

# Independent Final Evaluation

## Countering Violence and Extremism through Skills Training and Livelihoods Support for At-Risk Youth in Kismayo

### Federal Republic of Somalia

UNIDO Project Number: 140231



UNITED NATIONS  
INDUSTRIAL DEVELOPMENT ORGANIZATION



**UNIDO INDEPENDENT EVALUATION DIVISION**

**Independent Final Evaluation**

**Federal Republic of Somalia**

**Countering Violence and Extremism  
through Skills Training and Livelihoods  
Support for At-Risk Youth in Kismayo**

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# Table of contents

List of Maps Tables and Figures.....	iv
Acknowledgements.....	v
Abbreviations and acronyms .....	vi
Glossary of evaluation-related terms .....	viii
Executive Summary .....	xi
1: Project and Implementation Background.....	1
1.1. Country and project Context .....	1
1.2. Project Overview .....	1
1.3. Government Strategies and Policies.....	3
1.4. Technical Assistance frameworks.....	4
2: The Project Terminal Evaluation.....	6
2.1. Evaluation purpose and scope.....	6
2.2. Evaluation methodology .....	7
2.3. Limitations of the evaluation .....	11
3: Project Assessment.....	12
3.1 Project Design and Intervention Logic.....	12
3.2 Project Management.....	15
3.3 Relevance and Ownership.....	17
3.4 Efficiency.....	20
3.5 Effectiveness and Project Results.....	22
3.6 Impact .....	33
3.7 Crosscutting Issues .....	36
3.8 Likelihood of Sustainability of Project Outcomes .....	37
4: Issues with regard to the next phase .....	40
5: Conclusions, Recommendations &.....	42
Lessons Learned .....	42
5.1. Main Findings.....	42
5.2. Recommendations .....	46
5.3. Lessons Learned .....	48
Annex A: Project Logical Framework .....	49
Annex B: List of individuals interviewed.....	50
Annex C: Questionnaire.....	52
Annex D: Guidelines for KII and FGD .....	56
Annex E: Project Evaluation Terms of Reference .....	58
Annex F: Bibliography .....	78

## List of Maps Tables and Figures

Map 1: Map of Project Site in Somalia.....	x
Table 1: Project Factsheet .....	ix
Table 2: Overall Evaluation Rating.....	xii
Table 3: Summary of Project Outcomes and Outputs.....	2
Table 4: Criteria and rating used by evaluation .....	7
Table 5: Project Activities and Outputs .....	22
Table 6: Overall Measurement of achievements against the Project Logical Framework .....	39
Figure 1: Reported age of respondents by gender.....	10
Figure 2: Reported level of education by training course .....	11
Figure 3: Satisfaction with training provision .....	28
Figure 4: Reported income increase due to toolkits (by gender) .....	29
Figure 5: Perceived effectiveness of conflict minimisation training.....	32
Figure 6: Reported daily income increase due to training.....	34
Figure 7: Post training situation (per cent by all courses) .....	35

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# Abbreviations and acronyms

AMISOM	African Union Mission in Somalia
ARC	American Refugee Committee
AU	African Union
CSR	Community Stabilisation and Reconciliation <sup>1</sup>
DAC	Development Assistance Criteria
FGD	Focus Group Discussion
FRS	Federal Republic of Somalia
GoJ	Government of Japan
IDP	Internally displaced person
ISID	Inclusive and Sustainable Industrial Development
JA	Jubaland Administration
KII	Key Informant Interview
KTI	Kismayo Technical Institute
M&E	Monitoring and Evaluation
MIPS	Market Integration and Progress through Skills and Employment in Rural Somaliland
MoT	Ministry of Transportation
MoSA	Ministry of Social Affairs
MPTF	Multi Partner Trust Fund
NRC	Norwegian Refugee Council
OECD	Organisation for Economic Co-operation and Development
PFC	Project Field Coordinator
PMU	Project Management Unit
PM	Programme Manager
PMU	Project Management Unit
PSC	Project Steering Committee
QI	Quick Impact
SERIES	Supporting Economic Revitalisation through Income Generation and Employment Creation in Somaliland
SIEC	Senior International Evaluation Consultant
SME	Small and Medium Enterprise
TC	Technical Cooperation
TF	Trust Fund

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<sup>1</sup> Broadly used to also describe Countering Violence and Extremism through Skills Training and Livelihoods Support for At-Risk Youth in Kismayo”



ToB	Training of Beneficiaries
ToR	Terms of Reference
ToT	Training of Trainers
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance framework
UNDP	United Nations Development Programme
UNDSS	United Nations Department of Safety and Security
UN HABITAT	United Nations Habitat
UNHCR	United Nations High Commissioner for Refugees
UNIDO	United Nations Industrial Development Organization
UNMAS	United Nations Mine Action Service
UNSOA	United Nations Somali Assistance Strategy
USD	United States Dollar
VTC	Vocational Training Centre

