are also involved in discussions about GBV, and law enforcement services are better established, the problem will persist. And it seems that FGM is still widely practised.

Technical Vocational and Educational Training (TVET) courses: The target was 775 TVET students – with 30% of them female. In the June Interim report of 2018, it is stated that 621 trainees were enrolled (353 female and 268 male) and, of these, 321 had completed the training. The ET was able to visit the Professor Adow VCT in South Galkayo and the North Galjajo VCT. The trainees at both centres who participated in the FGDs expressed great satisfaction at how the training was being conducted in both institutions. They reported that they always had access to training materials, that the instructors were qualified and competent. They also reported that they were given adequate time to practise their skills. The great enthusiasm and confidence of the trainees augurs well for their chances of securing paid employment or setting up their own enterprises – in fact some of the trainees

that were interviewed in the FGDs indicated that they were already using the skills they had acquired in making an income.

Village Savings and Loans Associations (VSLAs): At the mid-point of the project, 205 groups had been established – with 3,706 members. This is more than double the target of 1,200. And 70 individuals had been linked to start-up grants and/or loans through the VSLAs.

While the VSLA approach is certainly a sound one in helping people, and particularly women, save and gives them a chance at starting small businesses, the ET notes that the lack of training on basic business management skills is a clear missing link. Also, the majority of the women in the VSLAs are illiterate or semi-literate; therefore, the planned training in basic literacy and numeracy skills needs to be activated.

It was envisaged that the best performing VSLAs would be rewarded with a capital injection from the project. The ET suggests that the criteria for selecting the VSLAs should be made very clear – and care should be taken to avoid any demotivating effect.

Enhanced social dialogue, community participation and advocacy initiatives for inclusive policies and legal frameworks: Trainings have been held on youth leadership, GBV, illegal migration, youth radicalisation – and a ToT held for 40 youths. However, it has been found that there has been no follow-up as yet. It was the intention that the trained youths would go on to take initiatives themselves in mounting awareness campaigns. It became clear from discussions with youths who have taken part in these trainings that they are very keen to engage in follow-up awareness raising activities and to participate in the envisaged peer-to-peer networks but, as yet, no action has been taken in this regard.

The project has also supported discussion forums between the elders, local authorities, community leaders and the youth. These forums are meant to give the youths a platform through which they can engage with their leaders and elders on issues that affect them. In the FGDs with the host community and the IDPs, it was clear that they were living and coexisting in peace. The host community referred to the IDPs as brothers and sisters, and they never expressed any negative views about them. The host community members also said that they had no problem with the IDPs living in their community. For their part, the IDPs said that they felt safe living in the camps, and that they had not faced problems with the host community.

Mechanisms established to advocate and inform policy and practice on migration, integration and durable solutions: IMPACT has completed a study on WASH behaviour practices in the project's target locations, leading to the development of WASH guidelines for the DSRIS partners who are engaged in raising awareness about important sanitation and hygiene issues. A second study has been completed by IMPACT on displacement and the social dynamics of Galkayo.

Addressing issues related to inclusion and gender: Inclusion is the main concern of the project – the integration of IDPs and returnees. With regard to gender issues, it is clear that the project puts great emphasis on the needs of women and girls; in all the project

components protection is a major objective, and the project seeks to empower women with regard to them taking up income generating activities.

Involvement of government authorities: The eight ministries have been consulted right from the beginning of implementation. They have been provided with budgets. They have signed MoUs, which clarify their roles and responsibilities as well as those of the consortium partners. The ET has recognised the appreciation and enthusiasm of the ministries for the objectives and strategy of the project.

Improving implementation strategies: The ET notes that, in the main, the community engagement approaches of the project are transmittal and a matter of passing messages. The ET argues that, in order to better achieve behaviour change, there is a need for using more interactive and issue-raising methods of community engagement and project-support communication.

Sustainability

The ET's concerns about sustainability have been indicated above – the potential demotivating effect of incentives, for example, or the lack of permanent health facilities in the IDP settlements. But the school buildings that have been constructed or rehabilitated will be there, and potentially operating, when the three years of the DSRIS project are over. The education received by the pupils cannot be taken away from them. Nor can the skills learnt by the VTC trainees be taken away. Whether the school pupils or TVET trainees will be able to get jobs or set up businesses is another matter. Nevertheless, overall, there is reason to be positive about the sustainability – the durability – of much that has been achieved in this project.

Recommendations

The recommendations of the ET have emerged, either explicitly or implicitly, in the following main text. The first few are of a general scope, relating to the overall management of the project; these are followed by ones focusing on specific components.

1. Enhancing coherence

The ET has commented on the dispersed management of the project and the consequent risk that implementation could become disjointed. The project does not have a management unit in the usual understanding of that term: a group of managers, with the required different competencies, which is based in one place, so that the members can easily discuss emerging issues and carry out the day-to-day management of a project. But because of the different management modalities of the five implementing partners, their geographical spread, the number of sectors to be covered, the political and logistical dynamics of working across two states, and the budgetary implications of having each of the five partners seconding one person, say, to be dedicated exclusively to this project as part of a management unit based in one place – because of all these factors, the ET understands why the management structure and the coordination mechanisms are as they are.

The ET commends the partners for achieving the degree of coordination that now exists, through identifying Focal Points in the partners, in the ministries, and in the five different districts. The ET also recognises the coordinating and advisory functions carried out by the Project Steering Committee, the Oversight Committees and the Technical Working Groups. However, the ET suggests that the Project Coordinator, the Project Managers or key Focal Points of the five partners should, together, put more emphasis on creating greater coherence in certain aspects of the project that cut across all its components. This issue is taken up in the following two recommendations.

2. Improving community engagement

The community engagement methods used by the project up to now are, in the main, transmittal messaging approaches, whether in workshops, public meetings, or door-to-door campaigning. The ET recommends that the project should also utilise more interactive and issue-raising methods, such as community-based drama and radio or TV forums, which are more likely to secure attention, stimulate debate, and lead to behaviour change.

To this end, the ET suggests that the staff of partners involved in mounting awareness-raising campaigns within the project should participate in a workshop which uses experiential techniques to illustrate and practise a range of community engagement techniques.

3. Developing a more expansive communication strategy

The project has a knowledge management component, which has produced studies that inform the implementing partners about priority issues to be addressed in the various components. However, the ET suggests that knowledge management could also mean informing the public and, especially, other agencies that would benefit from knowing about the lessons that are emerging from DSRIS. There are so many ‘stories of change’ that could be distributed to the media. Also, government agencies and NGOs doing similar work in

other places, could be informed through a series of ‘policy briefs’ that explore key issues involved in projects concerned with improving the lot of displaced peoples.

M&E

4. Standardising data collection and reporting

With regard to collecting data and reporting on progress being made in achieving the outputs of the project, the consortium partners should use the targets set out in the revised logframe, and they should also comment on the likely achievement of the outcomes such as those suggested in this report.

5. Going beyond recording activities and outputs

In the interim reports submitted by the consortium partners, in commenting on the likely achievement of envisaged outcomes/impacts, they should include ‘stories of change’ that highlight how the various components of the project are influencing the lives and livelihoods of the beneficiaries.

To this end, the ET suggests that the project should hold a workshop on the techniques for identifying, recording and writing such stories or case studies.

6. Tracking the achievement of outcomes

In as much as outcomes (changes in attitudes and practices) cannot be as precisely counted or measured as can outputs (facilities and services put in place), the ET suggests that the project should set up a number of focus groups for each component and in each district – groups involving between 6 and twelve members, a mix of key informants and beneficiaries – that can be consulted before each interim report, in order to explore their views on changes that are occurring that can be attributed to the project.

Education

7. Constructing permanent rather than temporary school structures

Taking into account the views of head teachers as recorded in this report, the consortium should reflect on the comparative advantages of putting up permanent rather than temporary classrooms – and wherever possible find the budget for the permanent options.

8. Paying incentives

The ET appreciates the rationale for paying incentives to teachers, given the resource constraints experienced by the Ministries of Education. However, the ET suggests that this could well be a disincentive for those teachers who are not receiving these payments. Therefore, the ET suggests that, wherever possible, all teachers in same supported school should benefit from the incentives scheme.

Health

9. Providing permanent health facilities

The health component of the project is clearly the most appreciated by the targeted communities. However, in the interests of really promoting durable solutions to the health needs of the IDPs, the ET suggests that a project such as the DSRIS should put more emphasis on the construction of permanent health centres in the settlements.

10. Providing nutrition services

A critical service missing is a nutrition component. This has sometimes been provided in the target areas by other NGOs – but this is no longer the case. The ET recommends that the project’s management should consider how best this problem can be solved.

WASH

11 Constructing emergency or permanent latrines

Given the reported disrepair state of emergency latrines that have been constructed, and mindful of the project’s emphasis on durable solutions, the ET suggests that the consortium should consider putting more emphasis on the construction of permanent ones.

12. Combining ‘hardware’ and ‘software’ components

The ET suggests that in any future WASH projects it will be important to link increasing awareness about good hygiene practices to the construction of water points and latrines – especially when water and sanitation are seen as major problems.

Gender-based violence and child protection

13. Involving men

Given that there is limited, if any, role for men in the efforts to combat GBV, the ET suggests that there is need to actively involve men as key targets for the GBV messages.

14. Involving leaders

Also, key influential leaders and religious clerics should be engaged in addressing issues of GBV, FGM and other child protection issues.

Vocational training for youths

15. Providing entrepreneurship training

In that, as of now, the design of the TVET programme is one that seems to be preparing the trainees for employment rather than job creation, the ET recommends that the project should make it mandatory for the VCTs to include entrepreneurship training in their courses.

16. Strengthening the link with the private sector

In order to make the training as relevant as possible and to strengthen the chances of employment for the trainees, the private sector should be more engaged through stakeholder meetings in which they can be consulted on competencies required in the job market – and where there are exhibitions of work produced by the trainees.

17. Standardising TVET curriculum

The TVET centres are not using the same curriculum (the Professor Adow VTC is using a South African curriculum, while the North Galkayo VTC is using a curriculum developed by CARE and the MoE of Puntland), the ET suggests that a standardised curriculum is critical for ensuring that the qualifications are equal and the same levels of competency are achieved across the two TVET centres.

18. Implementing tracer studies

The ET recommends that the project should carry out a tracer study in order to track and document the employment rates of the graduates six months after the training.

Village Savings and Loans Associations

19. Providing training in literacy and numeracy skills

Since most of the women in the VSLAs are illiterate or semi-literate the ET recommends that the planned literacy and numeracy components should be activated as soon as possible.

20. Providing training in basic business skills

The ET also suggests that there is a need for providing training in basic business and management skills for participants in the VSLAs.

21. Making links to financial institutions

The project had envisaged that the VSLAs would be linked to financial institutions such as Dahabshill, so that they can get access to loans. The ET suggests that this should be a focus in the remaining time for the project.

22. Rewarding best performing VSLAs

It was envisaged that the best performing VSLAs would be rewarded with a capital injection from the project. The ET suggests that the criteria for selecting the VSLAs should be made very clear – and care should be taken to avoid any demotivating effects.

Empowerment of youths

23. Activating envisaged follow-up activities

The ET suggests that the project should consider constructing youth centres or social halls where the trained youths can meet and discuss issues that affect them – the issues related to such topic as illegal migration and radicalisation that they have explored in their own training programmes.

1. Introduction

1.1. Objectives

Intermedia Development Consultants (iDC) were contracted by CARE to carry out a mid-term evaluation (MTE) of the Durable Solutions for Returnees and IDPs in Somalia. It has been a challenging, as well as absorbing, task: to review a project implemented by five agencies, working in five districts and in two states of Somalia, addressing needs related to the sectors of Education, Health, WASH, Child Protection, Gender-Based Violence, empowerment of women and youth – and in collaboration with eight ministries.

The specific objectives for the MTE are clearly set out in the ToR (given in Annex A). To address all of them was a ‘tall order’ given a very constrained budget for engaging with the number of implementing agencies, and covering a very wide spread of project interventions. As will be seen in the chapter describing the approach, we have been able to use both quantitative and qualitative methods – a household survey administered in all five project sites, as well as key informant interviews (KIIs) and focus group discussions (FGDs) with project beneficiaries in four of the districts: Bosaso and Galkayo North in Puntland, Galkayo South and Adado in Galmudug.

However, it should be clarified that it was too early for conducting an impact study – though, where possible, this review has pointed to likely impacts of the various interventions, as well as their potential sustainability. So, in line with the ToR, the main emphasis of the MTE has been on reviewing the project’s strategy (‘Is the project doing the right thing?’) and assessing performance (‘Is the project doing things right?’) – towards making recommendations to project managers about possible adjustments to objectives, activities, and management structures and processes.

1.2. Structure of the Report

The following Chapter 2 describes the approach taken in data collection. The next five chapters follow the conventional sequence of the OECD/DAC evaluation themes: Relevance, Efficiency, Effectiveness, Impact and Sustainability. The Annexes present the ToR, the documents reviewed, the people consulted, the MTE fieldwork schedule, the analytical framework used in deriving the various checklists and the structure for this report, and a suggested set of outcome indicators for the project.



Hygiene Promotion Committee Members in Karamo IDP camp, Adado, Copyright © iDC 2018

2. Approach

2.1. MTE Objective and Constraints

As said above, in line with the ToR, the main objective of the MTE has been to assess the strategy of the project – its choice of actors and actions – in its efforts to achieve the project’s key objective: to support a sustainable and durable reintegration of refugees and IDPs in Bosaso and Galkayo North districts in Puntland State; Galkayo South, Dhusamareb and Adado districts in Galmudug State.

It has to be said that, in order to assess the project’s achievements in these five districts across two states, covering so many sectors, and being implemented by five agencies, the allocated budget was a serious constraint. Nevertheless, the iDC team was able to use the mix of qualitative and quantitative appraisal methods indicated in the ToR and, in doing so, adjusted its staffing and its original work plan in order to conduct a household survey across all five districts and to hold KIIs and FGDs with all relevant stakeholders in four of the target districts.

2.2. The Analytical Framework

In Annex E, we present the analytical framework which is derived from the five themes of the OECD/DAC criteria for conducting evaluations. As will be seen, the evaluation team (ET) has clustered all the issues to be explored as indicated in the ToR – and added a number that we think are also relevant and important.

The framework is the overriding schema from which all the data collection tools have been derived – checklists for KIIs and FGDs and a household questionnaire. Also, as indicated above, the framework provides a structure for this MTE report.

2.3. Qualitative Data Collection Activities and Tools

The MTE fieldwork activities were as indicated in the Inception Report although, in discussion with CARE staff, for the KIIs and FGDs Bosaso was included.

Documentary study

The research has involved the study of relevant documents. These are listed in Annex B. They include relevant project documents (the Full Application Form for DSRIS, the Baseline Assessment conducted by IMPACT, the revised logframe, all three interim reports for DSRIS, supervision report of MoLGRD, minutes of meetings) and background documents such as international and state policy statements on the treatment of IDPs and refugees, and relevant situation reports on Somalia.

Key informant Interviews

There have been 27 one-on-one discussions with DSRIS project managers and focal points of the five implementing partners, staff of seven line ministries in Puntland (4) and Galmudug (3), head teachers, heads of technical and vocational education and training (TVET) centres, and the contact person of the donor, the European Union, responsible for overseeing DSRIS, which is within the RE-INTEG programme funded by the EU's Emergency Trust Fund. The list of persons consulted is given in Annex C.

The interviews were based on the themes and questions of the analytical framework presented above, adapted for the particular informants – particularly whether they were project staff or other informants noted above.

The main purpose of the interviews was to explore perceptions related to the project's design, its achievements and its challenges.

Focus group discussions

29 FGDs were held with the variety of beneficiaries: IDPs from the targeted settlements; members of the host communities; VSLA members; community education committees (CECs); WASH committees; hygiene and health promoters; GBV focal points; Youth groups; TVET centre trainees and graduates. The objectives of the FGDs were to explore the views of the participants about the relevance, efficiency, effectiveness, impact and sustainability of the project – and to corroborate information gleaned from other sources. Checklist were adapted according to the kind of groups participating in the FGDs.

SWOT Analysis

In Garowe, in the first phase of the fieldwork, a half-day SWOT analysis session was held with the project management staff of CARE and Save the Children. The purpose was to identify issues related to achievements, challenges and opportunities, which would be taken up in following interviews and discussions. That we were able to bring together in Garowe only two of the five implementing partners was a pointer towards the many later discussions about the challenge of coordinating five agencies based in different districts in Puntland or Galmudug.

The completed SWOT analysis is presented in Chapter 3. The issues identified by the participating project staff were taken up in the many interviews and discussions in Adado, Bosaso, North Galkayo and South Galkayo.

Stories of change

The ET Collected personal stories, through an application of the 'Most Significant Change' approach. This involved in-depth interviews with members of FGDs who have something of significance to say about the impact of a project on their lives and livelihoods. It is also an effective method for highlighting impacts and providing graphic communication material that can be used in standard reports and disseminated to the media. Four of these stories that give voice to beneficiaries of the DSRIS project are presented in the following chapters of this report.

2.4. The Household Survey

As stated in the Inception Report, the quantitative approach of the household survey was designed to elicit quantifiable and numerical data, which was used to generate statistics. It consists of closed questions, and it generates information that can be used for descriptive purposes: frequency distributions with percentages and, where appropriate, measures of tendency.

Distribution of questionnaires

All five districts were included in the survey: Bosaso and North Galkayo in Puntland; South Galkayo, Adado and Dhusamareb in Galmadug. In each settlement or village the ‘spinning-the-pen’ technique was used to determine random directions to the target households for each enumerator. Then, household heads aged between 18 and 50 years were interviewed, depending on their availability and accessibility at the time of data collection.

Sample size determination

The sampled districts have a total number of 13,955 households within IDP settlements, based on the statistics shared by CARE. This number was designated as the population (N_i). The Fisher’s formula for sample size was utilised to determine the sample (n_i).

$$n_i = \left\{ \frac{\delta(1-\delta)}{\left[\left(\frac{\alpha}{Z} \right)^2 + \delta(1-\delta)/N_i \right]} \right\} * \mu_i \quad (1)$$

Where n_i = effective sample size; N_i = population of 13,955 households; δ = estimated population variance of 0.5; α = desired precision of 0.05; Z = confidence level of 1.96 for 95% on the normal distribution curve; and μ_i = design effect of 0.75. This process obtained a sample size of 468 households. There was a distribution proportionately across the villages based on the population weight. In each of the five project locations, the number of questionnaires administered was as below:

Bosaso	96
Galkayo North	155
Galkayo South	96
Adado	39
Dhusamereb	82
Total	468

Enumerators and training

Twelve enumerators were deployed: two in Bosaso; five in North Galkayo; two in South Galkayo; one in Adado; two in Dhusamereb. The training of the enumerators took place in Bosaso and South Galkayo. It lasted for two days – with pre-testing on the second day.

Data processing and analysis

The analysis has used the Statistical Package for Social Sciences (SPSS) version 20. The relevant descriptive statistics and cross tabulations have been incorporated in this report.

3. Relevance

An assessment of the significance of the needs the programme is designed to address

3.1. The Context

Question: How significant are the needs and priorities of the targeted groups in Galkayo, Bosaso, Dhusamareb and Adado that the DSRIS programme is addressing?

The displacement situation

The most relevant source of information for establishing the context within which the DSRIS project was starting its work is the baseline study conducted by IMPACT in early 2017.¹ Drawing on a number of reports by UNHCR,² the baseline noted that the ongoing drought and instability were contributing to a serious increase in displacement over the previous 10 months. Displacement was an important economic, social and political issue for most, if not all, cities across Somalia. The UNHCR-led Protection and Return Monitoring Network (PRMN) Somalia indicated at the time of the project's onset that the total number of IDPs was estimated to be approximately 1.5 million, with over 750,000 people displaced within Somalia since November 2016. And the majority of these people were moving from rural to urban areas for protection and sustenance.

