





**CARE INTERNATIONAL - SSS**

**PROMOTING ALTERNATIVE LIVELIHOODS IN SOMALILAND PROJECT**

**(PALS PROJECT)**

**REPORT ON THE FINAL EVALUATION OF PALS PROJECT**

**27th APRIL, 2010**

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# EXECUTIVE SUMMARY

CARE International – Somalia/ Southern Sudan (CARE SSS or CARE) has been implementing the Promotion of Alternative Livelihoods in Somalia (PALS) Project in Awdal and Saxil regions of Somalia, with funding from BMZ Germany. This was a response to the positive impact of their previous emergency interventions in these areas, where CARE identified continued needs of vulnerable people in those areas. The overall objective of the project was to protect livelihood assets of the vulnerable rural and urban poor. The project’s specific objectives included the realisation of real income of the beneficiaries, and the enhanced participation of women in decision making on resource use at the household level. Among the expected results included income generating activities supported for 2,340women and their households in Borama district and 2,340 women and IDPs in Berbera District; and capacity building of 51 groups and their households on human rights, diversity and gender equity conducted.

PALS Project was coming to an end, and CARE commissioned a consultant to conduct an evaluation of the project. This exercise was undertaken between the12th and 27th of April, 2010. The objective of the evaluation was to determine the achievement of the project against its set objectives in the log frame, with an emphasis on the relevance, efficiency, effectiveness, the impact and sustainability of the project benefits. A blend of interactive, qualitative and quantitative methods like interviews, questionnaires, checklists and group discussions, were used during the evaluation.

Among the challenges encountered during the implementation included the time constraints given the short duration of the project; the very minimal cash disbursement of $50 per beneficiary; the high illiteracy rates of the beneficiaries; and an unclear implementation plan with regard to the project’s proposed income generating activities.

On a scale of 1 to 5, with 1 as the highest, the evaluation made the following scores on the project achievements against the five evaluation criteria:

* A score of 2 for the relevance criterion
* A score of 1 for the efficiency criterion
* A score of 3 for the effectiveness criterion
* A score of 2 for the impact criterion
* A score of 2 for the sustainability criterion

Among the few lessons learnt included the need to have more time for income generating related projects, for the full impact to be felt; the need for an inbuilt revolving fund for such projects; the importance of transparency in dealing with beneficiaries, to generate trust and support; and the need to focus more on men than on women, for gender-related interventions, as they are the main obstacles to the empowerment of women.

All these generated the following recommendations:

* There is strong need for the extension of this project, to support and enhance the benefits gained and ensure their sustainability into the future. The period of extension will be determined by the project staff based on the emerging needs to be addressed, but these should include more training, monitoring and support, and documentation of the process for lessons learnt
* There is an equally strong need for cash injection into the developed revolving funds for greater impact
* Efforts should be made to develop the groups and the established funds into cooperative societies that can generate funds on their own, and lend it to members for expansion of businesses or new investments. This will be an added value to the other benefits of this project
* An immediate continuation on gender sensitization should be established to ensure a sustenance and continuation of what the project started, or else future interventions may have to start from the scratch again. At the same time future interventions with gender components must focus more on changing the male mind-set, as they are the biggest stumbling block to women empowerment and control of resources

# TABLE OF CONTENT

[ACKNOWLEDGEMENTS 1](#_Toc260038196)

[EXECUTIVE SUMMARY 2](#_Toc260038197)

[TABLE OF CONTENT 4](#_Toc260038198)

[LIST OF ABBREVIATIONS 5](#_Toc260038199)

[LIST OF TABLES AND FIGURES 6](#_Toc260038200)

[1. INTRODUCTION 7](#_Toc260038201)

[2. AIM AND OBJECTIVES 8](#_Toc260038202)

[3. SCOPE 8](#_Toc260038203)

[4. METHODOLOGY 9](#_Toc260038204)

[5. ASSESSMENT OF PROJECT OUTCOMES 11](#_Toc260038205)

[6. CHALLENGES AND LESSONS LEARNT 25](#_Toc260038206)

[7. CONCLUSION AND RECOMMENDATIONS 26](#_Toc260038207)

[ANNEXES 28](#_Toc260038208)

[REFERENCES 3](#_Toc260038209)

# LIST OF ABBREVIATIONS

AFLC Acute Food and Livelihood Crisis

BMZ Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung

CBO Community-based Organizations

IDPS Internally Displaced Persons

M&E Monitoring and Evaluation

NGO Non-Governmental Organizations

OVI Objectively verifiable indicators

PALS Promotion of Alternative Livelihoods in Somalia

# LIST OF TABLES AND FIGURES

*Table 1 - The Rating Scale*

*Table 2 – Beneficiary graduates from the literacy class*

*Table 3 – Beneficiary graduates from the business development class*

*Table 4 – Respondents change of income*

*Figure 1 – Beneficiary change in earnings*

# INTRODUCTION

CARE Somalia/South Sudan is an International NGO working in Somalia and South Sudan. CARE and its partners work with vulnerable communities to address the underlying causes of poverty and promote peace and development, through its strategic goal to reduce poverty by empowering women, enhancing access to resources and services, and improving governance.

CARE has been implementing the “Promotion of Alternative Livelihoods in Somaliland” (PALS) project in Awdal and Saxil regions of Somaliland with support from the BMZ. The project was designed to protect livelihood assets for the vulnerable populations in selected rural and urban areas of Somaliland. Among the expected results from the project included at least 40% targeted IDPS experiencing an increased income by engaging in viable income generation activities; and the provision of training to enable the selected beneficiaries to actively participate in decision making on resource use at the household level. The project worked with business and agricultural communities in enhancing their business prowess through the provision of literacy skills training, provision of relevant business development services, as well as issuance of grants. Further, the selected beneficiaries were organized into groups and formed cooperatives, with a view to providing a cohesive support to the beneficiaries after the project implementation period. It also provided training on gender and human rights, which was intended to enhance community appreciation of the different gender roles as well as enhance women decision making at the household and even great levels.

As PALS Project was coming to an end, there was need for an evaluation of the project to be conducted to gain pertinent information related to the implementation and achievements of the project. It was behind this background that CARE commissioned a consultancy for the final evaluation of the project. This exercise was undertaken between the 12th and 27th of April, 2010 and this is the report of the subsequent evaluation.

This report starts by stating the aim and objectives of the evaluation, in line with the terms of reference[[1]](#footnote-1) for this assignment. It then describes the scope of its coverage. It gives a brief summary of the methods that were used during the exercise and the presents the findings of the evaluation of the project alongside the pre-stated criteria of efficiency, effectiveness, relevance, impact, and sustainability. A set of recommendations appear at the end of the report.

# AIM AND OBJECTIVES

The overall aim of the evaluation was to determine the extent to which the project objectives were met, to inform the project of its performance towards the achievement of the 2 expected results.

To realize this aim, the evaluation paid particular attention to a number of objectives including to:

* Identify the key evaluation issues through a comprehensive desk review
* Gauge the project performance against its objectives and expected results
* Assess the performance of the project along the relevance, efficiency, effectiveness, sustainability and impact dimensions
* Document the project strengths and weaknesses of the project
* Come up with findings and lessons learnt, to guide and inform future programmes
* On the basis of the above, give appropriate recommendations
* Prepare and submit an evaluation report

# SCOPE

The physical scope of the evaluation was Awdal and Saxil Regions of Somaliland, where the project was implemented. The evaluation made an assessment of activities and expected results as were outlined in project document from the inception of the project to its completion. The evaluation also made an assessment of a number of critical elements in the project approach and methodology including the following:

* To assess in detail the effectiveness and appropriateness of CARE’ stakeholder selection and the effectiveness of the partner institutions
* Assess linkages inter and intra the associations, for example, how effective are the different levels of the groups involved in decision making? Do members at different levels understand the different roles of level? How do these relations contribute to business enhancement and growth?
* To assess the linkage of the project relief component and its sustainable element and components, and provide suggestions to improve this linkage.
* Assess the effectiveness of measures taken to ensure project achievements are not lost and provide suggestions for improving the sustainability of the project in terms of community initiatives or a future donor funded phase.
* Review the effectiveness and relevance of the selection criteria for the selected geographical areas, for beneficiaries with a specific focus on whether the vulnerable households have benefited.