Moreover, the displacement problem was made worse by two other events. One was the decision of the Kenya government to move to a closure of the Dadaab refugee camp in eastern Kenya. This led to a voluntary repatriation scheme facilitated by UNHCR. The UN agency estimated that, at the time of the baseline study, almost 50,000 people had returned to Somalia since December 2014.³ The second event was the escalation of the conflict in Yemen, which had caused a wave of over 30,000 refugees returning to Somalia since March 2015,⁴ mainly through Bosaso to other urban centres in Puntland and Galmudug – the target states for DSRIS.

Basic services provision

The IMPACT baseline report highlighted the increasing strain on resources that was caused by this influx of IDPs and refugees in their settlements in Puntland and Galmudug – particularly with regard to the provision of basic services, such as food, health, education, water and sanitation. Another issue of great concern was the high rate of unemployment among the youth – leaving them vulnerable to being caught up in violent extremism.

What follows are some key findings from the baseline report that are indicative of the range of needs that DSRIS was designed to address:

¹ Durable solutions for Refugees and IDPs in Somalia: Baseline Assessment Report, IMPACT Initiatives, June 2017.

² UNHCR, Somalia Situation: Supplementary Appeal January – December 2017.

³ UNHCR, Inside Somalia: drought displacement growing, 21 February 2017

⁴ Oxfam, Somali Returnees from Yemen: survivors of a conflict that needs to end, May 2017.

Assistance: A low proportion of households in the target areas of IDP settlements and surrounding host communities had previously received external assistance of any kind – only 22%.

Health: Less than 50% of the households said they had accessed health services.

Water: Although piped water was the most common water source, there was variation in access depending on displacement status: generally IDPs had lower access to piped water than other displacement groups, reflecting the increased use of non-piped systems (such as *berkads* and water kiosks) and delivery of water by NGOs in IDP settlements.

The majority of households reported paying for their water source, although the proportion of households was lower for IDPs than other groups.

Sanitation: Communal latrines were the most commonly available type of latrine, particularly for IDPs and returnees, who tended to live in informal settlements or camps.

Education: Approximately half (47%) of all households reported the availability of a school, either in their settlement or within walking distance. IDP and refugee returnee households tended to have lower access to schools than the host community, reflecting the nature of temporary settlements.

Households reported lower school attendance rates for girls across all age groups and districts (between 10% and 30% of school aged children, with the highest proportion in Galkayo North and the lowest in Dhusamareb). There also appeared to be a substantial drop-off in attendance rates between primary and secondary school, potentially linked to the reliance on teenagers to contribute to household income and/or the limited availability of secondary schools.

An extremely low proportion (between 3% and 11% across the five assessed districts) of households reported receiving vocational training, and even lower reported receiving non-vocational skills training (such as basic literacy and numeracy classes).

Protection: The availability of GBV counselling or healthcare services, and of child protection services, appeared to be extremely limited.

Social Cohesion: Policies on IDPs and refugees

One of the baseline findings was a surprise to the ET – that there was a very positive relationship between the IDPs and refugee groups in the project’s target areas: ‘The relationships between IDP, host community, returnee and refugee groups was reportedly overwhelmingly positive.’

The findings of studies made elsewhere, and particularly in Mogadishu, were that there is often a significant degree of hostility between the IDPs or refugees and their host communities. This was an issue that the ET took up in their own fieldwork: exploring whether the response to IMPACT’s researchers was in line with a tendency of people to be polite when responding to a questionnaire – maybe also fearful of expressing views that run counter to what they think the researchers would like to hear – or whether the positive response was a genuine one.

Certainly, the government policies on IDPs of both Galmudug and Puntland⁵ are in line with the OCHA Guidelines and the Kampala Convention on the treatment of IDPs.⁶ These policy

⁵ Puntland Policy Guidelines on Displacement, (English version), Ministry of Interior, Local Governments and Rural Development, undated.

statements were referred to by Abdikadir Abdimalik, Director of IDPs Department in the Puntland Ministry of Interior, Local Governments and Rural Development. This is how he himself interpreted the key principles of his state's policy:

'For IDPs there are three options. No-one is forced to go away or to stay. The important principle is choice. First, IDP individuals or families can choose to go back to the places they moved from – if they feel it is safe and good for them to do so. Second, they can ask to relocate to another place that they think will be better for them. If an IDP is a fisherman, for example – well, there is no sea near Garowe! He may want to go somewhere at the coast where he can resume his livelihood. And the third option is to find a solution here in Garowe. I can show you a poster in my office, which shows that almost 80% of the IDPs want to stay where they are.'



Such a liberal, flexible and permissive policy is feasible only if the relationship between the displaced peoples and the host communities is not a hostile one. The first interview we had in Garowe was with the Director General (DG) of the Ministry of Labour, Youth and Sport, Ahmed Abdalla Tigaana. *'In Puntland the host communities are always very welcoming and they are supportive of the IDPs and returnees,'* he said. *'There is a bond. They are our brothers and sisters.'* This was echoed in all the interviews with the other three participating ministries in Puntland – the MoILGRD, MoE and MoH – as well as in the initial interviews with staff of the implementing partners.

This positive view of the relationship between IDPs and their host communities is not echoed in a report of research conducted by the Research and Evidence Facility (REF) of the EU's Emergency Trust Fund for Africa – under which DSRIS is funded.⁷

The research on the underlying issues influencing processes of displacement, return and (re)integration was conducted in Baidoa, Kismayo and Mogadishu – very different locations. The finding related to social cohesion was:

'Those identified as IDPs feel more excluded than other groups, particularly those living in Mogadishu. This is a result of their difficult experiences, and the emotional, social and physical estrangement associated with their displacement. Discrimination and their weak economic and political position (especially where they are members of minority clans) also contributes to IDPs' sense of exclusion.'

So this was an issue to be further explored in the fieldwork in Adado, Bosaso, Dhusamareb, and Galkayo.

⁶ Guiding Principles on Internal Displacement, OCHA, 1998 and African Union Convention for the Protection and Assistance of Internally Displaced Persons in Africa (the Kampala Convention), 2009

⁷ Return and (re) Integration after Displacement: Belonging, Labelling and Livelihoods in Three Somalia Cities, Research and Evidence Facility, 2018.

3.2. The Project Design

Question: Is the programme designed in such a way that the needs and priorities are being addressed effectively?

The response to the assessed needs of the IDPs and returnees in the five districts was the establishment of the five-agency consortium CARE, SCI, ACTED, SSWC and IMPACT, between them delivering assistance across the sectors of Education, Health, WASH, and Protection Services.

The RE-INTEG programme

DSRIS is supported by the European Union's Emergency Trust Fund for stability and addressing root causes of irregular migration and displaced persons in Africa (EUTF for Africa), which aims to foster stability and to contribute to better migration management, including by addressing the root causes of destabilisation, forced displacement and irregular migration. DSRIS is one of three projects within the programme RE-INTEG, which is enhancing Somalia's responsiveness to the management and reintegration of mixed migration flows.

As stated in its website,⁸ the overall objective of the RE-INTEG programme is to 'contribute to Somalia's transition out of fragility by strengthening stability and security and by creating a favourable environment for the economic and social development that enhances the absorption capacities of areas of return of displaced populations and improves livelihood conditions in areas of return as well as departure.'

The specific objective of the programme is to support a sustainable and durable reintegration of refugees, returnees from Yemen, Kenya, Europe and other areas of departure, and IDPs in Somalia, and to anchor populations within Somalia.

The RE-INTEG programme has three result areas:

1. Closing gaps in the management of refugee and returnees – Support to dignified and safe movement of the returnees/refugees from Yemen, Kenya, Europe and other potential countries of departures to Somalia as well as transportation to areas of origin; Capacity building of government institutions to be mainstreamed wherever possible to ensure sustainability and improve the Government's response capabilities.
2. Enhancing the rule of law by improving and implementing policies and legal frameworks for IDPs, refugees and returnees and strengthened cross-border cooperation towards migration and enhanced security.
3. Increased access to basic services and creation of realistic livelihood opportunities in the main accessible areas of return and departure – contributing to putting in place a conducive environment by supporting the delivery of basic services and creating realistic and valuable livelihood opportunities while facilitating their access by the most vulnerable.

⁸ https://ec.europa.eu/trustfundforafrica/sites/eutf/files/rider_t05-eutf-hoa-so-03_-_re-integ-1_5.pdf

Clearly, the DSRIS project is focused on Result 3. There are synergies to be realised between the objectives and processes of projects in all three result areas. So the question should be asked why projects focusing on results 1 and 2 are not being implemented alongside the DSRIS project.

The rationale for the DSRIS consortium

In its third-party monitoring work for OCHA in Somalia, iDC’s consultants have noted the UN agency’s emphasis on promoting integrated projects. However, it has been found that sometimes this means that the implementing agency is encouraged to take on the implementation of projects for which it does not have sufficient experience or expertise. This is often the case when agencies that are strong in the construction of shelter, water points or latrines, are much less strong in their project-support communication and community engagement activities – conducting awareness campaigns, facilitating training workshops or community conversations.

However, a definite advantage of the consortium approach of DSRIS is that each of the agencies has been selected and deployed according to their particular strengths:

CARE:	Education, GBV, empowerment of women and youth;
SCI:	Health, GBV and Child Protection, VSLA support;
ACTED:	WASH;
SSWC:	Health, WASH, GBV;
IMPACT:	Research.

Whether the strengths of each implementing partner have been tapped to the best effect, and whether there has been sufficient ‘on-the-ground’ coordination between the partners to tackle specific issues that need the attention of more than one partner – these are issues that were taken up in the fieldwork.

Also, the ET felt it important to explore why not all the sectoral needs were addressed in all the five target areas. Though water, for example, is seen to be a particular problem faced in the IDP settlements, the actual provision of more water points is only being done in Adado. As will be seen, FGD respondents in North Galkayo and South Galkayo stated that access to water and sanitation was a main problem for them

Potential for peace building

DSRIS is being implemented across two states: Puntland and Galmudug – states that, because of clan differences, have a history of friction and, sometimes, open conflict. And the border town of Galkayo has experienced particular inter-clan tensions. Therefore, one significant outcome of the project, related to peace-building, could be achieved. Though there is little emphasis on peace building activities in the project design, the ET has explored whether the bringing together of participants from both sides of the state border for joint trainings, discussion sessions for youths, or consultative meetings, has had a positive effect on the relationship between the people of the two states and their administrations.

The language of the logframe

The DSRIS logframe, the summary of the project's strategy – its targets and activities – has proved to be a useful monitoring tool for the ET. However, we suggest that there is a need to formulate (and record in reporting) a number of outcome indicators. And, here, we suggest that the logframe defines outputs in a rather eccentric way. We recognise that different agencies use logframe terms to mean different things, but we argue that there is an important distinction to be made between what a project puts in place in terms of facilities and services – what we are calling 'outputs' – and what a project achieves in terms of changes in attitudes and practices – what we are calling 'outcomes'. This is the logic behind the output targets discussed later in the Effectiveness chapter, as distinct from the outcome targets discussed in the Impact chapter.

What would be a durable solution?

The Full Application Form for DSRIS⁹ – the project document – does not define what it means by a durable solution for the targeted IDPs and returnees. Those who think like the Kenya government with regard to the Dadaab refugee camp will see a durable solution as involving the return of the IDPs and returnees to their places of origin. From this perspective, the provision of basic services to the settlements – the main thrust of the DSRIS project – would be lessening the chance of a durable solution being found.

However, there is an answer in what was said above by Abdikadir Abdimalik, Director of IDPs Department in the Puntland MoILGRD, about ensuring and facilitating a free choice to the IDPs and returnees – whether to stay or move on. This is echoed by what Nimo Hassan, the DSRIS Consortium Coordinator, said when interviewed by the ET:

'For me and this project, I think a durable solution would be the IDPs and the host communities having access to the same services. There would be no huge exclusion of any group from the services provided. It means that there is acceptance from the host community of the IDPs. And it means that the IDPs have a choice whether they assimilate, integrate, or return to their original places. People can make that choice for themselves. But while they are in the settlements they should be living under no threats, or feelings, that they are excluded.'

Therefore, the approach taken by DSRIS is reflective of the realities on the ground in Puntland and Galmudug – an emphasis on integration through having better access to services.

3.3. Assumptions and Risks

Question: How well are the assumptions and risks identified in the programme design – and are they being shown to be valid?

Assumptions are indicated in the logframe, but not risks – which is understandable, given that a risk can be seen as the 'flip-side' of an assumption. One assumption is what must appear in every project that has been implemented in Somalia since 1991: 'Security and

⁹ Full Application Form, EuropeAid/151963/DD/ACT/SO, 15 July 2016

political context (national & regional) remain stable to permit access’. The same might be said of two more general ones: ‘Humanitarian and environmental context (risk of droughts, etc.) remains the same’; ‘No major man-made or natural disaster that disrupt project and service delivery’. All three are valid concerns and, fortunately, all three have held.

Another objective is specific to this services and protection project: ‘Actual voluntary returns, no mass forced returns’. And this has held, given what has already been said above about the policies on IDPs and refugees of both the Puntland and Galmudug States. Two more assumptions in the logframe are not factors external to the project: ‘Stakeholder, decision-makers buy-in, communities want to participate’; ‘Coordination and collaboration’. These relate to the project strategy, and whether they are valid is something to be discussed later on with regard to the project’s efficiency, effectiveness and impact.

3.4. Initial Reactions: A SWOT With Project Staff

Question: What are the strengths and weaknesses, opportunities and threats, of the programme?

The SWOT analysis carried out with project staff on the first day of fieldwork is presented below:

The SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> • Having five implementing partners means that each can bring to the project their different experiences and skills: CARE with education and livelihoods, Save the Children with health and child protection, ACTED with WASH, SSWC with protection as a local partner, IMPACT with knowledge management; • They can deploy staff who are well qualified in the different thematic areas; • There are advantages in taking a holistic approach to addressing the needs of the projects target groups; • With five IPs, a wider community can be reached; • The project works across two states, Puntland and Galmudug with a history of friction and conflict – so one outcome could be a more harmonious relationship between those states; • And the IPs have a record of work in conflict-affected locations; • The project, working across various thematic areas, is building good relationships with a number of different ministries in both states; • The IPs have a good record of facilitating community participation in project planning and implementation. 	<ul style="list-style-type: none"> • With a project of such complexity, with five IPs, with multi-sectoral objectives and activities, dispersed over a wide area, reaching out to different target groups, coordination is a great challenge – as one IP implementing partner said later, ‘Each agency is getting on doing its own thing’; • Nevertheless, the needs of the target groups are more than the project can address; • The advocacy objectives, towards reform of policies related to the issues the project is addressing – improving basic services and finding durable solutions for IDPs, returnees and host communities – proved to be too ambitious and had to be made much less so; • Furthermore, in the project design, there is no clear definition of what ‘durable’ should mean in relation to the project’s target groups – Is it assumed, for example, that the IDPs and returnees should best ‘stay put’ or move back to their places of origin? • There is a risk that those selected from their communities to take on roles such as GBV focal points or CHWs, without sufficient training to carry out sensitive and difficult functions, will not be effective in carrying out their function; <ul style="list-style-type: none"> • A major challenge, not yet overcome, is how to improve and standardise data collection and reporting approaches across the IPs.

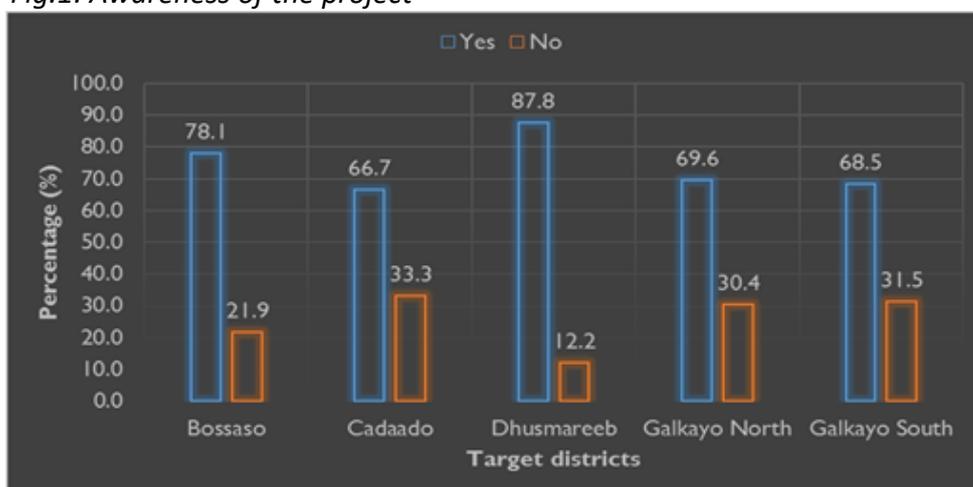
Opportunities	Threats
<ul style="list-style-type: none"> It would be possible to align more closely with emerging government policies; for example, it might be possible to draw on the Youth Development Fund, which is established within the Youth Policy – and with other policies related to IDP issues and gender issues; More could be done to identify ‘champions’ for the durable solutions project – influential people who would promote and stand up to defend the project; Also, more could be done in working with existing government and community-based structures; Along with the consultative meetings, dialogue sessions, and the youth peer-to-peer discussions, the project could use other more arresting and community engagement methods in its awareness campaigns, such as community-based theatre or radio forums. 	<ul style="list-style-type: none"> The ever-present concern about security; Possibility of unrest related to the upcoming elections; The threat of another period of severe drought; The concern that donor funding might also dry up.

The analysis highlighted a number of issues to be explored in the fieldwork that followed in the four districts of Bosaso, Adado, Galkayo North and Galkayo South:

- The extent to which the advantages of having such an integrated project are being realised in implementation;
- How the problem of coordinating the work of the five implementing partners is being tackled;
- How well the participating ministries are being involved;
- Whether the methods of community engagement are going beyond the giving of talks and the passing of messages;
- How effective are the methods of data collection and reporting.

Whatever the strengths and weaknesses of the DSRIS project, it became clear from the ET’s fieldwork – and particularly from the household survey – that the project is well known in all its target areas:

Fig.1: Awareness of the project



3.5. The Response of Beneficiaries and Project Staff

When exploring with project beneficiaries and staff members in the following FGDs and interviews, their views about the project's relevance – the significance of the needs the project is addressing – were in line with the findings of the baseline study:

In **Bosaso**, members of the WASH committees engaged in Bulo Mingis B and Ajuran B IDP camps listed their main problems as access to water (many of the members have to trek to locations outside the camp to fetch water), poor sanitation (not enough latrines), and many GBV cases in the camps. In the FGD with IDPs, the members talked about serious GBV cases – rape, wife beating, early and forced marriages. And so the support given by the CARE GBV focal points was appreciated. However, in the discussion with host community members, they said that the project was doing little for them, except for the awareness campaign about GBV, which they rated highly. Members of the Community Education Committee (CEC) said there was certainly a need for the awareness raising efforts related to the importance of children's education. As one of the group said:

'Before the project, we used to pass through the IDP households and urge them to take their children to school. But they didn't listen to us; they would rather send their children to town to earn money by shining shoes and such little jobs.'

In the Madina IDP camp in **Galkayo North**, the respondents highlighted the urgent need for health services. There is no health facility in the camp, and so they appreciate the weekly visit of the project's health team. But still many women give birth in their homes because they cannot afford to go to the health facilities in Galkayo town.

One of them talked very personally about the need for better housing:

'How can I and my wife and seven children live in one room? It is very difficult. It means that if my wife and I want some time together at night, we have to go in the open and in the darkness, because some of our children are big now... We can only feel part of this community if we have some level of decency.'

Similarly in **Galkayo South**, the ACTED project manager made a strong comment about the needs the project is addressing:

'The IDPs and returnees across Somalia continue to live in some of the most challenging and deplorable conditions, completely deprived of basic services. This project is an attempt at addressing these needs.'

In **Adado**, the Save the Children focal point also gave a most salutary reply when asked about the relevance of the project:

'The needs are enormous. In fact, this project is a just a drop in the ocean. The majority of the IDPs are still unable to access basic services that every human being should be able to access: shelter, clean water, sanitation facilities, food, health services, livelihood opportunities, and so on.'

In my opinion, this project is timely, especially for Adado where some of the IDP camps we are working in are fairly new and they did not have the most basic of services such as latrines. But the needs are overwhelming, and this project can only do so much.'

4. Efficiency

An appreciation of the quality of programme management, in terms of coordination between implementing partners, work planning, competencies of staff, funding – towards determining value for money

4.1. Funding

Question: Are the resources allocated to the programme sufficient for carrying out the envisaged activities and achieving the stated objectives?

The approved budget, showing partner allocations and expenditure up to June 2018, was as follows:

Approved DRIS partner budget allocations

Partner	Euro amount	Expenditure up to June 2018	Balance
CARE	€ 4,849,444.00	€ 1,339,928.08	€ 3,509,515.92
SCI	€ 3,500,000.00	€ 1,761,504.54	€ 1,738,495.46
ACTED	€ 713,556.00	€ 129,564.43	€ 583,991.57
IMPACT	€ 137,000.00	€ 47,133.48	€ 89,866.52
SSWC	€ 800,000.00	€ 330,626.00	€ 469,374.00
Totals	€ 10,000,000.00	€ 3,608,756.53	€ 6,391,243.47

Pace of expenditure

The total fund received by the consortium was € 10,000,000. The above figures show that, at the half way stage of the project implementation, 36% of the funds had been expended. Even allowing for the initial capital expenditures – and despite the early delays in the release of funds – this indicates that, overall, the pace of expenditure is rather low. However, there are variations in the proportions spent by individual partners. From this perspective, the expenditure of SCI was right on the 50% of allocation. On the other hand, ACTED's expenditure of € 129,564, was only 18% of its allocated budget. And IMPACT's expenditure of € 47,133 was only 34%. Also, CARE had expended only 28% of its allocated funds by the mid-point. SSWC was nearer the mark with 41%.

There are many factors that could explain the ratio of expenditure to pace of implementation – the sequencing of high cost activities, for example – but when expenditures are on the low side, it does prompt questions about the reasons. In the case of ACTED it seems that there were hold-ups in getting agreements from the relevant ministries in Galmudug – and so its WASH activities were late to start. For IMPACT, the explanation is related to the changes of key staff in the early stages of the project and the ensuing changes of their component's objectives – specifically, abandoning the very ambitious advocacy activities. The seeming underspend by the lead agency, CARE, is explained partly by sequencing issues mentioned above, but also by the problems encountered in establishing the Galmudug office, where CARE had no presence. This included finding the office space, recruiting all the staff, orienting them, and so on. By September, CARE's expenditure had reached 39%.

Adequacy of funds

None of the respondents from the management teams of the project's components said that the funds allocated for implementing the planned activities with beneficiaries were insufficient. The Consortium Coordinator pointed out that there had been an under-estimation of the logistical costs of bringing people together from across the two states for the various coordination meetings. There was certainly unanimity, however, in the view that the allocated funds were not at all sufficient for addressing all the needs of the families living in the IDP camps. As the DSRIS focal point said in Adado, the needs of the IDPs are 'enormous'. And this is how the project manager for SSWC put the issue:

'In terms of carrying the activities allocated to us yes, the budget we have been given is sufficient. However, for addressing the needs of the target groups in the areas where we are working, no, it is not sufficient. We would have wanted, for example, to carry out more WASH activities, especially with regard to sanitation and water, so that our software component can be strengthened and also improve these services to the IDPs who have come out strongly to demand for these services from us. Yet the project has not budget for this in South Galkayo and Dhusamareb.'

4.2. Project Structures and Staff Resources

Questions: Are the deployed staffing resources sufficient and competent enough for carrying out the envisaged project activities?

How well is the programme being managed with regard to the coordination between the partners, carrying out of activities, and time management?

Deployment of full-time staff

For the situation in DSRIS, for the full-time staff of the implementing partners the issue is not related to the competency but about – especially for the 'big' partners, CARE and SCI – how they are deployed. The management of the project is dispersed – and the risk is that the project becomes disjointed.

For the ET it was not possible to engage in one place and at one time with a project management team. During the review, the senior project managers were spread across Nairobi, Hargeisa, Garowe, South Galkayo, Adado – and even Baidoa. It seems this was symptomatic of the problem experienced by those with a management responsibility for DSRIS. As one staff member of SCI, who is based in Adado, said, *'We have a focal point for the project who is based in Baidoa. His role is to coordinate with CARE, attend all coordination and review meetings; he is also responsible for the overall budget and overall work plans.'*

As well as the geographic spread, for CARE and SCI, there is the way in which their staff members, except for the Consortium Coordinator, have multiple project responsibilities. In effect, there is no dedicated (in a specific use of that term) and cohesive management team – a team that can meet together to carry out the day-to-day management of this complex and very demanding project.

And so coordination is not only expensive but also a major challenge. This is how Anna Tomson of IMPACT described the challenge:

'My perception of the consortium is that each partner has a clear idea of what they are doing, but there isn't a huge amount of work as a consortium... Everyone is in their own lane and doing their thing.'

The Consortium Coordinator has this challenge as her main responsibility. She does accept that, with five partners and eight ministries to coordinate – across such a wide target area – the task is a difficult one. But she also sees the advantages of having the five agencies deployed:

'You see the reason why the five were selected. CARE, for example, has no experience in delivering a health component. And ACTED is expert in delivering WASH. Yes, it does pose a challenge in terms of coordination – in bringing people together, in doing the monitoring – yet the reasoning of bringing these agencies together is a good one. They each bring in their own experiences; each brings in their own infrastructure. So there is complementarity when you have these five organisations implementing.'

She could also have added that Save the Children has strong experience in delivering health care services; ACTED has a record of implementing WASH projects; SSWC, a local NGO, also has WASH expertise; IMPACT has strong research competencies.

Coordination structures

The ET recognises that there are three structures for coordination at three levels:

1. Project Steering Committee (PSC): Its members are the DGs of the MoI, MoEHE, MOH, MoLYS of both states, the Programme Manager, Migration and Durable Solutions of the EU, the Country Directors or designates from the consortium partners. It met bi-annually in the first year, and will meet annually in the second and third years. As stated in the Full Application, its function is to 'provide overall governance of the project, strategic direction, oversight, guidance and high-level risk management' and 'monitor working relationships between the consortium partners and the government'. As the Project Coordinator said when interviewed, 'It is more a strategic committee rather than one involved in the day-to-day management of the project – giving strategic leadership'.

2. Project Oversight Committees (POCs): There is one per district. The members are representatives of the target groups – IDPs, returnees and host communities – mayors; MoI representatives and consortium partner managers. They meet quarterly. Their function, as defined in the Full Application is 'to ensure adequate representation, selection and participation throughout project implementation'. However, the Project Coordinator sees it as having a broader function: 'They help us identify needs and activities'.

3. Technical Working Groups (TWGs): The members are technical specialists from ministries and partners. So there are TWGs for M&E, Education, Health, WASH, Livelihoods, Child Protection and GBV. It was envisaged that the groups would meet monthly or 'depending on needs'. They are seen to have three functions: (i) ensuring harmonization of activities with

the project proposal and internationally recognized practice in technical design, delivery, reporting and M&E tools and processes; (ii) advising the Steering Committee on technical programming issue (iii) sharing of successful interventions and lessons learned.

So all three of these groups have oversight, consultation, or advisory functions. They are not, essentially, management groups.

The Full Application also describes a fourth structure:

4. Project Management Unit (PMU): This was to include the consortium coordinator from the lead agency, project managers and key technical staff from the five consortium partners. It was to meet monthly in the first six months, quarterly after that and if/when needed. Its functions were to ‘give day-to-day project implementation support ensuring CMs work plans and budgets are correctly implemented in coordination with line ministries who will take the lead on dialogues on durable solutions; ensure security is well managed, the project is adequately staffed, and activities monitored’. It was to report to the Steering Committee.

This group did meet on a monthly basis in the early phase of the project, and since then it has maintained contact through Skype and emails. However, there is no management unit meeting in the same place and carrying out day-to-day management of the project.

There is a common consortium management model whereby each consortium partner seconds a staff member to a PMU, operating in one place, overseeing the activities of their agency but also sharing in joint decisions about implementation strategy. The secondees should, ideally, have a required spread of expertise – organisation leadership, financial management, M&E, communication, for example.

However, various consortium respondents have said to the ET that such a PMU would not have been possible, given the geographical spread of the agencies, the operating and staff deployment practices of the INGOs, and the cost of establishing such a unit. It seems to the ET that each consortium partner, in the main, manages its own components – and coordination is a matter of sharing information and avoiding overlaps in implementation. As said above, there are clear benefits to be gained from such a multi-sector project addressing the multiple needs of their target communities. But, without a cohesive PMU, coordination becomes the more difficult, monitoring project activities, outputs and outcomes is more challenging, and opportunities are bound to be lost for making the most of synergetic interventions.

Selection and training of community-based workers

There is a recurring issue with many humanitarian or development projects with regard to the selection and training of community-based workers – often designated as ‘volunteers’ – whether community health workers, hygiene promoters, or paralegals. They do have the advantage of being familiar with – being part of – the communities within the project sites. However, they usually have low education qualifications, and the training is often very short – just a few days.

The ET suggests that this issue could be even more serious for those selected for functions related to GBV, since the work involves very delicate, sensitive – and even dangerous – matters. In this regard, the following statement of one of the GBV focal points could have a worrying significance:

'After I took trainings on GBV and became this project's focal point and conducted awareness raising campaigns in my village named 26 June, my attitude changed drastically. Earlier, I was planning to perform the operation of FGM on my 8-year old daughter. Now I am enlightened and I refrained from performing the FGM operation on my daughter. She is really lucky – I would have acted on her if I did not participate in this project.'

It is a positive outcome that the woman changed her mind about allowing her daughter to undergo FGM – but how was she, in the first place, selected as an FGM focal point? It is only one case, but it does raise a concern about the selection criteria, the selection process, and the quality of the training that such community-based workers receive.

4.3. Monitoring, Evaluation and Reporting

Question: How efficient are the programme's monitoring systems that have been put in place?

Data collection and reporting templates

As the Consortium Coordinator said when interviewed, M&E is one of the weakest areas of the project. And, Geoffrey Alala, the CARE M&E Coordinator, charged with coordinating the project's M&E work, also said that his task is a very challenging one given the number of implementing partners and the scope of the project. It should be pointed out that he has been in place for only a few months, and he is focusing on devising tools for standardising the data collection – because each of the implementing partners uses its own monitoring system and, therefore, there has been a lot of going back and forth in order to consolidate the data in such a way that a comprehensive progress report can be written.

However, the DSRIS data collection and reporting templates seen by the ET – the Project Meal Plan, the Project Implementation Performance Tool, and the new version of the Reporting Template – all focus almost entirely on activities and outputs rather than also on outcomes. In the main, they are concerned with the activities carried out, the infrastructure built, and the numbers of beneficiaries reached or trained. These are important outputs to record, but there are other important matters – outcomes – to be analysed and noted.

Perhaps it is appropriate here to repeat what we have said above about the distinction between these key terms as used in the report: outputs are the facilities and services put in place; outcomes are the changes in attitudes and practices enabled by the achievement and utilisation of the outputs.

The DSRIS logframe

The Interim Report of June 2018 shows that the logframe provides a useful tool for monitoring the activities and outputs of the project – the report has effectively used it as its structure and for recording the achievement of outputs. However, the weakness of the logframe as it stands is in its definition of envisaged outcomes indicators or targets. As a

consequence, the interim reports focus mainly on activities and services established and not enough on the perceived changes in viewpoints and practices – and on the challenges experienced in the efforts made to achieve these outcomes.

Outcome indicators

Using the definition of outcomes discussed above, what are called Results in the ToR and Outputs in the logframe, are better seen as Outcomes:

1. Increased equitable access to quality basic services for IDPs and other vulnerable groups;
2. Increased self-sufficiency through sustainable and durable livelihood opportunities for youth and women;
3. IDPs and other vulnerable groups are better protected, integrated and accepted through enhanced social dialogue, community participation and advocacy initiatives for inclusive policies and legal framework;
4. Evidence based replicable and scalable mechanisms established to advocate and inform policy and practice on migration, reintegration and durable solutions.

Then, in order to measure or assess progress towards the attainment of these outcomes there is a need to formulate outcome indicators (or they could be simply called targets). A number of these are already present in the logframe; they can also be derived from the useful list of what are called outputs in the ToR. In Annex F, the ET presents a suggested clustering of outcomes and outcome indicators for the consideration of the DSRIS consortium.

Evaluating outcomes

Evaluating and reporting on outcomes are more challenging tasks than measuring and recording outputs. We are not, in the main, dealing with things that can be counted and presented in statistical formats. But how well services and facilities are used and are beneficial are more significant matters than how many services and facilities exist. To assess changes at the outcome level calls for a more imaginative and illuminative approach – and one that appreciates subjectivity as well as objectivity – and it calls for an ability to recognise quality as well as to record quantity.

Some products or events that are significant for assessing outcomes can, of course, be counted – such as policy statements, increases in school enrolments, or the number of GBV cases brought to court. On the other hand, the perceptions about some of the changes that are occurring – such as the status and aspirations of IDPs or the views of young men about radicalisation – these matters are best assessed in interviews and focus group discussions. And it has been the experience of iDC consultants that, in many research assignments, statements made in well conducted and sensitively probed interviews and FGDs are more genuine, more truthful, than quick responses given to an enumerator who is, perhaps, mainly intent on ticking boxes.

In this regard, the ET recommends the setting up of focus groups in each target area and related to each sector – groups made up of a few beneficiaries and a few relevant key informants. These could be held prior to each interim reporting period.

Also, we recommend the application of the Most Significant Change (MSC) approach. This involves in-depth interviews with members of FGDs who have something of significance to say about the impact of a project on their lives and livelihoods. It is also an effective method for highlighting impacts and providing graphic communication material that can be used in standard reports and disseminated to the media. In this regard, the ET suggests that relevant and interested consortium members should be given the opportunity to participate in training related to interviewing, facilitating FGDs, and creating 'stories of change'.

5. Effectiveness

An assessment of the extent to which envisaged outputs (facilities and services put in place) are being achieved and the appropriateness of the strategies being implemented

5.1. Achievement of Outputs

Question: To what extent are the envisaged outputs of the programme being achieved – outputs as stated in the logframe and work plans?

The last report on progress made in achieving the envisaged outputs of the project was the Interim Report at the end of June 2018. It was not the purpose of the MTE to verify all these findings or to comprehensively update the record of completed activities and services delivered across all the sectors and in all five districts at the time of the review. However, what follows in this chapter is an update, sector by sector and district by district, from what was gleaned from the fieldwork interviews and FGDs held in the four sampled districts. And the following chapter explores the impacts these facilities and services are having on the targeted beneficiaries.

Education

Reported Achievements

By its mid-point, the project had massively exceeded the target for primary school enrolments in the target districts. The target set for the end of the project was 2,560 enrolments – with 30% of them girls. The figure at the halfway stage was 7,218 enrolments – with 45.8% girls. Since at the baseline stage the figure was 4,900 enrolments (44% girls) it would seem that the logframe target was an underestimation. Nevertheless, the project's achievement in relation to this output is a very positive one.

Similarly, for the construction of education facilities, the targets have been remarkably achieved – well overshoot, in fact. The target was that 34 classrooms would be worked on in the targeted IDP settlements: 10 permanent and eight temporary ones constructed, and 16 rehabilitated. At the halfway stage, 97 classrooms were worked on: 82 rehabilitated; five permanent and 10 temporary classrooms constructed. In addition, six offices and two school fences were constructed.

In order to improve the quality of education in the targeted schools, the project has taken four initiatives: the June report records that 76 teachers received training; learning materials were distributed to the schools; 24 community education committees were established and strengthened; 73 teachers and eight education officials were in receipt of incentive payments of USD.100 per month.

ET Findings

Rehabilitation and construction works

It was very evident from the interviews with the head teachers, CEC members and children in all the project sites visited that the constructions and rehabilitations works have improved the learning environment for children. They have also increased enrolment in the

schools as a result of increased and improved learning spaces. However, the rationale for constructing temporary learning spaces was questioned by one of the head teachers, who was interviewed in Adado. He argued that the cost of USD.3,000 would have been adequate – or with a small top-up – for constructing permanent classrooms. From observations made during a visit to one of the schools, it was seen that the temporary learning structures already had some damages. There were gaping holes in the iron sheets – posing a danger to the children.

Provision of teaching and learning materials

In the FGDs with the community members, one of the things highlighted was the provision of free learning materials to children. Those interviewed commended it because it reduced the cost involved in taking children to school. The CEC members who were interviewed said that provision of free learning materials had encouraged a lot of parents to send their children to school. They argued that in the past, because some of the parents could not afford to buy the learning materials, they sent their children to school without books and pens, and this seriously compromised their learning. However, in the FGDs, some of the participants said that the learning materials were inadequate, as each child received them only once, and when the books filled up the parents were expected to buy them. This was confirmed by the head teachers who were interviewed.

Training of CECs

CECs from all the schools being supported by the project in North Galkayo, South Galkayo Adado and Bosaso have been trained – trained with regard to their roles and responsibilities as CECs, basic skills in school management and supervision, basic skills in community mobilisation and fundraising. The training lasted for five days. After the training, each CEC was requested to develop a school development plan for their schools.

Here is a statement by one of the CEC members in Bosaso:

'The training has opened our eyes and stimulated our thinking. It has proved to us that we can do things without needing funds from outside sources. It encouraged us to construct a well at the school as a self-help activity. It provides water not only to the school but also to IDPs and poor members of the Hatal-Arab community. We dug the well without any outside assistance. After the well was dug we collected money again and installed a pump and an elevated water tank. The scheme is working very well.'

In discussion with community members in a number of project sites, it was said that the CECs are doing a good job in persuading their communities to enrol children in schools. They are seen to be effectively involved in the management and supervision of the school activities. Also, as said in the Bosaso FGD, there has been an improvement in the relationship between the host community and the nearby IDP camp – the children from both areas are learning together in the same school.

Training of teachers

The project has enrolled teachers in an in-service training programme in all four visited districts. In North and South Galkayo, for example, the training of teachers was going on during the school holidays. 14 teachers from North Galkayo have been enrolled in the

Garowe Teacher Training Institute; 13 from South Galkayo have been enrolled in the University of South Galkayo.

According to the teachers interviewed in North and South Galkayo, the training covered all the seven subjects (English, Somali, Science, Mathematics, Social Studies, Arabic and Education) that are taught in primary school; it also equipped the teachers with skills in lesson planning, schemes of work and class management. In Adado, the training of teachers has taken a different approach; it has covered mainly pedagogy, schemes of work, lesson planning and class management.

Teacher incentives

Monthly incentives of USD.100 are received by the same teachers that are undergoing training. 14 teachers in North Galkayo, 13 in South Galkayo, 18 in Adado, and five teachers in the school in Bosaso are receiving the monthly incentives. A main concern that emerged from the interviews with the head teachers in all three locations was the fact the project supported only the incentives of some of the teachers, and this was demoralising the other teachers. In order to pay the other teachers, some of the schools are charging school fees of about USD.5; while others are relying on well-wishers and on the business community, for example. However, even with these initiatives, it was reported that the burden of paying these non-incentivised teachers was proving difficult, because the fees and contributions from the community are unreliable and, most of the time, quite inadequate to pay all the teachers. At the same time, according to the head teacher of Madina Primary School in North Galkayo, the project is not supportive of charging fees, because they feel this would deter parents from enrolling children – especially when the enrolment drives are promising that the schools are free.