All these were to be incorporated into the pre-stated evaluation criteria of relevance, efficiency, effectiveness, impact and sustainability. For the ease of presentation, specific questions that guided the assessment of these criteria are presented under each, below.

# METHODOLOGY

In the course of the evaluation, the evaluation relied upon the full participation of the project staff and other stakeholders to make the process inclusive, participatory and therefore comprehensive in its findings. The following methods proved most useful to the activity, and deserve a mention.

* 1. **Desk review**

The desk review of the project documents yielded a lot of background information on which subsequent activities were based. This included the objectives of the project, its specific target areas within the PALS Project; the component processes and results; and the impact of the intervention. The following documents proved most helpful and deserve a mention:

* + BMZ regulations, and project financing agreements
  + The Grant Application document (or the Project Proposal)
  + Project baseline survey
  + Project log frame
  + Financial reports
  + Progress reports
  + Evaluation Guidelines
  + Europe Aid Guide to Evaluation Procedures

These documents provided the much needed background information that helped to put the subsequent exercise in perspective. In this sense they provided the platform for launching the evaluation exercise.

* 1. **Stakeholder Sampling**

The proper sampling of the stakeholders was crucial to this evaluation if it was to receive the variation of information that was required to get a credible picture of the situation encountered on the ground. To begin with, critically situated sources of information were identified directly from their positions with regards to the project. This included the project manager and the project officers. Other respondent groups were identified from the list of stakeholders generated from the desk review exercise of the evaluation. The number of respondents to be interviewed was determined in advance by calculating it as a percentage of the total number of the respondent group. Various respondent groups were represented during interviews subject to their availability, and they provided adequate information that was needed.

* 1. **Data Collection Tools**

Questionnaires were developed for this exercise, and together with checklists, the two proved to be the most helpful of the data collection tools during the exercise. They helped to sequence the questions in a manner that one response built onto the next, there by creating room for logical thinking and recording of responses. Further, they allowed the interviewer some latitude to pose questions in a different manner to generate comprehensive information from respondents, whenever an answer was not clear. Given the open ended nature of checklists, respondents were allowed to give much more information than would have been the case with a questionnaire. To this extent, this was a crucial tool and a friend to this exercise.

* 1. **Interactive Sessions**

The evaluation relied on both face to face interviews as well as well as focus group discussion sessions. Key informant interview sessions were conducted with those stakeholders at critical points of the project implementation. It was also useful to those respondents that would otherwise have been uncomfortable with questionnaires. Group discussions were organised members of business groups where they generated and corroborated information in the same forum, there by saving a lot of time while ensuring the accuracy of the data and information collected.

* 1. **Observation method**

To verify some aspects of information received, this evaluation adopted the observation method to see some of the outputs of the project and how they were being used. Visits were made to the various activity centres of the different groups, where beneficiaries were observed in their actual day-to-day situations attending to their various activities. Interviews were conducted with such beneficiaries at their places of work with first hand information being captured from them.

* 1. **Pictography**

In line with the age-old adage that a picture is worth a thousand words, the evaluation team took a number of photos to capture the actual situations they encountered during this exercise. These appear elsewhere in this report as annex.

These and other methods adopted by this evaluation resulted in the generation of pertinent information that formed the core of this report, adding to the validity of both the information obtained, as well as of the report.

* 1. **The Rating Scale**

For the purposes of grading the level of achievement of the main project activities, and to give a mean grade for all the activities evaluated and graded, this evaluation used the rating scale below.

|  |  |  |
| --- | --- | --- |
| *Table 1 - The Rating Scale* | | |
| IMPLEMENTATION  **The activity was implemented in:** | SCORE | IMPACT/Likely Achievement |
| a completely appropriate, efficient and timely manner | 1 | completely achieved |
| a largely appropriate, efficient and timely manner | 2 | largely achieved |
| a moderately appropriate, efficient and timely manner | 3 | partially achieved |
| an appropriate, efficient and timely manner to a very limited extent | 4 | achieved to a very limited extent |
| neither an appropriate, nor an effective or timely manner | 5 | not achieved to any discernible extent |
| Unverifiable | X | Unverifiable |

Using the criteria in the scale to assess the performance of the project in each criterion, it was then possible to calculate and present a picture of the overall performance of the project.

# ASSESSMENT OF PROJECT OUTCOMES

At which point it is now possible to present the findings of this evaluation from the assessment of the project outcomes against the initial objectives of the project intervention. The outcomes have been assessed against the five criteria of relevance, efficiency, effectiveness, impact, sustainability. The guiding questions for each criterion are posed first, followed by an assessment of how far the project responded to these and any other pertinent questions.

* 1. **The Relevance of the Project**

In assessing the relevance of the PALS Project, the evaluation was guided by a set of questions, whose answers would determine the extent to which this criterion had been fulfilled. These are presented below.

* + 1. **Guiding Questions for the Relevance Criterion**

At the general level, the evaluation set out to look at the relevance of the project’s overall objective and the overall approach towards the protection of the assets of vulnerable and poor rural and urban targeted beneficiaries in Somaliland. At a specific level, it tried to identify the problems solved by the project and those that had not been solved. This included information on whether the project had accurately identified and addressed the problems and needs of the 4,680 beneficiaries with an emphasis on ensuring an increase in their real income. It also targeted the enhancement of the participation of women in decision making on resource use at the household level.

In the process, the evaluation also looked at the following, among others:

* The project’s design with the central questions here being:
* How appropriate was the project design?
* To what extent did the stated objectives correctly address the problems and real needs of the target groups?
* The Project preparation, under which the following were the guiding questions:
* Was the project planning and design logical and complete, from the initial project idea to the final financial proposals?
* Identification and formulation process, where the key questions were:
* What was the origin of the project idea?
* What was the involvement level of the beneficiaries?
* Intervention Logic, where the following questions were studied:
* Were the envisaged activities designed in such a way that it was realistic and possible to undertake?
* Was the time table and work plan realistic?
  + 1. **Findings on the Relevance Criterion**

An accurate look at the relevance criteria was done against the background of the situation on the ground during the project formulation stage.

The post 2008/9 Post-Deyr analysis by various actors on the ground had shown a deterioration in the food security situation for Awdal district, where 65,000 people were identified under Acute Food and Livelihood Crisis (AFLC). The situation was recorded as even worse for urban populations due to hyper-inflation, and this informed the projects decision to target a larger number of urban beneficiaries than rural ones. The deteriorating food security situation in Awdal district in particular was due to lower than normal rainfall which resulted in poor rangeland conditions, stressed livestock migration, high livestock off-take, resulting in below normal herd sizes, and poor cereal crop production. Poor pastoral and agro-pastoral households were unable to meet their livelihood needs, so they continued to receive social support from other relatives and through charity in the form of remittances and loans. Pastoralist households in the two regions relied mainly on purchased goods, such as rice, sugar, oil and wheat flour to cover their food needs during a normal year. Livestock products such as milk and meat made up the rest of their food needs. In terms of income, about 50% of their earnings came from the sale of livestock with a smaller percentage coming from employment and the sale of livestock products. With the failure of the rains resulting in significant crop failure, poor and middle households of Awdal had no cereal stocks, which left them heavily reliant on foodstuff purchased from the market, and therefore even more vulnerable to high food prices. Many households in the region were receiving food aid for a period of over six months prior to this intervention.

In Berbera, IDPs were in a critical situation in terms of food security and nutrition, as support provided to them by relatives or through charity was being strained due to increased food prices. A needs assessment conducted by a CARE partner in December 2008 had identified a number of problems they faced which included llimited employment opportunities (only a few lucky ones work as loaders and porters at the Berbera harbor and others are engaged in fishing); limited health and social amenities (the long droughts that led to population movement to towns and particularly female and male youths, thus stretching the health and social amenities). One of the resultant impacts of this situation was the subsequent decline of their entire living conditions and health standards with regard to education, water, sanitation and basic health services for the communities.

It was into this situation that CARE stepped in to intervene through the PALS Project with a view to protecting the vulnerable and poor rural and urban livelihood assets. To this extent the project design was quite appropriate, as it set out to ensure an increase in real income of the beneficiaries as a mitigating intervention to the situation described above. Further, it was seeking to enhance the participation of women in decision making on resource use at the household level.

In examining the project’s design in depth, the evaluation was satisfied with the prioritization of the proposed interventions and results, as follows:

* 51 groups or CBO are formed/ selected in the targeted areas.
* Market gardens are supported
* Business development services are provided to all groups
* Women cereal traders are supported to increase market share
* 51 groups are trained in numeral skills, and literacy
* Capacity building for group members and their households on human rights, diversity and gender equity conducted

This approach ensured that the primary needs of the beneficiaries were addressed first before addressing rights-based needs. This approach was designed to guarantee the participation of all beneficiaries in the subsequent discussions on human rights, but only after their primary needs had been addressed, leading to the achievement of the stated objectives.

Turning to the identification and formulation process, the evaluation established that the idea of PALS Project was out of demand on the ground, and also as a response to previous interventions by CARE in emergency programmes in the target areas. As a result, the project was formulated to address both the prevailing emergency situation, but in such a way that it would address the problem well into the future if it took root and the businesses were flourishing. This adds a lot of credit to the formulation process.

The evaluation also established that level of involvement of stakeholders was quite elaborate and intensive, which was commendable. During the project entry period, workshops were held that brought together small scale traders from various business groups, community and religious leaders, the local authority, women and youth groups. The project worked closely with Amoud University in Awdal Region and other opinion leaders in an effort to come up with an appropriate and fair implementation strategy. This was then replicated with a little modification in Saxil Region. It was therefore not by chance that the beneficiary selection process was smooth and without conflicts or disputes. This process gained an added advantage when the beneficiary base was quite wide, therefore as many interest groups as possible were represented in the selection process.

The main problem in the relevance of the project was discerned in the intervention logic, where the design of the envisaged activities was such that it was realistic and possible to undertake and achieve them within the 9 month period. It naturally followed that the time table and work plan were bound to be unrealistic. Income generating activities by nature are long-term projects that yield the best results if supported and monitored over a period of time. A period of 2 years is usually regarded as the very minimum to be able to realize sustainable benefits. Any period less than that usually generates flash benefits that soon fizzle out and leave the beneficiaries right where they were prior to the project. The project period of 9 months, including the inception period, left the project staff with less than 7 months to put the project up and running, and probably see the first fruits of the intervention, but certainly not enough time to witness meaningful sustainable benefits. Same was the case with the second objective that targeted women’s rights. This involved a change of attitude, mostly of men, which was bound to take a long time for even a faint change to be noticed.

In summation, therefore, and on the basis of the information received from various sources, the relevance criterion was fairly well met by the PALS Project, starting from the origin of the idea through the project design, consultation with relevant stakeholders, and subsequent implementation. The objectives, the activities and the expected results were quite well identified and relevant to the identified needs on the ground. However the logic formulation of the desired activities and the time planning was unrealistic and could not see to the achievement of the desired objectives within the project timetable. It was on the consideration of this single weakness that the assessment of the project along the relevance criteria scored 2 on the rating scale, which was still quite high and commendable.

* 1. **Efficiency of the Project**

In looking at the efficiency of the project, the evaluation looked at how economically the project inputs (funds, expertise, time, etc) were converted into results in required quantity and quality and in good time. Also examined was the use of the project resources in a cost-effective manner, and if they could have been done in a more cost efficient way.

Presented below are the guiding questions that were used to examine the fulfilment of this criterion, followed by the findings of assessment of the project along this criterion.

* + 1. **Guiding Questions on the Efficiency of Project**

Among the core questions that guided the assessment of the efficiency criteria included the following:

* An analysis of the relationship between activities and the results of the projects logical framework terminology as follows:
  + The assessment of the costs, the time taken, management efficiency
  + If the means were put to disposal to create results
  + Consideration for cost efficiency, time efficiency etc.
* Organization and management, which included a look at:
  + The general setup of structures and responsibilities
  + The assessment of set-up and actions undertaken by various actors during implementation in relation to the results planned
  + The capacity of management to adapt to changing circumstances
* Intervention methods, which included the assessment of:
  + The methods used for implementation
  + If there could have been other ways of achieving the same results or better
  + An assessment of the involvement and participation of Somali nationals.
    1. **Assessment of the Efficiency of Project**

In assessing the efficiency criterion, the evaluation started by making an analysis of the relationship between the PALS Project activities and the results of the projects logical framework. It made a consideration of all that could have realistically gone into the delivery of the following results:

* + *Income generating activities are supported for 2,340women and their households in Borama district and 2,340 women and IDPs in Berbera District*
  + *Capacity building of 51 groups and their households on human rights, diversity and gender equity conducted*

To begin with, a total budget of € 500,000 for the delivery of two results in two regions in Somaliland, over a period of 9 months, was fairly realistic. Divided equally between the two regions, this was a budget of about € 250, 000 with which to deliver the two results in each region. This intervention was heavy on income generation but also had a capacity building component. That the project managed to deliver on the two within the stipulated time and projected cost must go on record as positive in assessing the project’s efficiency. Secondly, the intervention had two results that touched on the sensitivity of the beneficiary communities, and that needed a very delicate approach if they were to be realized. Income generating activities are by nature life-changing, and it was obvious from the start that the beneficiary selection was going to be protracted and difficult. The second objective on women’s rights was not going to be any easier, given that the primary targets for change were men who were strongly entrenched in their traditional belief in the position of women in the society. Yet with as little as € 250, 000 for 2, 340 beneficiaries, the project still managed to initiate income generating activities for over 50 beneficiary business groups, and also conduct capacity building activities. That they did all these in a period of less than 9 months is testimony to a high level of efficiency that must have depended a lot on careful synergy of the project efforts and activities in the two regions. Result 2, for example, could not have been achieved without a medium-to-lengthy sensitization program for the various stakeholders if it was to have long term effect in the form of behavior and attitude change. Yet these were completed within reasonable time concurrently, and in the process this brought out an element of management efficiency that could not have been anticipated in advance. The net effect of all these efforts by the project staff was the considerable achievement of the intended results using the means available in a fairly cost and time efficient manner that shall be borne witness by the auditing of the project when this shall be done.

The assessment of the organization and management of the project established a normal project setup as would have been expected of any other, with the standard structures and responsibility flow. A project manager was responsible for the PALS Project, assisted by a Senior Project Officer. Four Field Officers (two males and two females) covered field activities in the two regions, and that formed the core project staff. For an intervention of this nature, this staffing was ideal and well distributed. The evaluation determined an effective and regular communication flow between this team in the form of activity briefings, meetings, joint planning and material development, and shared reports for learning experiences. There were also regular visits of teams from the two different regions, for comparative learning purposes. All these ensured coordinated actions being undertaken in the process of the implementation of the PALS Project, and this may have played a very big role in the project’s achievement of most of its expected results. Credit therefore must go to the ability of the staff to adapt to the various changing circumstances that they may have been encountered, but that were overcome to ensure the delivery of the project and its outputs within the given time.