Provision of grants

Schools have received USD.2,000 as grants to support the implementation of the school improvement plans. In North Galkayo, the evaluation team visited two schools that had received the grant. Both schools' heads and teachers were very appreciative of this support, which they are using to improve furniture in the offices, to buy desktop computers and photocopying machines, and to install solar panels. The CECs that were interviewed were positive about the grant and what it had been used for in their schools. Some of the head teachers thought it ought to have been more, because they have a lot of needs in their schools.

Health

Reported Achievements

Access to health services

Again, the target of people accessing health services in the logframe has already been significantly 'over-achieved'. The target was that at least 20% of households in the project areas – 29,596 people – would be actively accessing health services. At the half-way stage, the figure is 50,804 people – based on information from facility registers. This is in line with a finding of the household survey that most respondents – 41.7% of the 468 people interviewed – perceived that improvements in the health services could be attributed to the project. For staffing, the target was 20 health workers to be trained. In the June report it is

recorded that 20 had already been trained – 10 mobile unit staff (four men and six women); 10 MoH staff (seven men and three women).

ET Findings

The ET was able to conduct interviews and FGD where the health component is being implemented in Bosaso, North Galkayo and Adado by Save the Children – and in South Galkayo where SSWC is implementing a small part of health services.

The main services under the health component were noted as: OPD consultation services; antenatal care; postnatal care; provision of safe delivery kits; immunisation; 24/7 ambulance services (provided only in Adado); two mobile teams that provide services to the IDP camps.

In FGDs in North Galkayo, the beneficiaries indicated that they receive health services once every week by the health mobile teams that are working under the project. The services that they mentioned include health check-ups, medicine, immunisation, antenatal and postnatal services and health education. In Adado, the beneficiaries indicated they get health services at the two health facilities constructed by the project, and there are also two mobile teams that visit other IDP camps.



*A health worker at Karamo Health Centre measuring the height of a child
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WASH

Access to water

In FGDs with IDPs access to water was seen to be the most pressing need of the IDP communities. As noted above, the DSRIS baseline survey had shown that, generally, IDPs had much lower access to piped water than host communities – reflecting the increased use of non-piped systems (such as *berkads* and water kiosks) and delivery of water by NGOs in IDP settlements.

Reported Achievements

The project's target was that at least 5,000 households would be provided with piped water or aquatabs. At the half-way point of the project 2,011 households had been provided with access to piped water – a 300 metres piped extension – and 4,000 aquatabs had been distributed.

Awareness raising

The second output is related to health/WASH campaigns in the IDP camps and host communities. The target was that 11,050 households would be able to demonstrate improved handwashing practices. The figure given in the last interim report is not about such a demonstration but about how many people have been reached through the campaign – 12,603. The ET wonders how this figure could be established and disaggregated into 6,085 males and 5,921 females – unless it was a matter of counting participants in workshop-type events.

Sanitation

With regard to accessing latrines, it was the concern of the project that IDPs should have 'access to dignified, safe, clean and functional excreta disposal facilities'. The situation described in the DSRIS baseline survey was certainly in need of improvement: 6% of IDP families said they had no access to latrines; only 14% of communal latrines were gender segregated; only 14% had disabled access; and only 19% had handwashing facilities. The project's target was that 61 latrines should be constructed – 50 communal, five in health facilities and five in schools. It was reported that, by the end of June 2018, 110 latrines had been constructed – 50 communal, 50 in schools, and 10 in other institutions. Also, 39 handwashing facilities had been provided; 2,400 hygiene kits had been distributed and 823 households had benefited – representing 4,940 people.

Training

In relation to improving the capacity of community workers engaged in WASH activities, the target was that 80 WASH volunteers, 10 community health workers (CHWs), and four WASH committees would be trained. The mid-way interim report states that training had been provided to eight CHWs (five women and three men) 14 community hygiene promotion volunteers (CHPVs) (12 men and two women), and four WASH committees (12 members).

ET Findings

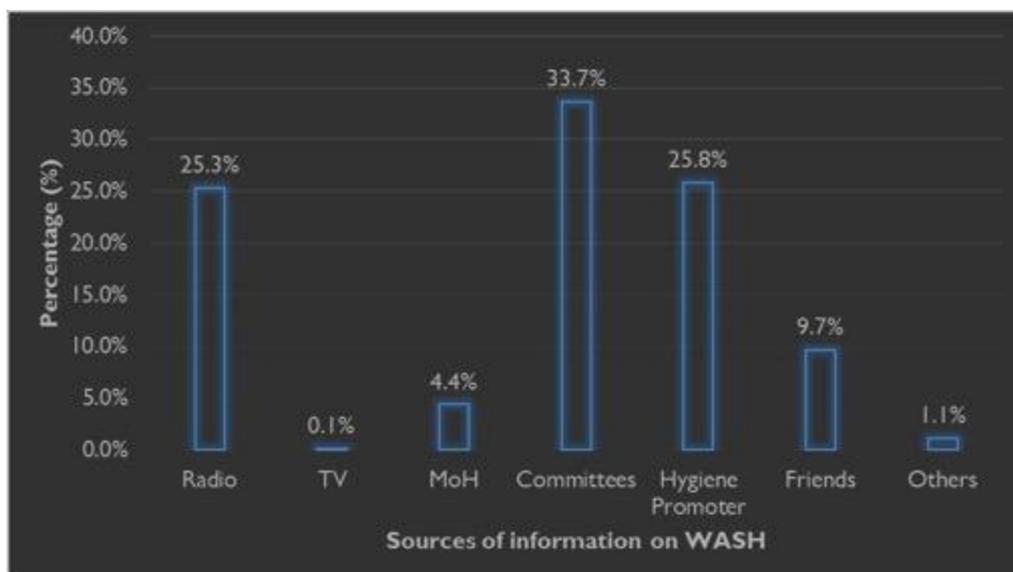
In the four sampled districts, the ET was able to conduct site visits where WASH activities are being carried out. It was seen that in South Galkayo, North Galkayo and Bosaso, the

project is implementing software activities, with the main focus being on WASH hygiene promotion; whereas, in Adado, it is implementing both the hardware and software activities.

The main strategy for creating awareness on WASH hygiene practices is through the WASH committees and through the training of women hygiene promoters, selected from the IDP communities, who will in turn conduct trainings in IDP settlements and in schools. There are also plans for media campaigns that will be aired through local radios and TVs in both Puntland and Galmudug. Similarly, T-shirts, posters and billboards with WASH hygiene messages are expected to be produced.

From the following chart, derived from the results of the household survey, it is clear that the WASH committees are effective in raising awareness, along with messaging on the radio.

Fig.2: Sources of information on WASH issues



However, a main concern of the ET is to do with the separation of the ‘software’ and ‘hardware’. It can be argued that training people in good hygiene practices who do not have access to sanitation and water is a rather futile activity. According to the ACTED Project Manager, access to sanitation and water is still a challenge in the IDP camps where they are working. Beneficiaries have been asking why they are being trained in hygiene promotion whilst they don’t have sanitation facilities

Another challenge cited by project staff in Adado regards the budget, which they said is inadequate, considering the magnitude of the needs in the IDP camps which they are serving. Also, project staff queried the rationale for constructing emergency latrines. They thought that more permanent latrines should have been considered in order to have more durable access to sanitation services. It was noted in Adado that, with the heavy winds, the emergency latrines that are made out of corrugated iron sheets might not last more than

two years. The ET observed that some of the latrines already had their roofs ripped off by the winds and some had their doors damaged.

The project has developed WASH hygiene guidelines that are intended to be used in the planning of all hygiene and sanitation related activities, including the trainings. This is one aspect of the project that is bringing coherence and consistency in approach. However, it seems that different approaches are being used by the different partners.

ACTED and SSWC are both implementing hygiene and sanitation promotion activities in South Galkayo and, again, it seems there has been little or no coordination and collaboration. The risk of overlapping actors and activities is high. For example, both have trained and are working with community members on hygiene and sanitation awareness raising activities, so it is likely that they have targeted the same people. Both are using IEC materials and passing messages through the local media in South Galkay. Would it not be more effective if they could coordinate in order to improve their targeting and messaging?



A latrine constructed in Badbado IDP camp. Copyright © iDC 2018

Gender-based violence and child protection

Reported Achievements

Tracing of children

With regard to children that are registered for tracing and have been re-united through Family Tracing and Re-unification (FTR) processes, the projects target was 300 cases. In the June 2018 interim report, 154 cases are indicated as completed – 98 boys and 68 girls.

The target for training a wide range of community based workers, child or GBV responders (focal points, health/social workers, police and other relevant officials) was 230 service providers (80 focal points; 150 police, social workers and health workers). The reported figure is 696 (415 women and 281 male).

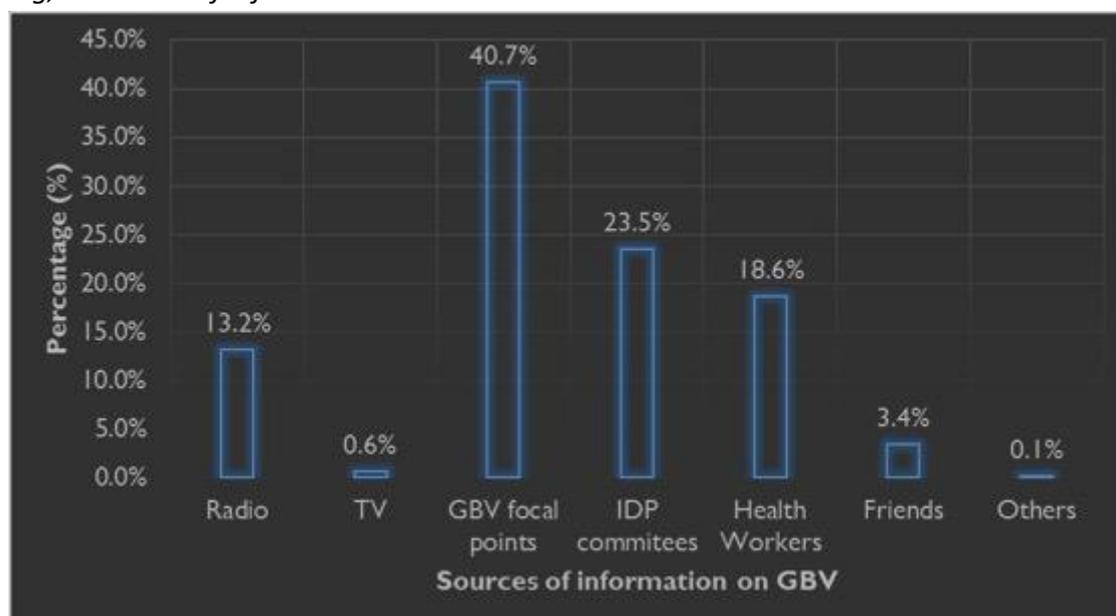
ET Findings

The ET was able to monitor the gender-based violence (GBV) component in North Galkayo, Bosaso and South Galkayo.

The project has made awareness raising and education on GBV the cornerstone of its strategy in this component. The focal points and volunteers have all been trained on how to identify GBV cases; confidentially collect and report GBV cases; offer on the spot psychosocial support to victims; carry out awareness and sensitisation on GBV.

The results of the household survey show that, apart from the awareness raising activities of the project, there is comparatively little discussion about GVB on the media or through other information sources:

Fig,3: Sources of information on GBV



Approaches

In the interviews conducted with the GBV focal points and the volunteers it was indicated that they carried out door-to-door, individualised awareness raising campaigns. They also said they target social gatherings such as those at the health centres. The topics discussed with women include GBV, FGM and early marriage. The GBV focal points and volunteers indicated that they talk to young girls privately about FGM. They also said that they encourage victims to report cases of battering and FGM so that they can get free medical assistance.

Child protection

Under the child protection component, in North Galkayo and Adado the project is providing prevention through training of community leaders, and also a group of volunteers, who have been identified as key to addressing the scourge of child abuse. The response services involve the identification of children who have been separated or are unaccompanied, so that the families they are staying with can be supported with food assistance. Also, the separated children can be referred to the safe house operated by UNICEF, where they can access accommodation, food and other protection services.

FGM

The awareness campaigns have also focused on FGM and early child marriages. In the interview with a project officer, it was claimed that FGM was still widely practised and that, unless the state enforced stringent laws that punish the culprits, the efforts of awareness raising will not be adequate.

Awareness about project activities

The FGDs with community members in all the four sampled districts showed that they were aware of the various GBV activities under the DSRIS project. They were also aware of the GBV focal points and volunteers who had been trained to promote awareness. The female FGD respondents supported the GBV activities and said they were needed. The male FGD participants were rather dismissive and kept referring to the project as 'the project that works on GBV' – they were of the opinion that the project over emphasises GBV activities over other activities.

Recruitment of community-based workers

The ET questions whether the strategies adopted by the project, such as the workshop-based trainings on GBV, which community members and leaders have attended, and the use of GBV focal points and volunteers, are adequate in the efforts to create GBV awareness. The project has not put in place, for example, a mechanism to monitor that the trained community leaders and volunteers, and even the GBV focal points, are actually carrying out awareness raising campaigns – and the extent to which this is having impact on attitudes and practices. And, as argued above, since issues related to GBV and FGM need to be approached with sensitivity and imagination, great care should be taken in recruiting any community-based workers for this task. That is why it would be important for the project to employ other means such as using the media through which key GBV messages can reach a wider group of people.

Involvement of men

There is limited, if not a zero, role for men in the efforts to combat GBV. The ET suggests that there is need to actively involve men as key targets for the GBV messages. As it is, the GBV focal points are only talking to the women; no one is talking to the men, who are key players in this. It is also not clear from the interviews conducted if key influential leaders and religious clerics have been engaged in addressing GBV. It is important that such leaders are involved in preaching against GBV and promoting messages that support the eradication of FGM, early child marriages, and domestic violence.

In the interview with the Clinical Management of Rape Officer in North Galkayo, it was reported that she had handled 15 cases of rape since the project started – two of these cases happened in October. She indicated that it was possible some victims still lacked awareness and were not reporting cases. It was not possible to establish the number of FGM and domestic violence cases referred to the hospital so far. In South Galkayo, the project has established a response centre, where a qualified nurse and a trained counsellor provide immediate assistance to victims of GBV that have been referred to them. The services offered include physical examination to determine if the victim requires medical assistance, psychosocial support and counselling.

Child protection

The child protection services, including trainings and awareness raising campaigns to address child rights and protection issues, were acknowledged in the FGDs with host community members. The FGD participants said that they are aware of the reunification services for separated children. Overall, the respondents were supportive of the efforts to address child abuse in all its forms and to put in place protection mechanisms.

Livelihood opportunities for youths and women

Reported Achievements

TVET courses

The first output under this cluster was the enrolment and completion of TVET courses for youths in both Puntland and Galmudug. The target was 775 TVET students – with 30% of them female. In the June report it is stated that 621 trainees were enrolled (353 female and 268 male) and, of these, 321 had completed the training.

The follow-up output was TVET graduates employed/self-employed within six months after completing the courses and internships. The target is 368. To the ET this seems rather weak, since it is just less than 50% of the graduates. By the mid-point of the project, the courses or internships were ongoing.

VSLAs

The following three outputs, as presented in the logframe, are linked to the setting up and supporting Village Savings and Loan Associations (VSLA). At the mid-point of the project, 205 groups had been established – with 3,706 members. This is more than double the target of 1,200. And 70 individuals had been linked to start-up grants and/or loans through the VSLAs.

ET Findings on TVET initiatives

Views on the training

The trainees who were interviewed through the FGDs at the Professor Adow VTC in South Galkayo and the North Galkayo VTC were very satisfied with how the training was being conducted in both institutions. They reported that they always had access to training materials, that the instructors were qualified and competent. They rated the instructors very highly – on average giving them a rating of 5 out of 5. They also reported that they were given adequate time to practise their skills. They said, too, that the VCTs were professionally managed.

Those in the internship programme, apart from the carpentry trainees, commended the internship centres they have been attached to. They said that they were given ample opportunities to work and they were able to apply their skills and improve them. They also said that they were now learning the business side of their trades. For the carpentry trainees, the internship to which they had been attached did not have much work going on; hence, they lacked the opportunity to work and learn more. This, they said, was quite frustrating for them, and they requested that they should be attached to another internship centre. However, when this was discussed with the TVET Centre Manager, it was revealed that there were few carpentry shops and the ones selected were the best available options.

The training duration of nine months was adequate in the opinion of all the trainees who were engaged in the FGDs.

All the trainees who were interviewed, both those still undergoing the centre-based training and those in the internship phase, expressed high levels of optimism to find employment or start their own small business once the training comes to an end. Their confidence came from having the skills that they have acquired through the training, believing that now that they have the skills, it should be easier to get a job or even start their own business.

Support to TVET graduates

The project plans to provide seed capital/tools to the trainees so that they can start their own small businesses. However, the design of the training programme is one that seems to be preparing the trainees for employment rather than job creation, owing to the fact that the training programme did not incorporate entrepreneurship training alongside the vocational skills training. Entrepreneurship is largely a mind-set issue. The project could have made it mandatory for the TVET centres to run such entrepreneurship training.

It is also noted that there is a very weak linkage between the TVET centres and the private sector. The project has not made the effort to link the centres effectively to the private sector, in order to make the training as relevant as possible and to strengthen the chances of employment for the trainees. The private sector should have been engaged through stakeholder meetings in which they could be consulted on competencies required in the job market. There could be product exhibitions in which the trainees showcase their products to key private sector actors.

ET Findings on VSLAs

By the time of the MTE, the project had established 48 VSLAs in North Galkayo, 48 in South Galkayo, 48 in Adado, and 16 in Bosaso, with members ranging between 15 to 25.

With regard to the selection for admission to the VSLA, it was said in the Bosaso VSLA that applicants must be over 19 years of age and not above 60 years; must be seen to be trustworthy; and able to make monthly contributions. In the FGDs with the VSLA members, it was established that they had received two days orientation training in which the purpose and the modalities of the VSLAs were discussed, by-laws to govern the VSLAs developed, and the leadership structure established.

The VSLA members also said that they had received counter books, calculators, pens and a box for keeping their savings. However, it seems the boxes are not being used since the members indicated that they keep their savings in dollars on the 'EVC' or mobile money app.

There was a disparity in the timing for borrowing for the VSLAs that were interviewed. Some VSLAs have to wait for nine months before the money is shared, whereas some have started borrowing after three months of savings.

However, from all the FGDs it was clear that the VSLA approach to empowering women is an effective one. But, in the main, the savings are understandably rather meagre, so it is not surprising that the groups are looking for further support from the project. One of the issues that was repeated throughout the interviews was the promise made by the project that it would start literacy and numeracy training for the VSLA members, in order to be better equipped to manage their VSLAs. This has not happened as yet.

It was indicated by staff that the project will support the best performing VSLAs with some capital injection to further strengthen them. It is not clear how many VSLAs will be selected, how they will be identified, and what mechanisms have been put in place to ensure that the process is fair and meets the 'Do no harm' principles. The VSLA members are already aware about the possible capital injection, and they are keenly waiting for it.

While the VSLA approach is certainly a sound one in helping women save, and it gives them a chance at starting small businesses, the lack of training on basic business management skills is a clear missing link. Alongside the literacy and numeracy training, it would be vital to develop skills in simple accounting for small businesses, such as costing, calculating profit and loss.



Trainees at Professor Adow VTC in South Galkayo. Copyright © iDC 2018

Enhanced social dialogue, community participation and advocacy initiatives for inclusive policies and legal frameworks

Reported Achievements

Promotion of dialogue

The first output towards the achievement of this community engagement outcome was the promotion of dialogue through what are called campaigns led by youths and through a peer-to-peer youth network. The target is that 20 campaigns would be run, focusing on peace and conflict resolution, GBV and illegal migration. The June report states that this target had already been achieved – though it isn't clear what would be involved in the campaigns and networks.

In order to prepare a number of youths to be so active in the campaigns, the second output is the training of facilitators related to peace education, leadership and youths' engagement in discussions on such topics as radicalisation, illegal migration, conflict resolution. The target was that 592 youth facilitators would be trained. The report stated that 457 had been trained (259 males and 198 females).

In order to improve access to land and protection services for IDPs and returnees, the envisaged output was dialogue sessions between IDP committee members and government stakeholders focusing on the adoption or implementation of local integration plans. The target stated in the logframe is 'at least 50%' – though it is not clear to the ET what this means. However, the output in the report is clear: 10 such dialogue sessions held.

The final output under this outcome is the training of IDP committee members related to housing, land and property rights and local integration plans. The envisaged target was 20 IDP representatives would be trained, 30% of them female; the reported achievement is way above that target – 282, with 155 males and 126 females. However, as yet, no such local integration plans have been produced.

ET Findings

Training initiatives

With project staff and with the youths themselves the ET discussed the number of trainings and awareness raising campaigns targeting youth organisations from North and South Galkayo. The trainings have been on youth leadership, GBV, illegal migration, youth radicalisation – and there has been a ToT for 40 youths. The project has also supported discussion forums between the elders, local authorities, community leaders and the youth. These forums are meant to give the youths a platform through which they can engage with their leaders and elders on issues that affect them.

The trained youths are clearly ready and eager to engage their fellow youths and create awareness on the issues of radicalisation, GBV and illegal migration; however, they have not received support from the project to do this. The consortium should consider constructing youth centres or social halls where the youth can meet and discuss issues that affect them. While it was pointed out by the CARE staff in South Galkayo that there were plans to rent a hall for the youths, a more effective and sustainable measure would be to construct them a

hall. In North Galkayo, the youths reported that such a facility was already in place and had been built by Relief International; however, it needed to be furnished. The project can look into supporting this initiative. Recreational centres for youths are important in supporting more youth engagements.

Peer-to-peer networks

The envisaged peer-to-peer networks have not been formed. According to the youths that were interviewed, a meeting was held in which the idea was discussed but it has not been established as yet. This will involve putting in place a leadership structure and a regulatory framework. It is not clear how different this structure will be from the umbrella organisations that already exist. The project should be careful that the mandates of these two entities do not overlap.

Local integration plans

With regard to the dialogue sessions between IDPs and government stakeholders, focusing on adoption/implementation of local integration plans, the ET was unable to get much information on these during the field work. An interview with the SSWC Project Manager in South Galkayo revealed that they had organised and conducted one meeting between the IDPs and the local authorities that was attended by the Mayor and representatives from the Ministry of Interior.

In that meeting, two main issues were discussed: the IDPs requested that they could get security in the IDP camps in order to protect them. And they asked for land, because they were paying a rent on the current land where they are living. The main result that came out of the meeting was a concession by the local authority to provide land to the IDPs. This was eventually provided, but the IDPs have not relocated, because it is an empty land devoid of any services, and it is quite a distance from the town. UNHCR was said to have conducted a needs assessment on the land to determine what should be done in order to support the relocation process – but this has yet to happen.

Activities for promoting dialogue between IDPs and local authorities were not mentioned in the FGDs and other interviews conducted with line ministries. It seems that not much has been done in this regard.

In the FGDs with the host community and the IDPs in all the four districts, it came out very strongly that they lived and coexisted in peace. The host community referred to the IDPs as brothers and sisters, and they never expressed any negative views about them. The host community members also did not have any problem with the IDPs living in their community. Similarly, all the FGDs with the IDPs indicated that they felt safe living in the camps, and they had not faced any problems from the host community because they were IDPs.

Mechanisms established to advocate and inform policy and practice on migration, integration and durable solutions

IMPACT studies

These outputs are mainly related to the research work carried out by IMPACT. And there are significant differences from the outputs presented in the original logframe. The first output towards the achievement of this outcome – recommendations on mixed migration and internal displacement-related issues presented to relevant stakeholders in targeted districts – have not yet been formulated.

The second output concerns thematic studies to be conducted on displacement, highlighting significant issues for the IDP population. So far two such thematic studies have been completed. The first one was for ACTED, and it was a study on the WASH behaviour practices in the project's target locations. This led to the development of guidelines for those in all the DSRIS partners who are engaged in raising awareness about important sanitation and hygiene issues. The second was a more complex study on displacement and the social dynamics of Galkayo. As Anna Tomson of IMPACT said when interviewed, the assumption was that there would be difficulties in providing services to two parts of a city that had different clans and different governance structures. It was, however, found that it was surprisingly easy, especially for women, to cross between North and South Galkayo in order to access services.

A third output related to the signing of MoUs between the project and national, state, district, and city government authorities. The June interim report stated that, so far, none had been signed.

The fourth and final output was related to the development of information networks. IMPACT reported that they are about to launch a monthly data cycle in Galkayo, based on the initial study there of displacement issues and focusing on health and protection services. Through a network of key informants the objective will be to get information on access to these services by both displaced and 'undisplaced' groups – information that will be useful for the consortium partners.

5.2. Inclusion and Gender Issues

Question: In the selection of beneficiaries, have there been sufficient achievements with regard to addressing inclusion and gender issues?

Inclusion is a central concern of DSRIS – the inclusion of IDPs and returnees in the provision of education, health, WASH and protection services. They are the main beneficiaries of all the components of the project. And it is assumed that, if there are improvements in the provision of such services for them, then they will feel not only better served but also more integrated in the surrounding communities.

For the Consortium Coordinator, her definition of a durable solution is one where the IDPs and returnees are sharing the same services with their host communities. 'There would be no exclusion of any group from the services provided,' she says. 'It means that there is

acceptance by the host community for the IDPs and returnees. It means that the IDPs and returnees have a choice whether they assimilate, integrate or return to their original places. They can make that choice for themselves. But while they are in the settlements they are living under no threats or feeling that they are excluded.'

She went on to say, 'If we can provide quality basic services; if the IDPs and host communities accept each other and people can stay happily together – for me, making a contribution to those factors would mean finding a durable solution for both the IDPs and poor host communities.'

And it is in this regard that the project also is concerned that the host communities also benefit, though to a less extent, from the services that the project provides.

With regard to the gender issue, it is clear that the project puts great emphasis on the needs of women and girls – in all the project components. In the education component, the awareness raising initiatives stress the importance of girls' education, and in the supported primary schools special provision is being made for life skills training for girls. The health services put in place are open to all. It is the women, in the main, who benefit from improving access to water and sanitation facilities. The VSLAs are mainly established for women. And the GVB and FGM interventions are, of course, concerned with the rights and well-being of women and girls. However, with regard to this last component, the ET suggests that men should be much more included in the discussion of GBV and FGM issues than they are at present.

5.3. Involvement of Government Authorities

Question: How well is the programme being coordinated with government authorities?

It could be said that there cannot be durable solutions to the provision of basic services unless, in the main, the government at state or district levels is providing them. It is, therefore, vital that the DSRIS project involves the government authorities as much as possible in the planning, monitoring and oversight of the project activities. For this project, there are eight ministries and five district authorities to involve – so securing their participation – reaching agreements – must be a challenging task.

However, the Consortium Coordinator says, 'This is something we are good at'. The ministries are represented on the Steering Committee that gives strategic direction to the project. The ET has recognised how the ministries have been consulted right from the beginning of implementation. They have been provided with budgets. They have signed MoUs, which clarify their roles and responsibilities as well as those of the consortium partners. 'They are part of the design and planning,' says the Project Coordinator.

In all the interviews with ministry representatives, the ET has recognised their appreciation and enthusiasm for the project. The copy of a monitoring report availed to the ET by the MoI in Puntland shows a commitment to the exercise and a concern to boost the quality of the project's initiatives. For example, the report raises pertinent issues related to the incentive payments to teachers in the supported primary schools; the need to provide protective clothing and equipment to TVET trainees in some of the workshop sessions; a recommendation that training in occupations such as carpentry, tailoring, and electronics should not be offered to only one gender.

5.4. Improving Implementation Strategies

Question: In what ways can the implementation strategies of the various components of the programme be adjusted to better achieve the desired outputs?

In this regard, in addition to points made above related to specific components, there is one way that the community engagement activities of all the project components could be improved. It seems to the ET that the delivery mode in the awareness raising campaigns – whether about the importance of children’s education, the need to improve sanitation and hygiene behaviours, the need to oppose GBV or FGM practices – is mainly transmittal, mainly talk, mainly the passing of messages. There is plenty of evidence that if you want to increase the reach of your messages than use radio, TV and the social media. There is also plenty of evidence that if you want to attract attention then be entertaining as well as informative, by using poetry and songs and music. And there is plenty of evidence that if you want to persuade, if you want to win arguments, then use the interactive and issue-raising methods such as community-based theatre, with dramatic skits followed by discussion and debate.

There is, then, a case for capacity building of consortium staff in more interactive and issue-raising methods of community engagement and project-support communication.

In the following chapter there are other recommendations made about enhancing the project’s implementation methods; for example, ensuring that awareness raising activities about sanitation and hygiene are linked to the provision of WASH infrastructure, including an entrepreneurship unit in the TVET training courses, involving men in ‘community conversations’ related to GBV and FGM.

6. Impact

An appraisal of the actual or likely outcomes of the project – changes in attitudes and practices

6.1. Achievement of Outcomes

Question: To what extent are the envisaged outcomes of the programme being achieved – or likely to be achieved?

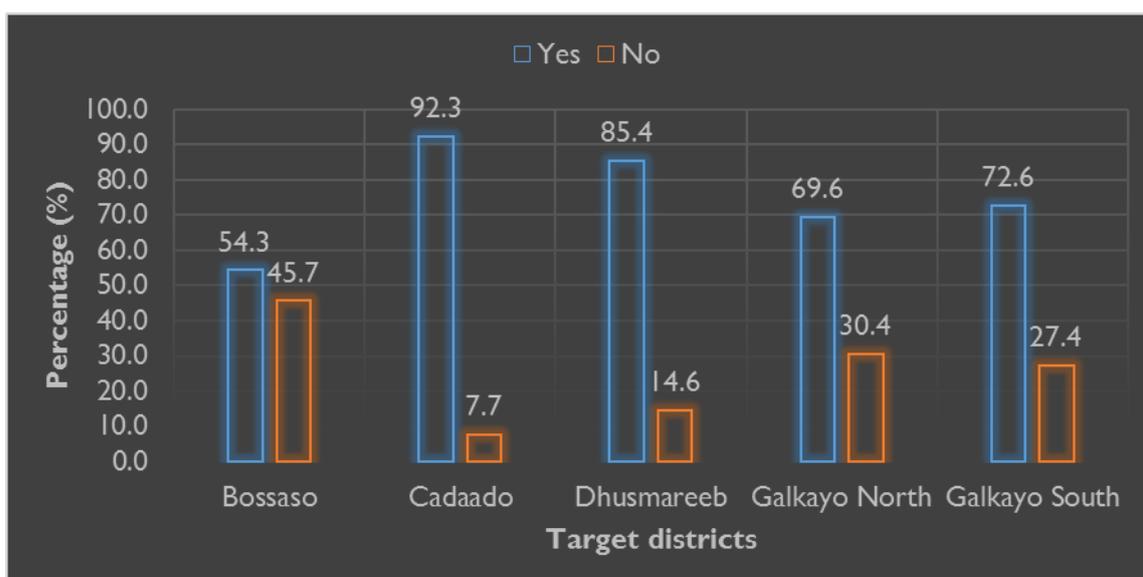
Education

It is clear from the interviews conducted with head teachers and CEC members, as well as with the MoEs in Garowe and Galmudug, that the project has made significant progress in **increasing access to primary education** for the marginalised IDPs in the targeted areas. In particular, this has been through the construction and rehabilitation of classrooms and latrines. The improved learning environment – the decongested classrooms and provided furniture – is encouraging more parents to send their children to the schools.

The enrolment drives undertaken with the involvement of MoE staff, community leaders, CECs and head teachers, have also played a part. They have been particularly effective in supporting girls' education. Key messages emphasise the importance of education for all children, and especially for girls. The Bosaso CEC, in their FGD, claimed that girls enrolment is 'increasing with speed' because of their education awareness campaigns.

The following chart shows the percentage of households that said that they have enrolled their children in schools:

Fig.4: Percentage of households with children attending school



For the girls, the construction and rehabilitation of girl-friendly sanitation facilities has been a significant factor in their enrolling and staying in the schools. The project has also trained teachers in life skills, targeting school girls with the aim of giving them a platform for discussing issues that affect them, increasing their confidence, and being able to encourage others to attend school. It should be noted, however, that the project has not invested in providing sanitary pads to the girls – a big contributing factor that affects the attendance of girls and sometimes even leads to drop-outs. In all the interviews with the girls, it was indicated that the sanitary pads had not been provided, although the project had planned to do so.

In order to maintain and even increase enrolment, the project should look into providing sanitary pads, increase the supply of learning materials, and put in place measures to carry out sustained periodical campaigns to highlight the importance of education with the involvement of key influential and religious figures.

The **in-service teacher training programme** is intended to uplift the skills of the teachers and improve the quality of teaching and learning in schools supported by the project. The majority of the teachers in the schools where the project is implemented are unqualified – at least all those interviewed under this evaluation were unqualified as teachers. Most had completed high school, with a few currently pursuing their BA degree. From the interviews conducted with head teachers, teachers and the students, there was unanimity that the training programme was having an impact already on the quality of teaching in the schools. Areas of improvements cited were improved understanding of the subject matter, increased use of interactive teaching methods (learner-centred and participatory methods), better planning of lessons, and improved skills in developing scheme of work. Others also indicated that there had been improved class management. The children cited improved involvement in classwork through discussion sessions and through group work.

The most obvious concern that emerged from the interviews with the head teachers and the CECs, was the fact that the project has not targeted all the teachers for training. Certainly, this is a significant matter, because by training only some of the teachers, the project is not addressing the holistic improvement of learning in the schools. Moreover, as stated above, those teachers who are not included – and not included in the **monthly incentive payments** – might well become demotivated. The project could look into collaborating with other NGOs in the sector who might be able to support the teachers that the DSRIS project is not supporting.

Another issue worth highlighting is that, while the project had envisioned a two-year training programme culminating in the **award of a diploma**, the ET has found that the training programme is actually designed to deliver quite short phases of training. The question has to be raised whether this schedule is adequate for the award of a diploma qualification.

The provision of the **USD.2,000 grants to the schools** has improved the capacity of the schools by acquiring requisite office equipment such as desktops, photocopying machines, office furniture and installing of solar power

Health

With the exception of Bosaso, the DSRIS component that got most praise from the beneficiaries that were interviewed was the health services. This was particularly so in Adado, where two permanent health centres have been built by the project. One of the beneficiaries in Adado, Deqo Mudaac, said:

'Before this project we had nowhere to go or take our children when they fell sick. Unless you had money to go to the hospital in town, you would just stay in your home and suffer in silence. This health facility has changed our lives and has made a big contribution to the health of our children in this IDP camp.'

Another beneficiary, Khadijo Abukor, testified:

'This project has been very beneficial to our community by improving access to health services. Before the project we were suffering a lot. When our children became sick we had to take them all the way to the town to seek medical services at a very high fee, yet most of us cannot afford those fees.'

'Since the project started providing health services to us, we have been receiving free medical check-ups, free drugs/medicines for both children and adults, free ante-natal care and post-natal care. We also have ambulance services that take pregnant women to the hospital to deliver – whether it is during day or at night.'

'All this has been made possible by the project. We are indeed very grateful.'

And there is the story of Halimo Ibrahim Abokor presented on the next page:

Halimo Ibrahim Abokor

Halimo is a 29-year-old mother of five children - three girls and two boys. She migrated from Qoryale in Lower Shabelle to Badbado IDP camp in Adado, where she has been living for the last two years. Three of her children go to a free school nearby. Her family depends on the meagre income she gets from washing clothes and from her husband who also does odd jobs in Adado town. Halimo is eight months pregnant and she has been receiving health services from the health centre in the camp that is supported by Save the Children.



‘I have been receiving ante-natal care from the health centre and I have been accessing medicine and multi-vitamins as well as having my blood pressure checked regularly. I have also, for the first time, received a lot of information on how to take care of myself to make sure I have a safe delivery. And I have also got information on healthy eating.

‘This health centre has been a godsend to the IDP camp. There wasn’t one before this project. So for the first time since I came here we have easy access to health services. Before, we would have to go all the way to the town to seek medical services – and at a fee. We couldn’t afford it. We would helplessly look on the whole night as our children cried because they were sick and we did not have any medicine to give them. Before this health centre, which is supported by Save the Children, I gave birth to my children at home with the help of traditional birth attendants. I didn’t have the money to visit a hospital. I have been lucky; I didn’t have many complications. But some of my friends haven’t been so lucky. They have lost children when giving birth at home.

‘Now we have an ambulance provided by Save the Children. All you need to do is to call them and they will come and take you to the hospital. Many women are now using this service and delivering their babies even at night at the hospital. I have the number of the ambulance and I have been told many times by the health workers at the health centre to call the ambulance when I get into labour. I intend to do that when the time comes, Insha Allah.

‘We are very grateful for this project and the health services they are providing. Many lives have been saved. It is addressing a major need of the IDP camp. We have so many people, even from outside the camp, coming to the health centre for these free services. For us, the poor and displaced, are extremely grateful to Save the Children. Our children are always falling sick. This small child of mine has suffered from malnutrition and, luckily, we got treatment from the health centre. Now look at her – she is very healthy and doing very well. This health centre is the best thing to have happened to our camp, and we are eternally grateful.’

Evidently, the project has significantly improved **access to health services**. The weekly mobile health services in IDPs settlements, as expressed in the FGDs, have provided the only source of health services available in the IDP camps. Prior to the project, the beneficiaries often had to travel long distances to seek medical services at a cost.

The majority of those accessing these services are women and children. For the mothers in the FGDs, they could not be more appreciative of the impact the health services were having on the health of their children. The free medical services also mean that the beneficiaries are saving on the cost of health. Before, women who could not afford to access the hospital were giving birth at their homes with all risks involved prior to the DRIS project.

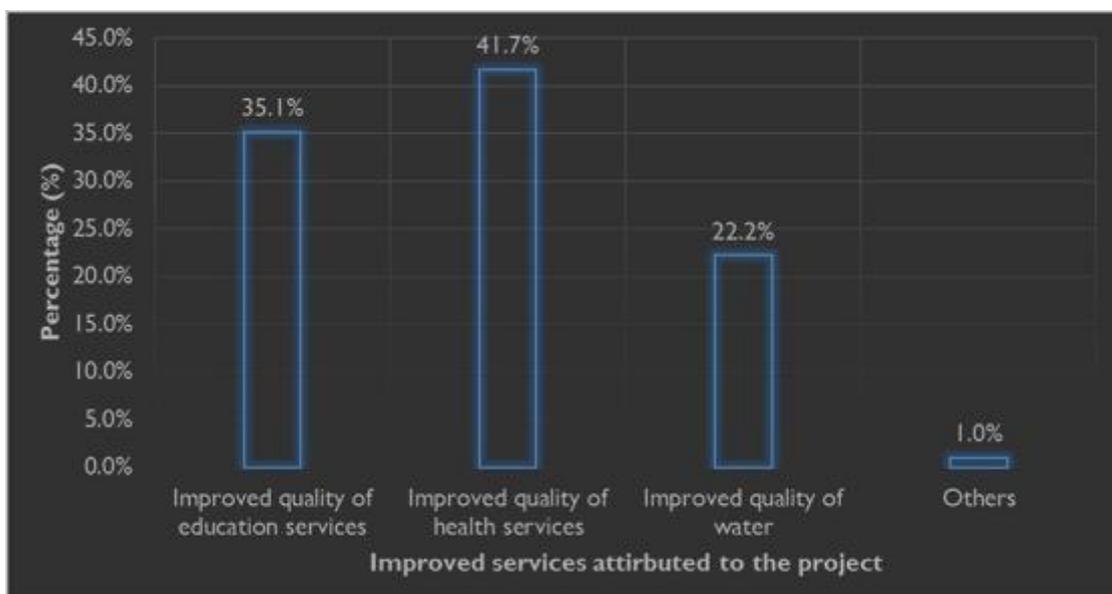
In all the FGDs, across the districts, the beneficiaries were unanimous in their appreciation of the services from the **health mobile teams**. They described the teams as courteous, supportive and always available.