The evaluation also looked at the intervention methods that could have made the implementation of the project successful or not. Standing out of these was the buy-in effect the project managed to get from the key stakeholders. CARE is a major actor in the two regions, and may have benefited from the implementation of previous projects as a ground on which to launch PALS project. However this evaluation could not down play the extensive consultation the project did prior to and at the beginning of its implementation. The formulation of the project design and approach were based on previous knowledge and information by CARE. The consultation of a broad base of stakeholders and other key actors in the field ensured that most of the crucial aspects of the intended intervention were covered from the start. Alongside this was the heavy presence and participation of the beneficiaries in almost all the project implementation activities. This made the issues being tackled much closer and easier to relate with; did away with possible security and adjustment concerns; and enhanced communication with beneficiaries. Above all else, this will also ensure the sustainability of the core elements of this intervention as they mostly originated from the beneficiaries. Perhaps the biggest case for adaptability to circumstances by the management team was their conversion of the paltry $50 to be received by each beneficiary, to a revolving fund pool created by various beneficiary groups, which gave them a fairly huge capital with which to purchase their business products. Coupled by the strategy to buy in a group and sell as individual traders, this approach, which was not in the original project strategy, was simply ingenious and must be recorded as such! It was on its own a case study of synergy, added value from pooled resources, effective communication, collective bargaining for greater purchase prices allowing for higher profits, and individualized trading and the resultant avoidance of conflict. This must also go down as perhaps the most remarkable best practice that emanated from this project. It was therefore justified and beyond doubt that the project registered the highest possible score of 1 on the Rating Scale in the achievement of the efficiency criteria. This feat by the project staff should be recognized and commended for the purposes of positive reinforcement of the PALS Project implementation team.

* 1. **Effectiveness of the Project**

It is worth noting, at this very early stage, that PALS Project was always going to be difficult to implement effectively and to realize the fullness of the stated objectives right from the start, and not even because of reasons to do with the implementers. Three main obstacles were always going to be major impediments to the project, namely:

* The very minimal capital injection of only $50 per beneficiary
* The high illiteracy levels (of up to 77% among the beneficiaries
* The strong religious and cultural disposition regarding the position of women in the society

The assessment of the effectiveness criterion could therefore not be divorced from the reality posed by these factors, and the evaluation took them into consideration. It was with these in mind that the evaluation examined the extent to which the stated project results and purpose had been achieved in a sustainable way. The guiding questions used are presented below, followed by the findings of the evaluation.

* + 1. **The Guiding Questions on the Effectiveness of the Project**

Following are some of the guiding questions that were used in the evaluation of the effectiveness of the project.

* The relationship between the project results, and the project purpose, and whether the planned benefits had been delivered and received, as perceived mainly by the key beneficiaries and other concerned parties
* The appropriateness of the indicators of benefit used in the above assessment to measure achievement of the project purpose. This should include a judgement on how promptly and effectively the project management reacted to any changes that occurred following the initial design by amending indicators found no longer to be appropriate;
* If the assumptions and risk assessment at results level turned out to be inadequate or invalid, or unforeseen external factors intervened, how flexibly management adapted to ensure that the results would still achieve the purpose; and how well it was supported in this by key stakeholders
* Whether the balance of responsibilities between the various stakeholders was correct, which accompanying measures were or should have been taken by the partner authorities, and with what consequences;
* In summary, were the right things done to ensure that the potential beneficiaries actually benefited?
  + 1. **Achievement of the Effectiveness Criterion**

The evaluation found it important to start by looking at the relationship between the project results, and the original project purpose of *“…****Real income increased*** *for 4,680 women, IDPs and their households... and* ***participation of women*** *in decision making on resource use at the household level enhanced”*

The evaluation paid attention to the final project results in relation to the two emphasised aspects of the project purpose. At the close of the project, the following could firmly be stated about the project results and the original project purpose:

* 3430 of the 4680 beneficiaries completed the numeracy and literacy training programme, after receiving an average of between 65 and 74 hours each, of training for rural and urban beneficiaries respectively, as is captured in the table below:
* The same number received capacity building training in human rights, diversity and gender equity, as it was infused into the literacy programme for ease of delivery

*Table 2 – Beneficiary graduates from the literacy class*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **District** | **Urban** | **Rural** | **Total** | **Literate** | **Others** |  |
| **Borama** | 984 | 506 | 1490 | 780 | 70 | 2340 |
| **Berbera** | 1220 | 670 | 1940 | 400 | 50 | 2340 |
|  | 2250 | 1176 | **3430** | 1183 | 120 | 4680 |

At least 70% of the beneficiaries were able to read and write in Somali language

* Over 80% of the beneficiaries were also able use basic arithmetic in analyzing simple financial transactions of their businesses
* Up to 80 farms benefited from in-kind distribution of 1040 different tools and 152 Kg of seeds
* 4560 beneficiaries received at least 18 cumulative hours of business development training, as is captured in the table below:

*Table 3 – Beneficiary graduates from the business development class*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Region** | **Urban** | **Rural** | **Not attended** | **Total** |
| Borama | 1528 | 742 | 70 | 2340 |
| Berbera | 1396 | 894 | 50 | 2340 |
| **Total** | **2924** | **1636** | **120** | **4680** |

The evaluation made a random sample of beneficiaries to try and establish any changes in income at the end of the project. Baseline information had indicated that over 70% of the selected beneficiaries earned an income of between $1 and $4 per day, and this was used as a benchmark to determine any change. The table below captures the findings of this assessment.

*Table 4 – Respondents change of income*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **0 -25 %** | **26 – 50%** | **51 – 75%** | **76 – 100%** |
| **Boroma** | 1 | 3 | 3 | 2 |
| **Berbera** | 2 | 2 | 1 | 1 |
| **Total** | **3** | **5** | **4** | **3** |

According to Table 4, all the respondents had experienced some change in income earned, even if with varied degrees. About 20% (or 3) of the respondents registered a 25% change in income earned within the project period. Another 33.3% (or 5 respondents) had registered a change of between 26% and 50%, while 26.6% (or 4 respondents) recorded a change of between 51% and 75%. Those who registered up to 100% increase in income earned composed 20% (3) of the respondents. The figure below attempts to explain the trend that was determined.



Coming barely months after the intervention, the evaluation was not expecting to encounter a significant change in the income earned by the beneficiaries. Yet a majority of respondents still registered over 50% change, which was surprising. Put differently, over 80% of the respondents (or 12 respondents) had registered an income change of 50% and above, which was commendable. From this finding, it was evident that with a slightly longer period of intervention and additional support from the project, the impact of this project was going to be big, and was going to affect very many households. Unfortunately the project ended just when such positive results had just started to come in.

The assessment of the effectiveness criterion with regard to the second objective was much harder to determine, and attempts to do this proved futile. It must be recognised that perceptions of the beneficiaries on women’s rights and control of resources is deeply entrenched in their socio-cultural and religious attitudes, and will take time to change. This could not have been expected to change by much within the short project period, and PALS project must be satisfied with the foundations laid in this regard. This must now be built on over time, through other future interventions by CARE and other actors, to contribute towards an effective and lasting change in this regard. Yet all was not lost as such, going by the findings of the preliminary assessment which established that:

* *At least 69% of the businesses are women owned and/ or initiated, and*
* *90% of the business decisions were made by the owners*

This finding showed that a fair number of women beneficiaries were not only already in business but were also fully in charge. What was needed was to expand the base by empowering many more women to own economic resources, and also to strengthen their capacity to manage well and expand their economic resources.

The effectiveness criterion was dependant upon the appropriateness of some of the indicators of benefit used, as this would eventually determine how far they would be achieved, and therefore the impact this would have.

To begin with, the logical framework matrix posted the following indicators:

* *% of persons living on less than two dollars a day*
* *# of persons, especially women and youth, who achieve full and productive employment*

These indicators were meant to show progress towards the achievement of the stated overall objective: *Protection of vulnerable and poor rural and urban livelihood assets in Somaliland*

It is obvious that this intervention on its own could not have achieved this overall objective, as so many other factors must come into play for this to be realised. It is standard practice that no objectively verifiable indicators (OVI) are put against overall objectives.