But a critical service missing is a nutrition component. In the FGDs in Adado and North Galkayo it was indicated that malnutrition among children was a problem and that they regretted the nutrition services had ended.

Overall, the project has significantly improved access to health services for the IDPs. However, considering that the project aims to improve sustainable access to health services with the view of promoting integration, lack of permanent health centres implies that the health services will most likely end with the project. Obviously, the construction of a health centre does not necessarily mean the continuation of services, but in the FGDs with the beneficiaries it was indicated that they would be willing to pay a fee in order to support the services at the health centre since they were already incurring health cost prior to the DRIS Project.

Nevertheless, the household survey has shown that, when asked in which area they see the most changes that can be attributed to the project, the top of the list is health, followed by education and water – with the percentages given in the chart below:

Fig. 5: Improvement in services



Perhaps this is partly because these are the most visible of the project's activities and outputs – it could also reflect the importance the respondents attach to these services, as they affect the most basic well-being of families.

WASH

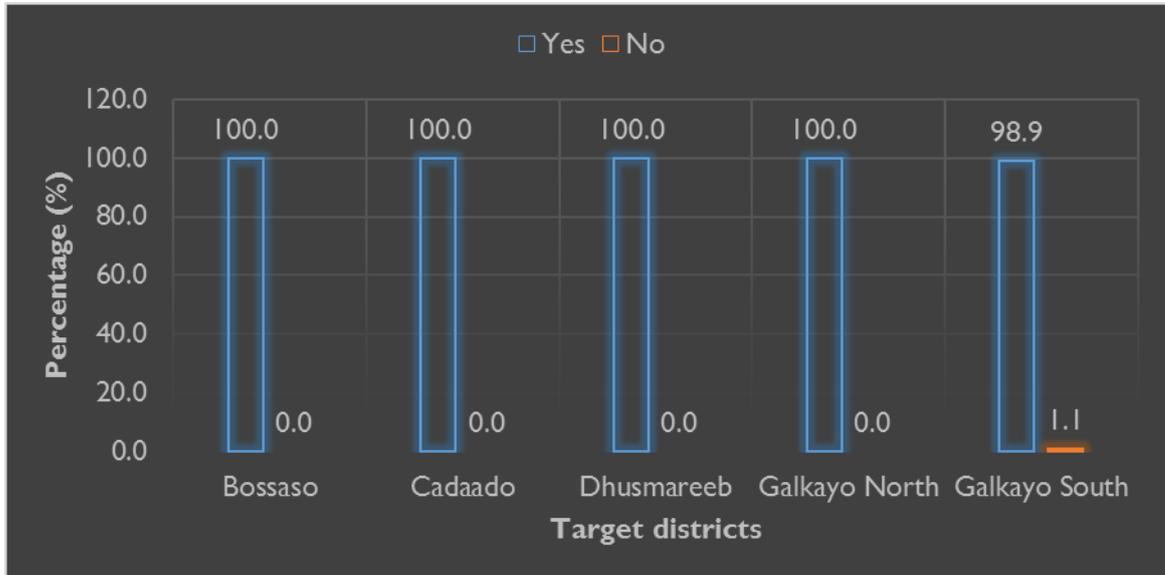
In the FGDs that were conducted in North Galkayo and South Galkayo with the community members, access to water and latrines was cited as one of the main problems that they faced. The project seems to have worked on the assumption that more provision of water and sanitation facilities was not sufficiently needed to be a priority; hence, the concentration on improving sanitation and hygiene practices. However, as realised from the interviews with community members, and the Project Managers from ACTED and SSWC, access to water and sanitation facilities was still a major problem in these communities. The FGDs in Adado, on the other hand, were largely positive about the improved access to sanitation and water facilities. Even here, though, the price of water was cited by some respondents as still a major impediment. However, negotiations with the private service providers have resulted in a reduction of the price of water from Somali Shillings 3,000 per jerrycan to Somali Shillings 1,500 per jerrycan. Moreover, the extension of piped water into the IDP camps has reduced the distance to the nearest water source by about 300 meters.

The construction or rehabilitation of latrines in Adado was unanimously commended in all the FGDs. Jamilo Isgowe, one of the FGD respondents said:

'One of the biggest benefits from the project is the construction of latrines. Before, we did not have access to latrines. We used to go to the open fields at night which was very risky for us as women. Now every five households have a latrine to share, and the latrines are near our homes so we don't fear to use them even at night.'

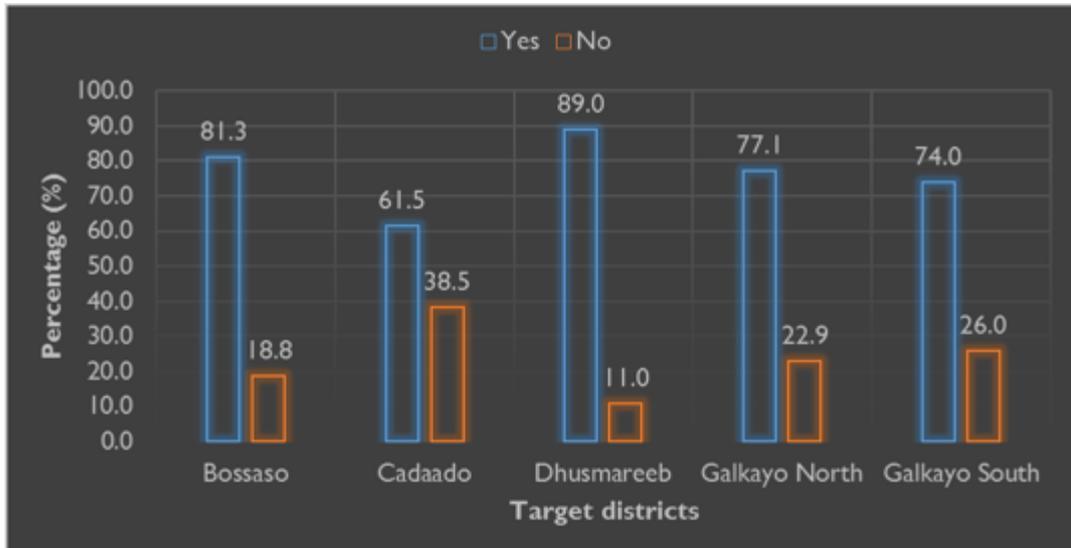
As discussed in the previous chapter, the separation of the hardware and software components of WASH is likely to undermine the efforts at changing hygiene and sanitation practices in the IDP camps, where the continuing lack of latrines and water is a great challenge. Nevertheless, the findings of the household survey show that the awareness raising activities related to WASH could well be having an effect. As indicated in the following chart, the respondents across all the five districts are saying that they appreciate the importance of latrines:

Fig.6: Views on the importance of using latrines



Similarly, the following chart shows that the majority of respondents are aware of cleanliness factors related to the carrying and storing of water:

Fig. 7: Practice of washing containers



Gender-Based Violence

The following statement was made by one of the focal points working with CARE in North Galkayo:

'Since we started the awareness raising on GBV, we have seen more and more women come out and report cases of domestic violence. FGM is still a menace, and although some women claim that they are not doing it to their daughters, they are actually hiding it. I have so far referred seven cases of domestic violence, and some of them have gone on to get free medical assistance from the hospital being supported by CARE in Galkayo.'

How important this can be to the victims of such violence is brought home to us by stories such as the one told by Amina Makal Ilmi, who was very badly beaten by her husband on a number of occasions. But her story also shows how reluctant a woman can be to go to the law enforcement authorities – because she is afraid of the consequences. Amina is afraid to report her husband because she doesn't want to end her marriage.

Her story is on the following page.

Amina Makal Ilmi

Amina Makal is a mother of nine children: three boys and six girls. The oldest is seventeen and the youngest is one year old. She has never gone to school and has spent the better part of her adult life living in Hiran 1 IDP settlement in South Galkayo. Amina is one of the women who have been reached through the SSWC supported GBV awareness raising campaigns in which women have been encouraged to report cases of GBV so that they can be assisted.



'I live off odd jobs. Mostly I wash clothes and clean houses for people in the town to earn some money. This is the only work I can do because I have never been to school, and I don't have any skills. It is very hard work and it pays very little but I have to do it for my nine children. I earn about three, sometimes five dollars. But I don't get work every day. My life has been a struggle – a struggle for almost all my life. I lost my parents when I was young. I got married when I was 18. All I have known is poverty. Sometimes I have nothing to cook and we sleep hungry. For me, every penny counts. And this has been the main area of disagreement with my husband. He is too fond of wasting the money he earns from his work on khat. We are always fighting about the fact that he doesn't bring any money home – even on days when he has got work to do. He spends on chewing khat. He is always chewing khat. But he doesn't want to be questioned about it. He claims that his friends give him the khat. I don't believe him.

'Sometimes the arguments go beyond words, and he becomes violent. One day, I confronted him again about not paying the bills. He got so mad and he severely beat me. For the first time, I shared the case with one of the GBV volunteers from our camp who immediately contacted the SSWC NGO. I was taken to their offices and I was examined and then I was referred to the hospital where I got treatment for my bruises. I was afraid at first to report the case but I was in great pain. When I learnt that I could report my cases and that I could get assistance, I decided to do it. A number of women are now looking for this help. But I didn't report the case to the authorities. I won't do that because I don't know what would happen – and I don't want to end the marriage. My husband doesn't know that I reported the case to SSWC and that I got treatment at the hospital. If he knew that he would get mad. So I have to hide it from him. I don't want him to know about it.

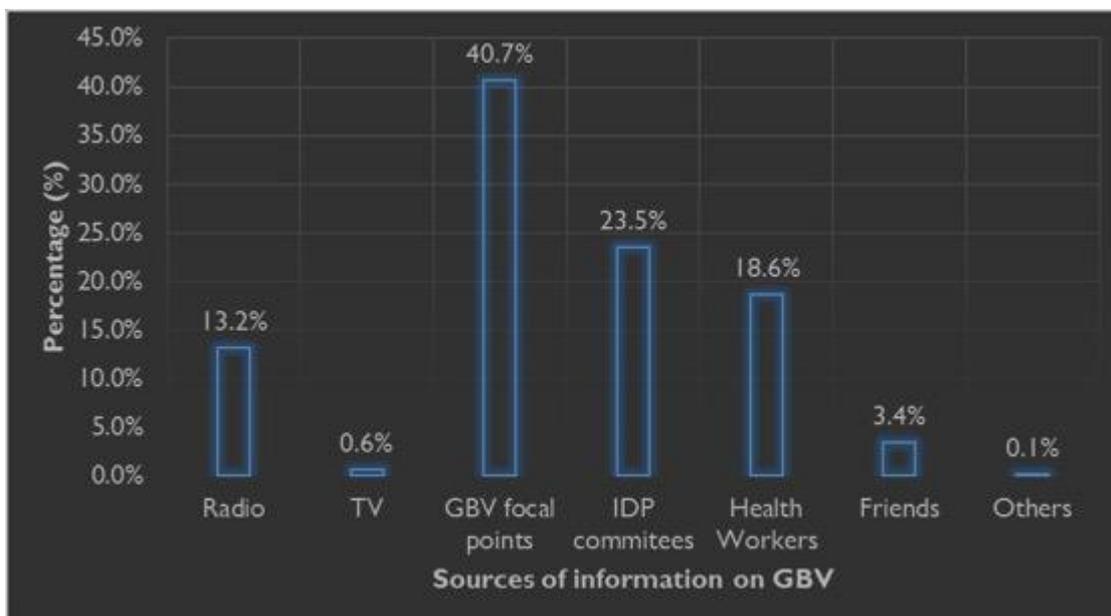
'I am very grateful for the support that I got. There were some things such as clothes, sanitary pads and soap – this on top of the treatment. If it wasn't for this programme I would not have got the assistance that I needed. I was hurting very much, both physically and emotionally. They gave me some counselling too. As women, we really appreciate this programme. And are many women who need these services. SSWC also need to start talking to men, so that they can better take care of their families and stop beating their wives.

In interviews with volunteers for SSWC in South Galkayo it was claimed that there had been an increase in the number of women seeking help and medical assistance as a result of the awareness campaigns that they were undertaking. None of the cases received and reported by the GBV focal points and volunteers have been reported to the police. Apart from the kind of fear experienced by Amina – fear of her husband’s reaction – the legal services are just not there, and they are services the project doesn’t provide.

It is very apparent that the targeted communities are aware of the GBV activities in their communities. This is especially so in Bosaso where, from the response of IDP camp and host community members, it is seen as the most visible and successful aspect of the project.

As shown in the following chart, focusing on how the respondents get information on GBV, the focal points are playing a very significant role in raising awareness about the issues:

Fig.8: Sources of information on GBV



However, we cannot be sure that, despite claims made in the FGDs, these awareness activities are having a significant impact in changing attitudes on GBV and related issues. Awareness of GBV activities taking place does not necessarily mean that changes are happening in attitudes and practices. For example, the men in the FGDs were aware of the GBV activities taking place but they did not express support for them. On the contrary, a number of men seem to be exasperated that so many resources are being spent on activities that do not bring tangible benefits to their lives. Some argue that the money could have been better spent on improving housing, creating economic opportunities, building health centres, and so on.

Overall, through the interviews and observations made by the ET, it seems that there is awareness of GBV activities that are taking place in the IDP camps as shown by FGD interviews with community members. However, the fact that the female GBV focal points cannot talk to men about GBV, and that men appear rather dismissive, is perhaps indicative

that there has been only limited change in attitudes. From the interviews, it was also established that many respondents feel that FGM is still widely practised.

Technical and Vocational Education and Training

The high satisfaction levels expressed by the trainees for the training and the internship programme, as well as their level of confidence about their future, is indicative of the soundness of the training. Some of the trainees that were interviewed in the FGDs indicated that they were already using the skills they acquired to make an income.

The following two 'change stories' are graphic examples of what the opportunity means to the trainees:

Farhan Hirsi Jama

Farhan is one of the beneficiaries of the TVET programme supported by the DRIS Project at the Professor Adow Vocational Training Centre in South Galkayo. He migrated from Ximansaxansaxo, a small village located in North Galkayo about two years ago.

'I was a livestock herder. But because of the drought, I lost all my livestock, and I moved to the Mudug IDP camp. Moving away from my village was the hardest decision I have ever had to make. I was so afraid. I didn't know where I would sleep or get food for my wife and five children – three girls and two boys, and all under eight years. It was a very difficult situation.



'For putting up a temporary shack, I was lucky to get some support from well-wishers. They also gave us some food. But I knew the only way we could survive was for me to look for work. I found some at a construction site, where I was breaking stones. But it was only casual work. I realised that to survive in the town I needed to get myself some education. I hadn't had the chance of going to school when I was a boy. I couldn't even read or write. So when I saw that a local NGO was offering that kind of training – adult literacy and numeracy, they called it – I joined the classes. And I completed the nine months course. And then, sometime later, I got lucky. I was approached by the camp leader, who told me about an opportunity to enrol for vocational skills training. This was just the kind of opportunity I had been praying for. I remembered a friend of mine who had told me that skilled mechanics make a lot of money, that they could make fifty to a hundred dollars in a day. So that is what I settled on to do.

'I am determined to make a success of this. Every day I leave home at 8am and get back at 7pm. Often I stay behind after the training to work on cars brought in by clients. And when I do that I can make between five and ten dollars per day for the work I am doing. But there are big things I can't do yet – I am still learning. But I am working very hard, and I think the owner of the garage will trust me with bigger jobs. I want to be successful at this. I want to be a good mechanic. You have to earn people's trust. And that takes time.

'This training has changed my life. I was destitute when I came to this town. I was illiterate. I had no skills. Now I am becoming a trained mechanic. This opportunity is not what everyone gets. I am very lucky. And I thank the camp leader that advised me – and the training centre that accepted me. I am now earning money, and I can take care of my family. I thank Allah for this.

Busharo Mohamed

Busharo is 19 years old. She is a graduate of the TVET course in Galkayo North. She was born in a small village called Jirban in the Mudug region of Puntland. Her family moved to Galkayo North when she was still very young. Then she had to move a second time with her family after conflict broke out in 2016. This time they ended up with her maternal family in Hargeisa, where she lived for close to a year.

‘I couldn’t fit in the schools in Hargeisa, so I dropped out in form 3. After that I was restless. I wanted to find something to do. When it became safe to return to North Galkayo, I came back. I started looking for opportunities. I had seen my aunt running a successful beauty salon in Hargeisa and I wanted to start the same in my home town. That visit to Hargeisa opened my eyes. I had seen the superior skills applied in salons there. I looked for skills training opportunities in beautification. Fortunately, the Galkayo Vocational Training Centre (GVTC) was recruiting new trainees under the DRIS project. I heard about it and I visited the training centre. I was asked to bring a guarantor and later I was allowed to take a test that was given to all applicants. I passed it and I enrolled in my dream course – beautification. I had a passion for it. Seeing my aunt working on women and making money had ignited something inside me. I was an enthusiastic trainee. I even started assisting our instructor in my third month. I was already ahead of the other trainees. I also started to apply the skills, especially the heena painting skills, to earn some income. I remember making about seventy dollars from painting heena during the Eid festivals. During a school break in Ramadan, I got employment in a beauty salon. I was given a test. Some of the skills they tested me on, like dressing up a bride, had not been taught in our training centre, but I had learnt it on my own through watching YouTube videos. The employers were very impressed, and they started me on a salary of fifty dollars a month. It was my first job and my first salary. I was very excited.

‘But the place was not very busy, so I was looking for an opportunity at a bigger and busier salon. I was lucky because a new place called Daryeel was recruiting workers. I applied. I was taken on as a trainer and also to work on clients. It was a much busier salon with many opportunities to work and learn. I am now earning eighty dollars a month. The money is critical for me and my family. I am paying schools fees of fifteen dollars for one of my brothers. My plan is to organise some of my fellow graduates so that we can start our own salon. The market opportunity is there. All we need to do is organise ourselves, raise capital, and start our own place. I have friends who are keen about it and, Insha Allah, next year we will do it. All this would not have been possible without programmes like this one that supports the youth from poor families. This DSRIS programme has given me and my fellow trainees an incredible opportunity to develop ourselves. I am really determined to make something of myself and to make my training institute and my instructors proud by succeeding in the salon business.



It would be very interesting and useful if the project could carry out a tracer study in order to track and document the employment rates of the graduates six months after the training.

Village Savings and Loan Associations

The ET has recorded a number of personal accounts that already show the impact a VSLA can have on a family.

Sirad Mohamud, who is one of the women who borrowed the money from her VLSA said: *'I am a single mother and I am currently living with my mother after I left my husband. Coming back to live with my mother was a very difficult decision, but I had to come back home.'*

'Since coming here, I have been depending on my family, who are also poor, for all my needs and those of my six children. When I heard about the VSLAs, I convinced my mother to lend me the deposit for the initial three months, which she accepted. After three months of savings, I decided to borrow USD 90. I shared my business idea with the VSLA leadership who accepted to lend me the money. I used the money to buy a goat and started selling meat.'

'My stall is still open and doing well. I have been able to pay back USD 60 and I plan to pay the rest of the money by the end of this month. The VSLA has enabled me to start earning an income and be able to support myself and my children. I have now enrolled two of my children in school and I am paying USD.10 per month for their fees. I am very grateful for the opportunity to be part of the VSLA.'

The FGD respondents shared other benefits they attributed to the VSLAs. Muhubo Abdille, in North Galkayo, said:

'For the first time, many women have been able to save some money. What we are saving is not a lot, but for us this is a very significant step because very soon we will be borrowing amongst ourselves and the little money each of us has saved will become big enough to help us start the small businesses that we have been dreaming to start. I have been saving USD.7 per month for the last five months now, which means I have USD.35 in savings and, at the end of nine months I will have USD.63. This is money, I can use to start some small business for myself and family.'

While Khadijo, another respondent said:

'Through the VSLAs, we as women have been able to come together, discuss our problems, and support each other. In the VSLA we also put aside some small amount from the savings which we use for social support to people who need help. This has been very useful for people who have needed help. The money is used for various things, such as expenses during burial, sickness or weddings.'

The respondents were consistent throughout the interviews about their appreciation of, and support for, the VSLAs.

The project had envisaged that the VSLAs would be linked to financial institutions such as Dahabshill, so that they can get access to loans. However, this is yet to happen. Linkage to financial institution has the potential to further establish a culture of savings among the targeted IDPs, and also to enable them access loans they would not ordinarily be able to access.

Empowerment of Youth

The majority of the youths that were interviewed in the FGDs both in North and South Galkayo, said that the trainings provided for them had been useful and that they had gained important knowledge and skills that will help them in doing their work as youth leaders. They explained that their knowledge and skills on illegal migration, youth radicalisation and GBV had been deepened and increased.

Asha Awil, one of the youths in South Galkayo, said:

'The trainings that we have received have built our understanding of the issues on GBV, illegal migration and radicalisation. I can now confidently stand in front of a crowd and talk about the issues of GBV, help people understand the dangers of illegal migration (tahrīb), and be able to discourage the youth from engaging in these harmful behaviours. I now feel that I have enough knowledge after attending these trainings.'

However, these youths are yet to put to test the knowledge and skills that they have gained from the trainings. They said they were eager to go out and carry out awareness raising campaigns targeting their fellow youths on the issues of illegal migration and youth radicalisation, but they did not have the resources needed to do that.

Nafiso Dahir, another youth in South Galkayo, said:

'The trainings have opened our eyes to the problems that exist in our society on GBV, illegal migration and radicalisation of the youth. And now that we have the knowledge, we need to spread it so that we can reach as many youths as possible. But the problem is that we don't have the means to do this. We, as the youth who have undergone these training, we are ready to take part in creating awareness in our community – but we need support.'

The joint International Youth Day celebrations held on 15th May in both North and South Galkayo is something that all the youths that were interviewed supported. They were very appreciative and commended the efforts by the project to bring them together. These celebrations involved activities such as street processions with placards of peace, public rallies with speeches from the youth of both sides, and a football match. The event was seen as a milestone by many of the youths who were interviewed, regarding it as an important step in building bridges between the two communities.

Jaffar Yusuf, the chairperson of Mudug Youth Umbrella, said:

'It was an opportunity to know the youth organisations from the other community, and we interacted with them during the celebrations. When you meet someone and get to know them, obviously you will have a much different relationship – you are no longer strangers. In case something happens, we now know who we can talk to from the other side and, similarly, they know us. I think this is a good beginning which needs to be developed further.'

We need to have more dialogues and more engagements with youth organisations from the other side, because we have the same problems of unemployment, lack of voice and illegal immigration, and so on. We should be able to cooperate more and help each other whenever possible. Youths can be agents of peace. Through these networks, we can promote peace between our communities. But in order for this to happen we need to have more engagements so that we can develop a common understanding on what we are supposed to do. Having a common understanding and objectives is key in uniting us. We must all be committed to achieving the same things. I urge CARE to support more dialogues, sessions and engagements between the youth organisations from both sides.'

So they pointed out in the interviews that, to achieve the impact envisaged in the project design, they needed to be supported in getting a place where they can meet. They said that one of the main impediments to their work, and to reaching out to other youths, is lack of a place where they can hold their meetings. They argued that, if a social hall was provided, they would be able to organise the youths in their communities for discussion on issues affecting them, including illegal migration and youth radicalisation.

6.2. Unintended Or Negative Outcomes

Question: Are the identified outcomes, whether intended or unintended, positive or negative – and, if negative, how can they be mitigated?

The project has been concerned to avoid the risk that its activities could be seen to be unequal or divisive. In this regard, for example, the project designers were determined that host communities would see that they are also benefiting from facilities and services that are established and provided. However, with a project being implemented over such a wide area – in two states and in five districts – it would be surprising if no questions were raised and no inequalities were noticed. For example, as has been noted above, though access to water is identified as a priority need in the IDP camps spread across all the target districts, water installations are being put in place only in Adado. Also, the incentive payments made to only a few teachers in particular schools can have a demotivating effect on those teachers who do benefit from the incentive payments.

But when considering possible unintended outcomes, there is one quite positive factor that should be noted. The stated objectives of the DSRIS project, as signalled in the project's title – Durable Solutions for Returnees and IDPs in Somalia – are to do with increasing basic services to the returnees and IDPs and promoting their integration in communities where they are settled. It might, or might not, have been in the minds of the original designers of the project. But that the project is being implemented across two states, and across two parts of a city, that have a history of friction and conflict, is an opportunity for the project to make a contribution to making peace and encouraging harmony. Not a lot has been done so far except joint meetings in the Steering Committee. In this regard, it was significant that the first PSC meeting was in Garowe and the second one was in Galkayo South. It was a demonstration that government agencies at a high level were working together in this important development initiative that would be of benefit to both states.

Also, as highlighted above when discussing the reactions of the youth, the mixing in activities during the International Youth Day was much appreciated. The Consortium Coordinator has said that more activities of this kind will be done. However, she pointed out that there has been a deliberate strategy to put emphasis first on the improvements in basic service delivery before tackling more strenuously what she called 'heavy' peacebuilding activities.

7. Sustainability

An assessment of the likely continuation of project outputs and outcomes

7.1. Likely Continuation of Benefits

Question: Are the project activities being carried out in a manner that will ensure the continuation of benefits (in terms of facilities and services) after the development assistance is completed?

Durability is not only indicated in the lead word of the project title, it is a major concern of the interventions: that benefits realised during implementation will be sustained. The main thrust of the project is the provision of education, health, WASH and protection services. If such a project were to be implemented in a refugee camp such as Dadaab in Kenya, it could be said that it would actually be working against sustainability, because the Kenya government policy is that the refugees should return to their countries of origin. But, as discussed in the situation analysis section of this report – and as will be discussed in the following section of this chapter – the government policies are conducive to integration in Puntland and Galmudug.

However, the ET does have some concerns about sustainability. Understandably, some outputs and outcomes are more sustainable than others. The school buildings that have been constructed or rehabilitated, for example, will be there and potentially operating when the three years of the DSRIS project are over. Also, the education received by the pupils cannot be taken away from them. Nor can the skills learnt by the VTC trainees be taken away. Whether the school pupils or TVET trainees will be able to get jobs or set up businesses is another matter. Nevertheless, overall, there is reason to be positive about the education and training components of the project. Yet one strategy of this component could be challenged: the payment of incentives to only a proportion of teachers in a school, as commented on above, could well be demotivating for those teachers not benefiting in this way – also, since it is dependent on an NGO-implemented project is not sustainable, in as much as the payments are likely to stop when the NGO support comes to an end.

The Health component is another that has been overwhelmed when access to health facilities has been improved in the targeted IDP camps. The problem from a sustainability perspective is that much of the service that is provided is through the mobile clinics and not permanent health centres. Again, these are likely to discontinue once the project ends.

The main concern related to the WASH component is the one discussed in the previous chapter – that, apart from Adado, the awareness raising activities are promoted without being linked with improved access to water or latrines. It is less likely, then, that this behaviour change initiative will be effective, even in the short term.

On the other hand, there is evidence that in the protection-related interventions, and especially for the initiatives being taken with regard to GBV, there have been significant shifts in awareness. However, there are two factors that put a question mark against sustainability. First, unless men are also actively involved in discussions about GBV the outcomes will be less successful than they could be. Also, it seems that most, if not all, referrals of cases are to medical centres and, unless law enforcement agencies – the police

and the courts – are actively involved in taking up cases and prosecuting the perpetrators of GBV, then the chances of sustaining behaviour change will be diminished.

Finally, from the perspective of the IDPs, a stable and sustainable future would depend on them having self-sufficiency through having a permanent home and a sufficient income. The land issue is not one that this project is addressing directly. The VSLAs established and supported by the project, on the other hand, could well have an important effect of enabling a significant number of families to boost their income through setting up small enterprises. And the skills training through the TVET component, even if only a 50% of the graduates find paid employment or set up their own businesses, will certainly be a sustainable outcome for those who succeed. And the significance of the project's VSLA and TVET initiatives, with regard to the beneficiaries' being able to find employment or to set up the own small businesses, is highlighted by a finding of the household survey that showed that almost 70% of the households interviewed are relying on only casual labour.

7.2. Assessing the Enabling Environment

Question: Will there be an enabling environment (in terms of policies of government authorities and positive relationships between displaced peoples and host communities) that will be supportive of the target groups?

There is no doubt that the objectives and strategy of the DSRIS project is in line with government policies, whether at state or district levels. As described in various places in this report, the project is interacting with, and actively involving, four ministries in Puntland and four ministries in Galmudug – through participation in the committee structures that are carrying out oversight, advisory and monitoring functions. And representatives of the district authorities are involved in the work of the TWGs. Such government support is vital for the continuation of the project's activities in a manner that upholds the project's principles and values. Moreover, the governments' own policies on the treatment of IDPs and returnees are liberal and inclusive – policies that support the integration objectives of the project. And such policies work towards creating a positive relationship between the settlements for IDPs and the host communities. So there are no signs of frustration or friction that could jeopardise the sustainability of facilities and services established by the project.

7.3. Communicating Lessons and Achievements

Question: Are the achievements of the programme, and the lessons learnt, being well documented – in order, not only to improve the programme's visibility, but also to support an effective replication of good practices in similar programmes and in other places?

The sustainability of the DSRIS can be seen as not only a matter of the continuation of the activities and outputs of this project in its present target districts. The pressing issues of displacement the project is concerned with are pressing issues across Somalia and in other countries. This project has made some important achievements that have been discussed in this report and there are lessons to be learnt. But the ET suggests that the project could do much more to make itself visible, to relate more closely and imaginatively with the media in order to publish a range of 'stories of change' that would be of interest to the public, and policy briefs that would be of particular interest to other development agencies in other places that are engaged in similar projects with similar objectives.

Annex A: Terms of Reference

Request for Expression of Interest

Technical Support for the mid-term evaluation of Durable Solutions for Returnees and IDPs in Somalia (DSRIS) Project

TO5-EUTF-HoA-SO-03-4.1

CARE International Somalia Programme

May 2018

1. Background

1.1. About CARE International

CARE is a leading humanitarian organization fighting global poverty and providing lifesaving assistance in emergencies. Its programs go beyond meeting basic needs at the onset of an emergency to helping affected communities recover and rebuild their lives long after the crisis ends. CARE has been assisting communities in Somalia since 1981. CARE works in partnership with the government, international NGOs, civil society, leaders and local authorities in order to bring effective and lasting change to the most vulnerable communities. CARE currently works through three main programs: firstly, the Rural Women program which supports poor, rural women and girls in addressing long term underlying causes of poverty and vulnerability as well as social, cultural, political and economic obstacles towards positive change. We help women and girls improve their economic status, access education and support them to play a greater role in local leadership and conflict resolution. Secondly, the Urban Youth program focuses on job creation and livelihood opportunities for poor youth through interventions such as secondary education, vocational training, small business development and microfinance. Thirdly, the Emergency program provides direct humanitarian relief to victims of drought and conflict in Puntland, Mogadishu, Lower Juba and Galmudug state.

1.2. About DSRIS project

Project Goal	Contribute to sustainable integration of IDPs, returnees and refugees in Somalia.
Project specific objective/outcome	To support a sustainable and durable reintegration of refugees and IDPs in Somalia and to anchor populations within Somalia
Project locations (State, Region/Districts)	Puntland, Bari and Mudug (Bosaso and Galkayo North districts), Galmudug, Mudug and Galgaduud (Dhusamareeb, Adado and Galkayo south)
Number of target beneficiaries	Final Beneficiaries: 90,000 persons (12,000 households - HHs) - 72,000 from IDP settlements. Based on the % of total HHs from IDP settlements and communities benefitting from the project- approx. 8 IDP settlements per location and 5 surrounding communities.
Implementing bodies	CARE(Lead agency), SCI, ACTED, IMPACT and SSWC

Sectors	Education, Health, WASH, Child Protection/GBV and women and youth empowerment
Donor	EU
Project duration	3 years (10 th January 2017 – 9 th January 2020)
Available project documentation	Project proposal, M&E plan, logical framework, Detailed Implementation Plan (DIP), Baseline survey report, project interim reports.

The project commitments:

The project seeks to contribute to a sustainable and durable (re)integration of IDPS, returnees and refugees in Somalia through a comprehensive approach aiming primarily to contribute to the overall Result 3 – Increased access to basic services and creation of realistic livelihood opportunities in main accessible areas of return and departure.

The project results are as follows:

- Result 1: Increased equitable access to quality basic services for IDPs and other vulnerable groups - including women and children and strengthened capacity of government and communities based on durable solutions and priorities set by the local administrations
- Result 2: Increased self-sufficiency through sustainable and durable livelihood opportunities for youth and women.
- Result 3: IDPs and other vulnerable groups are better protected, integrated and accepted through enhanced social dialogue, community participation and advocacy initiatives for inclusive policies and legal framework
- Result 4: Evidence based replicable and scalable mechanisms established to advocate and inform policy and practice on migration, reintegration and durable solutions.

The project outputs are as follows:

- 1.1 Increased access and uptake of education, WASH, health, child protection and GBV services
- 1.2 Improved quality of education, WASH, health, child protection and GBV services provided in IDP settlements and at community level
- 1.3 Enhanced community and government capacity to manage, monitor and coordinate the provision of basic services.
- 2.1 Increased market-driven technical skills and capacities through relevant and quality TVET programs
- 2.2. Increased and sustainable employment opportunities for trained youth
- 2.3. Increased access to sustainable IGA opportunities for youth and VSLA members
- 3.1 Strengthened social dialogue and cohesion within and between communities
- 3.2 Enhanced civil engagement of young people and community dialogue on irregular migration and other harmful behaviors.

- 3.3 Improved capacity of IDPs and other vulnerable groups to advocate for their rights to land and access to protection services.
- 4.1 Support to urban planning in response to mixed migration and host community needs through generation of evidence to support area based responses
- 4.2 Improved understanding of root causes of needs and vulnerabilities, and drivers of mixed migration and displacement from and within Somalia.

2. Purpose and objectives of the Mid-Term Evaluation

The purpose of the Mid-Term Evaluation is to assess the project progress towards achievements of present activities aiming to improve future programming and strategies in terms of relevance, efficiency, impact, effectiveness and sustainability. In other words, it will determine whether the project is on course, document lessons learned to date and make recommendations for future project activities. The project activities will be evaluated based the current project log frame and the extent of achievements of expected results. It also aims to recommend adjustments to improve the effectiveness and appropriateness of interventions in the targeted communities.

2.1. Specific Objectives of the Mid-Term Evaluation

- a) To assess progress so far towards the achievement of the project activities, outputs and outcomes in line with the OECD/DAC Criteria (relevance, effectiveness, efficiency, sustainability) including recommendations and action plan for improving.
 - Extent to which the interventions has increased equitable access to quality basic services for IDPs and other vulnerable groups
 - Extent to which the interventions has increased self-sufficiency through sustainable and durable livelihood opportunities for youth and women.
 - Extent to which IDPs and other vulnerable groups have been protected, integrated and accepted through enhanced social dialogue, community participation and advocacy initiatives for inclusive policies and legal framework.
- b) To make recommendations for the strategic orientation or improvement of each criteria and future interventions
- c) To suggested action plan corresponding to each recommendation included in the evaluation report
- d) To recommend adjustments to the logframe, activity design, resource allocation, activity management, or implementation that could improve the likelihood of achieving sustainable results by the program's end, based on the yearly evidences collected and conclusions drawn for the evaluation objectives above.
- e) To assess progress against key logframe indicators of the project.

2.2. Evaluation criteria used and key questions

The Mid-Term Evaluation shall follow the OECD/DAC Criteria, and evidence under each criterion supported by qualitative and quantitative data. The evaluation questions are not exhaustive and the consultant is free to propose additional questions including on cross cutting issues.

Table 1: OECD/DAC Criteria

OECD/DAC Criteria	Key questions
Relevance	<ul style="list-style-type: none"> • Are the project activities relevant to the context and the needs of targeted groups in Galkayo, Bosaso, dhusamareeb and Adado? • Was the project designed in a way that is relevant to reach its goals? • To what extent has the project addressed the identified needs on the ground?
Effectiveness	<ul style="list-style-type: none"> • Are the project activities implementation going according to plan? • To what extent have the planned results (outputs, outcomes) been achieved? • How effective are the strategies, methodologies and activities used in the implementation of the project?
Efficiency	<ul style="list-style-type: none"> • Are the project activities, outputs and outcomes being delivered on time and on budget against agreed implementation plans? • In addition, are resources/inputs (funds, expertise, time, equipment, etc.) economically converted into equitable results compared to alternatives? • What are the strengths, weaknesses, opportunities and threats of the project implementation process?
Sustainability	<ul style="list-style-type: none"> • Is the project activities been delivered in a manner that will ensure continuation of benefits to the communities during and after development assistance is complete? Also provide analysis of the risks that are likely to affect the persistence of project outcomes in the short, medium and long term and the steps taken by the project to mitigate identified and potential risks. • Is there an enabling environment that supports ongoing positive impacts? • What are the contributing factors and constraints that require attention in order to improve prospects of sustainability of the project outcomes and the potential for replication of the approach?
Impact	<ul style="list-style-type: none"> • Are there any positive and negative, primary and secondary long-term effects produced by services delivered, directly or indirectly, intended or unintended that have been observed or foreseen? • In addition, have the interventions enhance resilience and strengthened the engagement and participation of beneficiaries?

3. Technical approach and methodology

The consultant shall use a mixed method approach, combining qualitative and quantitative techniques. Qualitative techniques will rely on the use of in-depth interviews, key informant interviews, focus group discussions and case studies while quantitative techniques will use survey questionnaires as well as secondary data from project documents such as the

proposal, Indicator performance tracking tool, log frame, evaluation framework and work plans. The sample size must be statistically representative of the population. The analysis will involve statistical and content analysis using appropriate packages as deemed fit by the consultant. The analysis among others should show trends and to the extent possible should disaggregate data by gender and location. Unless otherwise necessary, the consultant shall use the sampling techniques consistent with the baseline for comparability with baseline performance and target. There should be adequate women representation and participation throughout the data collection process. Where necessary, separate focus group discussions carried out for men and women.

The contractor/consultant will be responsible for defining and carrying out the overall evaluation approach. This will include specification of the techniques for data collection and analysis, structured field visits and interactions with beneficiaries and the evaluation team. Evaluation tools, methodology and findings should be reviewed and validated with various stakeholders and approved by the evaluation manager at CARE.