Similarly, the evaluation had a problem with the following indicators:

* *20% increase in income for 4680 women and IDPs during the project period*
* *20 % increase perception of women exercising control over assets and resources in /at the household*

No justification could be established to account for the choice of the 20% in both instances. A question in point could have been: why not 5%, given the short period of the project? Or why not 50%, since it involves direct cash injections into on-going businesses? Or better still, why not a total 100% increase? A further problem was with the second indicator, which did not indicator how an objective measure of perception could be undertaken. So was the case with yet another indicator:

* *% of group members with increased understanding of human rights, diversity and gender equity*

This indicator, like the previous one discussed, could not be regarded as objectively verifiable given that a measure of understanding in this sense is yet to be established. As the evaluation recommended that consideration should be made for such indicators in future, it also recognised the aptness of two other indicators:

* *Targeted beneficiary households consuming at least one additional meal a day and indicating the food is of a satisfactory quality at the end of the project period.*
* *% increase in women’s and household income during project period*

These indicators were framed well and could easily be tracked and measured during the project implementation period, and must be registered as a positive effort.

Regarding risks and assumptions that were reflected in the log frame, there were no tangible threats to the project implementation other than increased security alert status that was announced during the period. This restricted movements a bit but did not affect the overall delivery. To this extent, the risks and assumptions were realistic and well chosen.

In summation, the evaluation established that the strengths of the achievement of the effectiveness criterion easily evened out with its weakness. The project delivered on the stated objectives, but the full impact of this effort could not be determined within the short project period. Secondly, the beneficiaries experienced a fairly high percentage change in income earned, but given that the injection was worth only $50, one can also see how little the percentage change translated to, in real terms. Some of the indicators of effectiveness were quite apt, but these were also matched by the inappropriate ones which could not have made it possible for the project to gauge correct progress towards the achievement of the stated objectives. It was for these reasons that the evaluation registered a balanced score of 3 with regard to the achievement of the effectiveness criterion.

|  |
| --- |
| **Feeling Proud**  *“One of the best things that I can feel proud of is that I can recognize my goods sent from the village without help from anybody. I used to bring with me someone to help me read my name*”  *Fadumo*  *A graduate from the literacy class* |

* 1. **Evaluation of the Impact Criterion**

The evaluation’s interest in the impact of the project focused on the sustainable changes (positive or negative, intended or un-intended) that were produced on the target groups. Following is a presentation of the questions that guided the evaluation of these outcomes, followed by the findings in the same regard.

* + 1. **Guiding Questions for Assessing the Impact Criterion**

Among the questions used in the assessment of the impact of this project included the following:

* The relationship between the Project Purpose and the Overall Objective; their degree of effectiveness; their overall macro-economic and social and long-term effects; positive or negative, expected or unforeseen.
* The extent to which the planned overall objectives have been achieved, and how far that was directly due to the project;
* How far enhanced economic and social development resulted from improved capabilities of the beneficiaries
* If there were unplanned impacts, and how they affected the overall impact;
* Where appropriate, all gender related, environmental and poverty-related impacts and any lack of overall impact resulting from neglect of these issues
* Whether the overall desired wider impact could have been better achieved otherwise
  + 1. **Assessment of the Impact Criterion**

The first indicator of the possible achievement of the impact criterion was the relationship between the project purpose and the overall objective, stated below:

* ***Overall Objective****: Protection of vulnerable and poor rural and urban livelihood assets in Somaliland*
* ***Project purpose****: Real income increased for 4,680 women, IDPs and their households in 2 Districts of Awdal and Woqooyi Galbeed, and participation of women in decision making on resource use at the household level enhanced.*

The evaluation established a direct relationship between the two, in the sense that an increase in the income of women together with their enhanced participation in resource management at the household level was a sure way of protecting livelihood assets at that level. Both presented a strong case of potential effectiveness at the social and long-term impact level, with their emphasis on the empowerment of women at the level of household economic resources. This project brought about unplanned benefits in the form of literacy for the beneficiaries, which originally targeted their being able to keep records of their business transactions. It also introduced a new concept to the beneficiaries where very little resources were pooled together, contrary to existing practices where this only happened with big business investments.

The evaluation also determined that the planned objectives had in deed been achieved, even though in a limited way. Real income of the beneficiaries increased variably, with a meagre 25% in some cases, but also up to 100% increase in other cases. On the same token, participation of women in decision making on resources at the household level was assured when over 69% of the targeted beneficiaries were determined to be women. It was however not possible to establish if they had full control of the earned income when it reached the house and this remained a positive hope of the evaluation. The extent to which enhanced economic and social development will result from improved capabilities of the beneficiaries will only be determined long afterwards when the benefits of this intervention have grown and can be used beyond the household level for social development. The discussion of the impact of the project will however not be complete without a mention of two factors that could have ensured a much greater achievement of the objectives: the fairly small cash disbursement of $50 per beneficiary, and the project period of 9 months. A much greater impact could have been realized if both were slightly more substantial, with more cash for disbursement and the project spread over a longer period. In the given circumstances, very little impact was realised during the project period, and even less impact will be realised in the long run unless measures are put in place to reinforce the many benefits that this project brought to the beneficiaries. Recommendations to address this appear elsewhere in this report, but in the interim the project recorded a score of 2 on the rating scale, to reflect the areas that were still calling for attention for a full achievement to be realised.

* + 1. **Human Story 1- On the Impact**

**FADUMA JAMA, BERBERA**



*FADUMA Jama is 46 years old. She lives with six of her children and 3 orphaned children from her sister, in a two-roomed house in Goya village in Berbera. Faduma is the sole family breadwinner.  She used to have a herd of goats from where she used to get all her milk needs, but she lost all of them in the long drought of 2009. This was the beginning of her problems, as she lost the only source of livelihood that she had. Thereafter it became difficult to cater for the needs of her family. Out of desperation, she moved to Berbera and settled in one of the IDPs camps with her children.*

*In Berbera, she did domestic work for people to scrape a living but this was never enough. Soon she managed to borrow wheat flour to make mandazi and sell at the camp, for additional income. On a good day, she earned up to $0.5 profit, which looked small, but she also prepared the little food she managed to buy for her family from there.*

*Some time in 2009, Faduma heard rumors that an NGO was coming to the camp to work with poor families in trying to promote their businesses. She prayed many times for these rumors to turn true, and on the 13th of October, 2009, a team comprised of the local government, religious leaders and CARE International visited their camp. When they reached her house, she was asked to narrate her background, as the visiting team listened keenly. She was later informed that she had been selected as one of the beneficiaries of a project by CARE called PALS, and even though she did not know what this PALS was, she was sure that she would get some help from it.*

*Shortly afterwards she was registered and given the project’s identity card. In their first meeting, Faduma and others who were selected were given information about the project and what it intended to do. Then they were asked to also contribute their part by working closely with the project officers. Then they were divided into groups, and she ended up in a group with other tea-shop owners. Later, they were taught to read and write and trained in business development plan, then they received grant which she used to start a food kiosk. Today Faduma earns a daily income of 1.5 to 2 dollars. Her children get all their three meals from the kiosk, and she still manages to contribute $3 dollars per month as saving to the cooperative society that the formed.*

*“It has been challenging enough being a mother and having no means to buy food for the children,” Faduma told this interviewer.*

*“But today my children can get three meals everyday, and that alone makes me happy,” she added. "I am very grateful for the support given by CARE’’*

* + 1. **Human Story 2 – On the Impact**



*Anab Ali Abdi is 35 and a mother of 5 children. Anab lives in a makeshift hut in one of the suburbs of Borame town. The family used to earn their living by selling tea. Not having enough capital, Anab would get sugar and tea leaves from a shop on credit, and pay back in the evening at the close of her business. From this she somehow managed to make a daily earning of between $0.5 and $1.*

*When she first heard about a new project by CARE, she was not excited at all as she was sure that she would never qualify to be a beneficiary. She still participated in the selection process, and was surprised by how open it was. It was from then that she started being hopeful. When she was informed she had been selected, she was openly happy. Anab was registered and got her identity card as a member of her group. She attended the training of the business development plan and literacy and numeracy classes for two months before they were given a grant. She immediately switched her business to selling vegetables, which she felt was better and had more profit than selling tea. The business picked up well and soon her income improved. Today Anab is a proud owner of a well stocked grocery shop and her pride is evident on her face. She is able to provide food and clothes for her children with ease. She has not missed even one month to contribute to the cooperative account where they save $3 every month. Things have changed from when any achievement seemed impossible just a few months ago, to where everything now looks possible.*

*“My life and that of my family has changed permanently for the better’’ says Anab. “But the work doesn’t stop here; we shall work hard until our savings and cooperative becomes a bank”.*

*This reflects the change of hope and aspirations of these people, from such humble beginnings.*

* 1. **Overall Sustainability and Applicability**

In a similar pattern to the above foregoing, the sustainability criterion was addressed by first presenting the guiding questions, followed by the assessment of the criterion, as follows.

* + 1. **Guiding Questions**

The evaluation of the sustainability of this project was guided by the following questions:

* Ownership of objectives and achievements, e.g. how far all stakeholders were consulted on the objectives from the outset, and whether they agreed with them and remained in agreement throughout the duration of the project;
* What is the likelihood of the project to continue after end of the project? What sustainability measures have been put in place?
* Socio-cultural factors, e.g. whether the project is in tune with local perceptions of needs and of ways of producing and sharing benefits
* Assessment of global terms of the sustainability prospects for the project.
* Willingness of the Somali authorities and communities to provide recourses and cost sharing
* Economic and financial sustainability: Analysis of economic, financial and cost effectiveness analysis. Sustainability of the project in relation to willingness and ability of the Somali authorities and community.
  + 1. **Assessment of the Sustainability Criterion**

The sustainability of any intervention always depends on the level of ownership of that intervention, its objectives and achievements. This evaluation started by looking at how far the various stakeholders were consulted in the initial stages of the project. This has been established and stated elsewhere in this report as having been comprehensive and engaging, to the extent that there was a common agreement on the objectives of the project. Interviews with the same stakeholders revealed that they remained in agreement with these objectives throughout the duration of the project, and will pursue the same after the end of the project. This position runs right into the likelihood of the project to continue after end of the project. This was a social intervention, whose nature usually ensures their continuity since it is integrated into the lives of the beneficiaries. At an ideal level, support to an on-going business once done will only keep growing in outputs and incomes. Lack of additional capital may prevent the beneficiaries from expanding, and thereby enhance their income; however, it is also true that they will carry on with their businesses well into the future and long after this intervention. To this extent, the sustainability of some components of this intervention is guaranteed.

The same however will not be said of the objective to change perceptions with regard to women’s rights and their control of economic resources. In assessing related socio-cultural factors, this evaluation discerned that noble as this objective was, local perceptions of such a phenomenon will slow down the entrenchment of the benefits of this project in this aspect. It has definitely improved with increased sensitization by this project, but it will still take time for a lot to be invested in this aspect especially by a people who are so firmly rooted in their religion, traditions and customs, and are slow to respond to changes that do not originate from them. It is however encouraging to state that firm foundations have been placed and it will remain in the hands of all stakeholders to strengthen the benefits gained by this project.

Finally, and even though the basis of the sustainability of the project benefits has been established, it will be important that these efforts are strengthened for some time to come, to enhance them and guarantee their applicability well into the future. These and other suggestions appear elsewhere in this report as recommendation.

For the purposes of quantitative evaluation however, the sustainability aspect of this project scored 2 on the rating scale, on the strength that the supported business initiatives will not fold up after the project, as it is the lifeline of these people. Some of them will keep growing, using both the cash injection as an impetus, while others will sustain the revolving fund approach that was introduced by the project, to gain more profits and increased income. However, it is also evident that without continuous engagement of the populace, especially in rural areas, perceptions on women’s rights and their control of factors of production will take a long time to change.

# CHALLENGES AND LESSONS LEARNT

Typically of projects of this nature, the PALS Project also experienced its fair share of challenges in the course of its implementation. A few of these were brought out by the implementation team, and are discussed below, together with the lessons learnt, but captured first are the best practices of this project.

* 1. **Best Practices**

A number of things will go on record as among the best practices of this project, including the following:

* The beneficiary selection was consultative and expansive, and involved all possible stakeholders, with the result that the project gained support from all quarters of the community
* A lot of transparency was exercised throughout the implementation period, and this gave the project the much needed goodwill
* For cash disbursement to on-going businesses, it is wise to open a bank account for each beneficiary as was done in this project. Besides teaching them the need for banking, all transactions are duly recorded for increased transparency
* A big beneficiary base, as was the case with this project, is an advantage in the sense that almost every household is included, resulting in reduced conflicts
* In the absence of a clear implementation strategy, the implementation team made a modification that worked. This must be recorded as a best practice
* Top on the list of best practices however was the invention of the revolving fund at the trader-group level, where members pooled their resources for procurement purposes, and then divided the products for individual retailing. This goes on record as the best practice ever in this intervention.
  1. **Challenges**

Among the challenges that were encountered during the implementation of the project include the following.

* For an intervention that had capacity building in it, it was quite challenging to work with beneficiaries who were close to 80% illiterate. This meant that very little or no communication could be conveyed in written form and had to involve face-to-face interactions
* Time was a continuous challenge, given that the 9 months included the inception and setting-up period, leaving the project with less than 7 months to undertake and complete all activities
* The objectives were not formulated in a realistic way and achieving them was bound to be a challenge to the implementation team
* The original implementation plan of the income generating activities was not clear, and it was the ingenuity of the implementation team that saved the day. This oversight must be recorded as a challenge
* Whereas the budget on its own may not have been a problem, distributing $50 to beneficiaries, which by Somalia standards is not a lot of money, was a challenge too
* Monitoring was bound to be a challenge given the diversity of the beneficiary interest or trading groups viewed against the four field officers
  1. **Lessons Learnt**

The following are some of the lessons learnt.

* Income generating activities must have time for the full impact to be felt
* There is a need for an inbuilt revolving fund for income generating projects
* Transparency in dealing with beneficiaries is crucial if their trust and support is to be obtained
* For gender-related issues in projects of this nature, focus should be more on men than on women, as they are the main obstacles to the empowerment of women.

# CONCLUSION AND RECOMMENDATIONS

The noble dream that PALS Project had at the beginning of this intervention was to protect the livelihood assets of vulnerable rural and urban poor by ensuring an increase in real income of the target beneficiaries, as well as the enhanced participation of women in decision making on resource use at household level. The discovery of this evaluation is that to a very large extent both objectives have been achieved by the project even though in varied degrees. The evaluation took note of the fact that these achievements were made under fairly tight limitations particularly to do with time and real resources that reached the beneficiaries. Also noted was the fact that most of the areas where outright achievement was not realized were largely due to reasons beyond the implementation team. On the contrary, the evaluation noted the flexibility and adaptability of this team to respond to both challenges and constraints and chart a way forward. It was for this reason that this evaluation thought it noble to commend this team for their efforts in delivering this project together with its output.

A lot more needs to be done, however, if the benefits of this project are to be entrenched and translated into long lasting effects on the part of the beneficiaries. Of particular concern is the fact that the project ended with no time left for effective monitoring of the progress and increase in benefits of the project beyond its life time. Of equal concern was the need for continuous engagement of the beneficiaries in enhancing the benefits of the second objective about women’s rights and their participation in decision making on resource use at the household level. It was with these concerns in mind that the recommendations that follow were made.

1. There is strong need for the extension of this project, to support and enhance the benefits gained and ensure their sustainability into the future. The period of extension will be determined by the project staff based on the emerging needs to be addressed, but these should include more training, monitoring and support, and documentation of the process for lessons learnt
2. There is an equally strong need for cash injection into the developed revolving funds for greater impact
3. Efforts should be made to develop the groups and the established funds into cooperative societies that can generate funds on their own, and lend it to members for expansion of businesses or new investments. This will be an added value to the other benefits of this project
4. An immediate continuation on gender sensitization should be established to ensure a sustenance and continuation of what the project started, or else future interventions may have to start from the scratch again. At the same time future interventions with gender components must focus more on changing the male mind-set, as they are the biggest stumbling block to women empowerment and control of resources

# ANNEXES

**ANNEX 1 – Terms of Reference**

**Background**

CARE Somalia/South Sudan is an International NGO working in Somalia and South Sudan. CARE and its partners work with vulnerable communities to address the underlying causes of poverty and promote peace and development, through its strategic goal to reduce poverty by empowering women, enhancing access to resources and services, and improving governance.