4. Deliverables

All deliverables shall be submitted to consortium project manager and the project coordinator and should be in English. Deliverables include:

- An inception report shall be submitted one week (not later than July 1, 2018) after the beginning of the evaluation, explaining the methodology, work programme and timetable for the evaluation. This should also include draft data collection tools, both qualitative and quantitative. Inception report will include the proposed evaluation approach, Key Evaluation Questions matrix, sampling approach, timeline and roles, responsibilities, anticipated outputs and associated levels of effort of each of the evaluation team members. The contractor will prepare a Key Evaluation Questions matrix based on the objective, key questions and methods to consider as part of the Inception Report. The Key Evaluation Questions matrix should identify more-detailed areas of focus for each question, aspects to consider within each focus area, and methods for investigation.
- MTE implementation plan - will include the final overall mid-term evaluation process, timeline with detailed calendar of key activities and milestones, supervisor and enumerator training manual/guidance, sampling approach and methods, data collection tools, validation (data quality assurance) and data analysis plan showing how each question will be analysed from the data collected.
- Digital transcripts of all data collected during this evaluation such as FGDs, KIIs and HH data (if collected).
- A final report to be submitted at the end of the evaluation (not later than 30th July. 2018) with a maximum extension of 30 pages excluding annexes. The final evaluation report will be structured as follows:
 - i. **Table of contents**
 - ii. **Acknowledgements**
 - iii. **Affirmation**
 - iv. **Glossary/Acronyms and Abbreviations**
 - v. **Executive summary**
 - Overview of the project

- Evaluation objectives and intended users
- Methodology
- Limitations and delimitations
- Most important findings and conclusions
- Main recommendations

1. Introduction

- Scope and purpose of the evaluation, intended users, team composition and structure of the report
- Evaluation questions and criteria
- Eventual changes to the initial request (objectives and questions)

2. Methodology

- Description of methods used and rationale
- Description of project ToC if any
- Limitations and constraints, potential bias and mitigations measures
- International standards used as reference for the evaluation

3. Context: Analysis of the context

4. Core sections of the report by evaluation criteria and questions. Presentation of the evidence gathered, triangulation and findings

5. Conclusions: final appreciation (clear and defensible basis for value judgments. Provide insights pertinent to the intervention that has been evaluated and to the purpose of evaluation.

6. Recommendations: clear, specific and relevant, implementable, linked with conclusions and reflect consultations with stakeholders, presented per priority level, with timeframe and suggestions of where responsibility for follow up should lie.

7. Lessons Learned from the evaluation Process

Annexes

- Terms of Reference
- List of groups people interviewed (anonymized) and sites visited during the evaluation
- List of documents consulted and secondary data used (please provide the sources through web transfer or drop box)
- Data collection instruments (in English and Somali)
- Evaluation matrix
- Power point presentation of the main findings and recommendations
- Relevant maps and photographs of the study areas
- Raw data in an agreed format

5. Tasks of the consultants

The consultant will undertake the following specific tasks:

- Review existing project documentation and other secondary data relevant to the project's interventions and project areas;
- Design a participatory methodology and develop both quantitative and qualitative tools for conducting the evaluation;
- Conduct field work in the project districts including interactions with project beneficiaries, implementing partners, other stakeholders and key informants and regular debriefing with the CARE team;

- Conduct the evaluation in line with these terms of reference and approved methodology as contained in the inception report;
- Present evaluation findings and draft evaluation report to the CARE team and other project stakeholders in a debrief session.

6. Guiding Principles and Values

The consultant shall adhere to the “Do No Harm” principle and any other humanitarian principles. The consultant will be required to follow CARE Somalia’s security advice. The consultant shall ensure at all times the confidentiality of data, respect the privacy of all individuals concerned and make all data collected available to CARE in a usable format.

7. Evaluation Schedule

The total number of days for implementation of this Mid-Term Evaluation will be 30 days in a calendar month. The assignment shall start the latest on 25th June.2018. A first meeting shall be held before the assignment starts in order to review the ToR and agree on tentative work plan.

TOR finalisation	22 May 2018
TOR advertisement – call for expression of interest	23-31 May
Analysis of applications and interviews	1-8 June
Evaluation team announcement	10-18 June
Issue of contract	25 June
Desk review and elaboration of an evaluation plan	25 June – 1 July
Discussions and revision of the methodologies and evaluation plan	
Field research	8-22 July
Elaboration of the Mid Term Evaluation Report	31 July
Draft discussion	5 August
Submission of the final evaluation report	10 August

8. Proposal contents

Qualified individual consultants or consultancy firms interested in the assignment are expected to submit the following documentation:

- A technical proposal (max 5 page): interpreting the ToR and elaboration of the proposed methodology and design, including (1) draft work plan; (2) brief overview of the consultant/consultancy firm and the skills and relevant experiences (including CVs of all team members proposed for the assignment); (3) contact details of three referees from other organizations that have recently contract the consultant/consultancy firm to perform similar work in the last 1- 2 years
- A financial proposal: clarifying the following costs: (1) budget with professional fee per day, excluding logistical costs (vehicle hire, accommodation and living costs; stationeries, and supplies needed for data collection; and other costs related to field mobilization costs) as these will be provided by CARE Somalia.

9. Profile of the consultant

The evaluator should be an experienced and independent consultant with the following expertise:

- Proven experience in evaluating development programmes
- Experience with international (I)NGO's
- Good writing and communicative skills
- Good command of English
- Experience in evaluating governance programme
- Experience in evaluating lobbying and advocacy programmes
- Work experience in conflict context; Somalia would be an added advantage.

10. Logistics

CARE will provide all the necessary logistical arrangements required for data collection in all the districts.

11. Application procedures

All applications should be sent to somconsultant@care.org latest by **18th June 2018** with attachments in pdf and a Subject line **Technical and Financial Proposal for Mid Term Evaluation- Durable solutions for returnees and IDPs in Somalia (DSIRS)**

Annex B: Documents Reviewed

DSRIS project documents

Full Application Form, EuropeAid/151963/DD/ACT/SO, 15 July 2016

IMPACT Initiatives, **Baseline Assessment Report**, Durable Solutions for Refugees and IDPs in Somalia, June 2017

Revised DSRIS Logframe, June 2018

DSRIS Quarterly Reports:

First Interim Report, 10 January – 30 June 2017

Second Interim Report, 1 July – 31 December 2017

Third Interim Report, 1 January – 30 June (Draft)

Project Meal Plan, updated 29 December 2017

ToR for the Project Oversight Committee

Minutes of the 2nd Project Oversight Committee, 29 March, 2018

Minutes of the DSRIS Project Team, November 2018

Project Implementation Performance Tool, undated

Ministry of Interior local Governments Rural Development,

IAD Department, **Supervision Report**, Abdikadir Abdimalik, DSRIS Focal Point, January 2018

Water, Sanitation and Hygiene Study, IMPACT, December 2017

Hygiene Promotion Guidelines, Puntland and Galmudug, February 2018

Situation Analysis: Social Cohesion, IMPACT, April 2018

Learning Paper: How One Steering Committee is building foundations for Peace in Somalia, September 2018

Background documents

Guiding Principles on Internal Displacement, OCHA, 1998

African Union Convention for the Protection and Assistance of Internally Displaced Persons in Africa (the Kampala Convention), 2009

Puntland Policy Guidelines on Displacement, (English version), Ministry of Interior, Local Governments and Rural Development, undated

UNHCR, **Somalia Situation: Supplementary Appeal January – December 2017**.

UNHCR, **Inside Somalia: drought displacement growing**, 21 February 2017

Oxfam, **Somali Returnees from Yemen: survivors of a conflict that needs to end**, May 2017.

Caitlin Sturridge, Oliver Bakewell and Laura Hammond, **Return and (Re)Integration after Displacement: Belonging, Labelling and Livelihoods in Three Somali Cities**, Research and Evidence Facility, June 2018

Annex C: People Consulted

DSRIS Project

CARE, Nairobi, 20 August 2018

Fatma Wakil, Programme Officer Somalia/Somaliland;

Nimo Hassan, DSRIS Project Coordinator;

Geoffrey Alala, M&E Officer;

Victor Okeyo, Data Analyst, Urban Youth Programme;

Mohamed Yusuf, Area Manager, Garowe, DSRIS;

Ebyan Sabul

Abdikhadar Baraag, DSRIS Senior Project Officer, North Galkayo office

Hawa Sabriye, DSRIS Senior Project Officer, South Galkayo office

Save the Children International

Mohamed Assair, Programme Manager, Education;

Ayan Aidarus, TVET Coordinator;

Salad Ahmed Halane, Health Project Manager/DSRIS Focal Point in Adado Office

Said Mohamed Omar, Education Project Officer, Adado Office

Said Abdi Ahmed, Education Project Officer, Adado Office

Fowsia Mohamud Omar, WASH Project Officer, Adado Office

Daud Abokor, Health Officer, North Galkayo Office

Deqo Yassin Yusuf, Child Protection Officer, North Galkayo Office

ACTED

Hassan Abdirahman, DSRIS Project Manager

SSWC

Hashim Ibrahim Daakhane, DSRIS Project Manager

IMPACT

Anna Tomson,

Ministries

Puntland

Ministry of Interior

Abdulahi Hesh, Deputy Minister, Mol;

Mohamed Jama Hirshi, Deputy Governor of Mudug;

Mohamed Tuma, Mayor of Galkayo North;

Abdikadir Abdimalik, Director of IDPs Department.

Ministry of Education and Higher Education

Abdulahi Ahmed Mohamud, Director of Programs, TEU&TVET/ ESC Coordinator-Puntland.

Ministry of Health

Warsame Said, Nutrition Programme Manager;

Said Nuriye, Public Health Emergency Officer.

Ministry of Labour, Youth and Sports

Ahmed Abdalla Tigaana, Director General,

Dekha, Head of Youth Department;

Abdulahi Osman, M&E.

North Galkayo, South Galkayo and Adado

Ministry of Youth and Sports, Galkayo South, Galmudug

Omar Abdi Mohahmed, Director General

Ministry of Education, Galkayo South, Galmudug

Ahmed Jama Adan, Director of Education

Sahal Nur Mohamed, Director School Inspection

Ministry of Interior, Galkayo South, Galmudug

Faisal Abdi Jama, DSRIS Focal Point

Donor

European Union, Delegation to the Federal Republic of Somalia

Anders Guettou Djurfeld, Programme Manager, Migration and Durable Solutions

Annex D: Assignment Schedule

Inception Phase		
20 August	Introductory meeting with Fatma Wakil, Programme Officer Somalia/Somaliland, CARE Netherlands, and Geoffrey Alala, M&E Officer, CARE Somalia	John Fox (JF) and Abdulkadir Osman (AO)
20 August – 5 September	Development of analytical framework for the MTE, checklists for KIIs and FGDs, and household questionnaire; Writing Inception Report; Skype interviews with Nimo Hassan, Project Coordinator; Skype calla with Geoffrey Alala re workplan.	JF, AO and Dickson Omosa (DO)
6 September	Submission of Inception Report	JF
7 – 12 September	Revision of work plan for fieldwork in Puntland and Galmudug, in consultation with Geoffrey Alala	JF, AO, DO....
Fieldwork		
13 September	Morning: Flight from Nairobi to Garowe SWOT analysis session with staff of CARE and Save the Children International (SCI): Geoffrey Alala, Victor Okeye, Mohamed Yusuf and Ebyan Sabul from CARE and Mohamed Abdullahi from Save the Children	JF and AO
14 September	Skype interview with Nimo Hassan, DSRIS Project Coordinator; Interview with Anna Tomson, IMPACT; Meeting with Abdikadir Sh. Mahamoud Salah, (AS) iDC team member for fieldwork in Bosaso	JF and AO
15 September	Meeting at Ministry of Labour, Youth and Sports (MoLYS) with Ahmed Abdalla Tigaana, Director General, Dekha, and Abdulahi Osman....; Meeting at Ministry of Education and Higher Education (MoEHE), with Abdulahi Ahmed Mohamud, Director of Programs, TEU&TVET/ ESC Coordinator-Puntland	JF and AO
16 September	Team meeting with AO and AS; Meeting at Ministry of Interior (MoI), with Deputy Minister, Abdulahi Hesh, Deputy Governor of Mudug, Mohamed Jama Hirshi, Mayor of Galkayo North, Mohamed Tuma, and Director of IDPs Department, Abdikadir Abdimalik; Meeting at Ministry of Health (MoH), with Nutrition Programme Manager, Warsame Said, Public Health Emergency Officer, Said Nuriye.	JF

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16 September	Abdikadir Osman, Geoffrey Alala and Victor Okeye flight to Galkayo North	AO
	Skype interview with Project Manager, ACTED	JF
17 September	Training enumerators in North Galkayo	AO
18 September	Meeting at Save the Children office Garowe, with Mohamed Assair, Programme Manager, Education; Ayan Aidarus, TVET Coordinator.	JF
	Bosaso: Training enumerators on application of household questionnaire	AS
	Pretesting of questionnaire in North Galkayo	AO
19 September	Bosaso: Pretesting application of questionnaire; Interview with members of CEC, Hafatul School; FGD with IDP members, Enji IDP camp	AS
	FGD with community members in Madina camp; FGD with CEC members in Madina primary school; Interview with head teacher and trained teachers in Madina primary school; Interview with GBV focal point;	AO
20 September	FGD with GBV focal points; FGD with IDPs, 26 June village	AS
	FGD with community members in Tawakal IDP camp; FGD with VSLA members in Tawakal camp; Interview with trained teachers in Tawakal primary school; Interview with Community Health Workers.	AO
21 September	Interview with Abdikhadar, CARE Senior Project Officer in North Galkayo.	AO
22 September	FGD with WASH committee members, Bullo MIngis B and Ajuran B; FGD with IDP VSLA members, Jubba Hotel	AS
	Interview with the DG, Ministry of Youth, South Galkayo; FGD with host community members in South Galkayo; FGD with IDPs in Xarxar camp, South Galkayo	AO
23 September	Interview with Director of Education and Director of School Inspection in Galkayo South; Interview with ACTED Project Manager in South Galkayo; Interview with head teacher and trained teachers, Hawlwadaag primary school; Interview with school children in Hawlwadaag primary school;	AO
24 September	Interview with Mol DSRIS focal point in South Galkayo; Interview with youth groups in South Galkayo; Interview with Prof. Adow center manager;	AO

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	FGD with TVET trainees in Prof. Adow VTC.	
25 September	Travel to Adado; Interview with Save the Children project staff in Adado;	AO
26 September	FGD with IDPs in Badbado camp in Adado; FGD with community health committee in Badbado camp; Interview with school children in Omar Farouk primary school in Adado; Interview with head teacher in Omar Farouk primary school in Adado.	AO
27 September	Skype interview with Ahmednasir Mohamed, SSWC; FGD with VSLA members in Daryeel camp in Adado; Interview with team leader Karamo health facility in Adado; FGD with sanitation committee in Karamo IDP camp; FGD with water committee in Karamo IDP camp.	JF AO
28 September	Travelled back Galkayo.	AO
29 September	FGD with TVET trainees in North Galkayo; Interview with Galkayo VTC center manager in North Galkayo; Interview with SSWC Project Manager; FGD with youth groups in North Galkayo.	AO
30 September	Interview with Save the Children Child Protection officer and Health officer in North Galkayo; Visited SSWC offices and interviewed a GBV victim in Hiran 1.	AO
1 October	Travelled from North Galkayo to Nairobi	AO
4 October	Interview with Anders Guettou Djurfeld, Programme Manager, Migration and Durable Solutions, EU Delegation to Somalia	

Annex E: Analytical Framework

A checklist, based on the OECD/DAC themes, for use in consulting reports, in discussions with programme managers, and for structuring the main Findings sections of the report.

Relevance

An assessment of the significance of the needs the programme is designed to address

- How significant are the needs and priorities of the targeted groups in Galkayo, Bosasso, Dhusamareeb and Adado that the DSRIS programme is addressing?
- Is the programme designed in such a way that the needs and priorities are being addressed effectively?
- How well are the assumptions and risks identified in the programme design – and are they being shown to be valid?

Efficiency

An appreciation of the quality of programme management, in terms of coordination between implementing partners, work planning, competencies of staff, funding – towards determining value for money

- Are the resources allocated to the programme sufficient for carrying out the envisaged activities and achieving the stated objectives?
- Are the deployed staffing resources sufficient and competent enough for carrying out the envisaged project activities?
- How well is the programme being managed with regard to the coordination between the partners, carrying out of activities, and time management?
- How efficient are the programme's monitoring systems that have been put in place?
- What are the strengths and weaknesses, opportunities and threats, of the programme?

Effectiveness

An assessment of the extent to which envisaged outputs (facilities and services put in place) are being achieved and the appropriateness of the strategies being implemented

- To what extent are the envisaged outputs of the programme being achieved – outputs as stated in the logframe and work plans?
- In the selection of beneficiaries, have there been sufficient achievements with regard to addressing inclusion and gender issues?
- How well is the programme being coordinated with government authorities?
- In what ways can the implementation strategies of the various components of the programme be adjusted to better achieve the desired outputs?

Impact

An appraisal of the actual or likely outcomes of the programme – changes in attitudes and practices

- To what extent are the envisaged outcomes of the programme being achieved – or likely to be achieved?
- Are the identified outcomes, whether intended or unintended, positive or negative – and, if negative, how can they be mitigated?

Sustainability

An assessment of the likely continuation of project outputs and outcomes

- Are the project activities being carried out in a manner that will ensure the continuation of benefits (in terms of facilities and services) after the development assistance is completed?
- Will there be an enabling environment (in terms of policies of government authorities and positive relationships between displaced peoples and host communities) that will be supportive of the target groups?
- Are the achievements of the programme, and the lessons learnt, being well documented – in order, not only to improve the programme’s visibility, but also to support an effective replication of good practices in similar programmes and in other places

Annex F: Outcomes and Outcome Indicators

Outcome 1: Increased equitable access to quality basic services for IDPs and other vulnerable groups.

Outcome indicators:

- 1.1 (a) % increase in school enrolment within the targeted communities;
- 1.1 (b) Degree of satisfaction related to the quality of education and expressed by project beneficiaries and stakeholders;
- 1.2 (a) % increase in access to potable water within the targeted communities;
- 1.2 (b) Degree of satisfaction related to water provision expressed by project beneficiaries and stakeholders;
- 1.3 (a) % increase in access to sanitation facilities within the targeted communities;
- 1.3 (b) Degree of satisfaction related to sanitation facilities expressed by project beneficiaries and stakeholders;
- 1.4 (a) % increase in access to health services within the targeted communities;
- 1.4 (b) Degree of satisfaction related to health services expressed by project beneficiaries and stakeholders;
- 1.5 Stakeholder perceptions related to the extent the government, at state or district levels, is increasing its involvement in the monitoring, coordination and management of basic services to IDPs and host communities;
- 1.6 Increase in number of cases of GBV or FGM within the targeted communities reported to health services or to law enforcement authorities.

Outcome 2: Increased self-sufficiency through sustainable and durable livelihood opportunities for youth and women.

Outcome indicators:

- 2.1 (a) % of youths graduating from the TVET training opportunities who obtain paid employment after the training;
- 2.1 (b) % of youths graduating from the TVET training opportunities who establish their own businesses after the training;
- 2.2 (a) % of participants in the established VSLAs that use loans for setting up income generating activities;
- 2.2 (b) % of VSLA participants who report an increase in family income.

Outcome 3: IDPs and other vulnerable groups are better protected, integrated and accepted through enhanced social dialogue, community participation and advocacy initiatives, for inclusive policies and legal framework.

Outcome indicators:

- 3.1 Number of cases that show improved capacity of IDPs and other vulnerable groups to advocate for their rights to land and access to protection services;
- 3.2 Stakeholder perceptions related to changes in the manner in which IDPs and other vulnerable groups within the targeted communities are protected, integrated and accepted.

Outcome 4: Evidence based replicable and scalable mechanisms established to advocate and inform policy and practice on migration, reintegration and durable solutions.

Outcome indicators:

- 4.1 Extent to which the findings and recommendations of the IMPACT studies commissioned under the project are taken up and influence the activities of the DSRIS implementing partners;
- 4.2 Number of policy statements on the treatment of IDPs and returnees that can be seen as influenced by the recommendations related to policy and practice on migration, reintegration and durable solutions.