The PALS project was designed to protect livelihood assets for the vulnerable populations in selected rural and urban areas of Somaliland. Specifically, the project was designed to ensure that 4680 women (at least 40% IDPS) have their income increased by engaging in viable income generation activities. The project also provided training to enable the selected beneficiaries actively participate in decision making on resource use at the household level.

The project worked with business and agricultural communities in enhancing their business prowess. This has been achieved through the provision of literacy skills training, provision of relevant business development services, as well as issuance of grants. Further, the selected beneficiaries have since been organized into groups and have formed cooperatives, with a view to provide a cohesive support to the project post implementation. In concluding the efforts the project provided training on Gender and human rights, this training was to intended to enhance community appreciation of the different gender roles as well as enhance women decision making at the household and even great levels. The nine month project comes to an end in April 30th 2010.

The final evaluation is meant to assess whether the project has achieved its objectives and expected results as described in its proposal. CARE shall hire an external consultant to carry out the evaluation.

1. **Objectives of the evaluation**

The project’s final evaluation is a part of the agreement with BMZ.

The final evaluation will be done to examine how successful the project has been in contributing to the 2 expected results as well as to detail intended and unintended effects of the project, identifying gaps and proposing possible future interventions. The evaluation is primarily targeted for the project staff and other stakeholders including the communities CARE works with and the BMZ. . At the end of the evaluation, the external consultant shall produce a report and present it to CARE, the communities and other stakeholders. This report shall form the final report to BMZ at the end of project implementation.

**Issues to be studied**

1. To assess in detail the effectiveness and appropriateness of CARE’ stakeholder selection and the effectiveness of the partner institutions
2. Assess linkages inter and intra the associations, for example, how effective are the different levels of the groups involved in decision making? Do members at different levels understand the different roles of level? How do these relations contribute to business enhancement and growth?
3. To assess the linkage of the project relief component and its sustainable element and components, and provide suggestions to improve this linkage.
4. Assess the effectiveness of measures taken to ensure project achievements are not lost and provide suggestions for improving the sustainability of the project in terms of community initiatives or a future donor funded phase.
5. Review the effectiveness and relevance of the selection criteria for the selected geographical areas, for beneficiaries with a specific focus on whether the vulnerable households have benefited.

**B. An assessment of the achievements of the project so far against specific criteria**

The consultant shall assess the project achievements against the following criteria (relevance, efficiency, effectiveness, impact and sustainability):

**Relevance**

The consultant should look at the design of the project and assess the extent to which the stated project objectives have addressed the identified problems or real needs.

**Efficiency**

* Analyse the quality of day-to-day management (adequacy of project budget, management of personnel, project properties, communication, relation management with elders, community leaders, other development partners, etc)
* Local capacity building: How far the project was able to strengthen the capacity of the local business institutions in collaboration with other agencies and Government institutions.

**Effectiveness**

* Assess whether the beneficiaries (communities and LNGOs) perceive that the planned benefits have been delivered and received.
* Assess the effectiveness of knowledge retention and practice of the target communities and provide suggestions on further strengthening this.

**Impact**

* Assess progress against the planned overall objectives and against the indicators.
* Assess to what extent the project has strengthened safeguarded the project beneficiary livelihoods.
* Assess the impact of the projects on the purchasing power of beneficiary households and, as a result, their poverty reduction.
* Analyse the project approach to gender and its impact on gender equity and related issues, in reference to recommendations made in the mid-term evaluation.
* Assess any other impact, produced by the project, directly or indirectly, intended or unintended.

**Sustainability**

* Institutional capacity: Assess the degree of commitment of stakeholders, community and business community in engagement in the project, the measures taken to strengthen their capacity and suggest improvements for the future.
* Document lessons learned by the project, identify gaps or areas that could be built upon and provide recommendations for future activities.
* Analyse the capacity building component of the project including appropriateness of training methods and suitability of messages and curriculum.
* Assess the economical and financial sustainability of the interventions and suggest areas that should be strengthened in future.
* Assess the collaboration between CARE and the relevant ministry in relation to the sustainability of the project.

**e) Methodological aspects**

* Briefing by CARE.
* Review of reference documents
* Field Work
* Focus group discussions should include pastoral institution committees, women groups, elders, and general communities benefiting from the project.

**f) Reporting and Feedback**

The outputs of the evaluation should include a presentation to CARE, a report, which documents the main findings, lessons learned and recommendations.

The consultants will produce the following specific outputs:

* Review the suggested TOR and reference documents and develop and present an outline of the methodology, to present to CARE within first day of the evaluation. This should include their understanding of the task and include a work plan based on the proposed tentative time schedule.
* Prepare a preliminary assessment in the field outlining main findings and recommendations and debrief the same among the project staff and other stakeholders. Compile their feedback and incorporate it in the draft evaluation report.
* Prepare a draft evaluation report and present the main findings to CARE. Incorporate comments from CARE and produce a **final report. Payment will be tied to the quality of the report and is conditional upon acceptance by CARE.**
* 3 hard copies of all reports produced plus 3 electronic copies in Adobe Acrobat and MS Word on CD of the final report.

**ANNEX 2 – THE EVALUATION WORK PLAN**

|  |  |  |
| --- | --- | --- |
| **ACTIVITY** | **OUTPUT** | **DAYS** |
| * + Desk review   1. Developing a work plan   2. Staff debriefing   3. Respondent review & sampling | * + Notes on project background   + Key evaluation issues   + Work plan   + List of potential respondents | 1 & 2 |
| * + Data collection tool development   + Tool testing and correction | * + Data collection tools | 3 |
| * + Field activities in Awdal region | * + Raw data and information | 4 to 6 |
| * + Field activities in Saxil region | * + Raw data and information | 7 to 9 |
| * + Consolidated data analysis | * + Refined data | 10 & 11 |
| * + Validation workshop | * + Feedback from participants | 12 |
| * + Draft report writing | * + Draft report | 13 & 14 |
| * + Final report and submission | * + Final report   + Other consultancy outputs | 15 |
| **TOTAL** | | **15** |

**ANNEX 3 – LIST OF RESPONDENTS**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **NAME** | **TITLE** | **INSTITUTION** |
| 1 | Hassan Jama | Project Manager, PALS | CARE |
| 2 | Mohamed Ali Mohamed | Senior Project Officer, PALS | CARE |
| 3 | Mokhtar Omar Mumin | Field Officer, PALS | CARE |
| 4 | Mohamed Abdi Yunis | Field Officer, PALS | CARE |
| 5 | Amal Mohamed Dahir | Field Officer, PALS | CARE |
| 6 | Anisa Mohamed Osman | Field Officer, PALS | CARE |
| 7 | Amina Cartan Cbdi | Beneficiary -Milk seller | Berbera |
| 8 | Fadumo Farah Gulled | Beneficiary -Food kiosk | Berbera |
| 9 | Fowsio Hussein Ali | Beneficiary -Vegetables vendor | Berbera |
| 10 | Asho Ali Mohamed | Beneficiary -Snacks and drinks seller | Berbera |
| 11 | Sahra Osman Yussuf | Beneficiary -Vegetables vendor | Berbera |
| 12 | Maryan Mursal Ali | Beneficiary –Butcher | Berbera |
| 13 | Fadumo Jama | Beneficiary – Food kiosk | Berbera |
| 14 | Mohamed Hassan | Beneficiary -Date seller | Borame |
| 15 | Mohamed Ali Nux | Beneficiary -Second hand clothes seller | Borame |
| 16 | Khadija Mohumed | Beneficiary -Vegetables vendor | Borame |
| 17 | Mako Abdullahi Ali | Beneficiary -Vegetables vendor | Borame |
| 19 | Nafiso Jamac Yussuf | Beneficiary –Tailor | Borame |
| 19 | Nimo Ali Farah | Beneficiary -Ground nuts seller | Borame |
| 20 | Ruqiya Jamac Warsame | Beneficiary -Unskilled labour | Borame |
| 21 | Asho Nur Dubad | Beneficiary -Cold drinks and snacks | Borame |
| 22 | Amina Ahmed Muhumed | Beneficiary –Butcher | Borame |
| 23 | Anab Ali Abdi | Beneficiary – Vegetable vendor | Borame |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | ***Summary*** | ***Objectively verifiable Indicators*** | ***Sources of Verification*** | ***Risks/Assumptions***  ***(external factors)*** |
| ***General Objective*** | Protection of vulnerable and poor rural and urban livelihood assets in Somaliland | *% of persons living on less than two dollars a day*  *# of persons, especially women and youth, who achieve full and productive employment* | UN reports  FSAU technical reports | * Political situation remains on status quo. * Humanitarian is space is provided * No threats against CARE |
| ***Specific Objective*** | Real income increased for 4,680 women, IDPs and their households in 2 Districts of Awdal and Woqooyi Galbeed. | * 20% increase in income for 4680 women and IDPs during the project period. * Targeted beneficiary households consuming at least one additional meal a day and indicating the food is of a satisfactory quality at the end of the project period. | Final evaluation  Project reports |  |
| Participation of women in decision making on resource use at the household level enhanced. | * 20 % Increase perception of women exercising control over assets and resources in /at the household | Power analysis  KAP survey |  |
| ***Target Outcomes*** | Income generating activities are supported for 2,340women and their households in Borama district and 2,340 women and IDPs in Berbera District | * % increase in women and household income during project period | Monitoring reports  Final project report |  |
| Capacity building of 51 groups and their households on human rights, diversity and gender equity conducted. | - % of groups members with increased understanding of human rights, diversity and gender equity. | KAP Survey reports |  |
| ***Activities*** | **For Target Outcome 1**   1. 51 groups or CBO are formed/ selected in 35 urban and in 16 rural areas. 2. Market gardens are supported for groups in Awdal district. 3. Business development services are provided to all groups 4. Women cereal traders are supported to increase market share   **For Target Outcome 2**   1. 4 CARE staff trained as Trainers 2. 51 groups are trained in numeracy and literacy 3. Capacity building for group members and their households on human rights, diversity and gender equity conducted | | | |

**ANNEX 4 – DATA COLLECTION TOOLS**

**QUESTIONNAIRE/ CHECK LIST FOR SENIOR STAFF**

*Thank you for taking your time to participate in this evaluation exercise. Kindly respond to the following questions as elaborately as possible. Feel free to ask for further clarification where necessary.*

1. Project Conceptualization
   1. What was the motivation behind the conceptualization this project?
   2. What was the level of consultation with the beneficiaries?
   3. How were the beneficiary needs identified?
   4. Which were the core needs, and how were the project objectives formulated to address them?
   5. At the end of the project, do you feel they have been addressed?
2. If you were to implement this project elsewhere, state the changes you would make to the project concept.
3. Implementation:
4. State any concerns you have had about the project implementation process
5. State your level of satisfaction with the quality and delivery of reports
6. Are you satisfied with the handling of the two specific objectives of this project? Explain
7. Best Practice
   1. Comment on what to you would constitute the best practices of this project
   2. Which aspects of the project do you feel were not done properly? Suggest how they could have been done differently
8. Impact of the project:
   1. What to you would form your success criteria for this project?
   2. Have they been achieved?
9. Sustainability
   1. At the conceptualization stage, what was the sustainability strategy of the project?
   2. Are you satisfied that it is in place and will take effect?
   3. State if something more could be done to make it more effective
10. State your recommendations to the donor:
    1. If this project was to be continued, which activities should be emphasized?
    2. Explain how long these activities will take, and how they will make a difference
    3. Make any other suggestions or recommendations to the donor

Thank you.

**CHECK LIST FOR MANAGEMENT TEAM**

*Thank you for taking your time to participate in this evaluation exercise. Kindly respond to the following questions as elaborately as possible. Feel free to ask for further clarification where necessary.*

1. Project Concept
   1. What was your role during the formulation stage of this project?
   2. Were you well informed about the background of the beneficiaries?
   3. At that time, which aspects of the project did you feel would address the needs of the beneficiaries?
2. Were you satisfied with the beneficiary selection process? Explain why
3. Were you satisfied with the involvement of the local people?
4. If you were to implement this project somewhere else, state any aspects of the preparatory activities that you would do differently
5. Implementation:
6. Comment on the level of support that you received from the beneficiaries.
7. State some of the challenges you encountered in the course of the implementation
8. How did you solve these challenges?
9. Are you satisfied with the rights and diversity component of this project? Explain
10. Comment on some of the things that you feel were done very well (Best Practices)
    1. Which aspects of the project do you feel were conducted very well?
    2. Which ones do you feel were not done properly? Suggest how they could have been done differently
11. Impact of the project:
    1. State some of the original needs of the beneficiaries that were identified before the project
    2. In your opinion, which of these needs have been addressed by the project?
    3. Which ones do you feel have not been addressed?
    4. What more could have been done to address them effectively?
12. Sustainability
    1. Explain what has been done to ensure the sustainability of the project benefits after the end of the project
    2. Explain why you think this plan will work
    3. Explain anything else that could be done to ensure the sustainability of this project
13. State your recommendations to the donor:
    1. If this project was to be continued, which activities do you feel should be done?
    2. Explain how these activities will make a difference
    3. If this project was to be implemented somewhere else, what would you want to do differently?

Make any other suggestions or recommendations you may have.

**CHECK LIST FOR BENEFICIARIES**

*Thank you for taking your time to participate in this evaluation exercise. Kindly respond to the following questions as elaborately as possible. Feel free to ask for further clarification where necessary.*

1. Comment on the following about the beginning of the project:
   1. Were you consulted when this project was being formulated?
2. At that time, which aspects of the project did you feel would address your needs?
3. Were you satisfied with the beneficiary selection process? Explain why
4. Were you satisfied with the involvement of the local people?
5. State any aspects of the preparatory activities that you feel was not done well
6. Comment on the following about the various activities you have engaged in during the implementation of this project:
7. Which activities have you been engaged in?
8. How much support have you received from CARE?
9. State some of the challenges you have encountered
10. How did you solve these challenges?
11. How did CARE assist you in dealing with these challenges?
12. Impact of the project:
    1. State some of the needs you had before the project
    2. Which of these original needs have been addressed by the project?
    3. Which ones are still not yet addressed?
    4. How has this project affected the life of you and your family positively?
13. Comment on some of the things that you feel were done very well (Best Practices)
    1. Which aspects of the project do you feel were conducted very well?
    2. Which aspects of your activities do you feel were done well?
    3. Which ones do you feel were not done properly? Suggest how they could have been done differently
14. Sustainability
    1. Explain what has been done to ensure that your activities will continue even after the end of the project
    2. Do you feel this plan will work? Explain why
    3. What more should be done to make sure that your activities continue into the future, and do not end with the project?
15. State your recommendations for the project:
    1. If this project was to be continued, which activities do you feel should be done?
    2. What difference are these activities likely to make? Explain
    3. If this project was to be implemented somewhere else, which advise would you give CARE to make sure that it succeeds even more?
    4. State some of the things you would want CARE to do differently
    5. Make any other suggestions or recommendations you may have.

# REFERENCES

CARE International. PALS Project Logical Framework

CARE International. Grant Application Proposal for PALS Project

Commission of the European Communities (2001) - Evaluation Guideline

Evaluation Unit (2001) Commission of the European Communities - Europe Aid Guide to Evaluation Procedures

1. Annex 1 – Terms of Reference [↑](#footnote-ref-1)