## Glossary of evaluation-related terms

Term	Definition
Baseline	The situation, prior to an intervention, against which progress can be assessed.
Effect	Intended or unintended change due directly or indirectly to an intervention.
Effectiveness	The extent to which the development intervention's objectives were achieved, or are expected to be achieved.
Efficiency	A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.
Impact	Positive and negative, intended and non-intended, directly and indirectly, long term effects produced by a development intervention.
Indicator	Quantitative or qualitative factors that provide a means to measure the changes caused by an intervention.
Lessons learned	Generalizations based on evaluation experiences that abstract from the specific circumstances to broader situations.
Logframe (logical framework approach)	Management tool used to facilitate the planning, implementation and evaluation of an intervention. It involves identifying strategic elements (activities, outputs, outcome, impact) and their causal relationships, indicators, and assumptions that may affect success or failure. Based on RBM (results based management) principles.
Outcome	The likely or achieved (short-term and/or medium-term) effects of an intervention's outputs.
Outputs	The products, capital goods and services which result from an intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes.
Relevance	The extent to which the objectives of an intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donor's policies.
Risks	Factors, normally outside the scope of an intervention, which may affect the achievement of an intervention's objectives.
Sustainability	The continuation of benefits from an intervention, after the development assistance has been completed.
Target groups	The specific individuals or organizations for whose benefit an intervention is undertaken.

**Table 1: Project Factsheet**

Project Title	Countering Violence and Extremism through Skills Training and Livelihoods Support for At-Risk Youth in Kismayo
Duration	01 March 2015- 31 July 2016 (4 month No Cost Extension)
Project No	140231
Budget	1,050,000 USD Government of Japan (Supplementary Budget)
Executing Agency	UNIDO- AMISOM
Programme Manager	UNIDO HQ Vienna
Chief Technical Advisor	Kismayo, Somalia
National Counterparts	UN Sister Agencies
Government Coordinating Agency	Project Linked Government Ministries (Transportation and Social Affairs)
Project Location	Kismayo, Somalia
Development Objective	Support and contribute to the pursuit of development strategies and priorities set by United Nations and the Government of Somalia for livelihoods recovery and improving economic productivity; through the promotion of various technical assistance initiatives aimed at strengthening income generation, employment creation, and value addition in the country for at-risk youth.

Map 1: Map of Project Site in Somalia



# Executive Summary

## Background

An independent final evaluation has been undertaken on the project *Countering Violence and Extremism through Skills Training and livelihoods Support for At-Risk Youth in Kismayo (TF SOM 140231)*.

The project was a follow on from CSR I (TF/SOM/14/008) implemented between 2014 - 2015. Aligned to United Nations (UN) and Government priorities for youth employment CSR-Youth was designed to contribute to livelihoods recovery and economic productivity through a strengthening of income generation, employment creation and value addition. Explicit in the project title and in supporting broader reconstruction frameworks was the theory of change that the promotion of wider peace and stability would be supported through sustainable income generation and skills. The project was implemented in Kismayo in Jubaland, Somalia and aimed to increase the capacity of technical training centres and train 4-6 trainers and approximately 250 youth in technical trades and vocational skills. There was also a focus on small-group conflict-minimisation and harm reduction strategies.

The evaluation was undertaken in accordance with United Nations Industrial Development Organisation (UNIDO) technical cooperation (TC) Guidelines and carried out in accordance with agreed evaluation standards and requirements respecting the principles laid down in the “UN Norms and Standards for Evaluation” and Evaluation Policy of UNIDO. The main purpose of the terminal evaluation was to assess the project performance and to contribute to lessons learned for future UNIDO cooperation with Somalia in the light of a follow-up project phase planned for 2016.

This report outlines the findings of the independent final evaluation which spans the life of the project from its commencement in April 2015 to its conclusion, including four months of no-cost extension until July 2016. The evaluation determined as systematically and objectively as possible the relevance, efficiency, effectiveness potential impact and sustainability of the project. Stakeholders were consulted in Vienna, and Kismayo as part of the evaluation exercise, and their comments and feedback were sought as part of the report finalisation process. The evaluation was undertaken by an independent international evaluation consultant, Mr Andrew Young with significant support from the Project Management Unit (PMU).

## Main findings

Considering the short duration of its activities and the significant security and political constraints the project is evaluated as performing well. A summary of the evaluation ratings across all criteria evaluated is outlined in Table 2 below.

**Table 2: Overall Evaluation Rating**

Criteria	Description	Level 1 Highest Level 6 Lowest
Project Design	Moderately Satisfactory	3
Project management	Highly Satisfactory	1
Relevance and Ownership	Satisfactory	2
Efficiency of Project	Highly Satisfactory	1
Effectiveness of Project	Satisfactory	2
Impact of Project	Highly Satisfactory	1
Sustainability of Project	Moderately Satisfactory	3
<b>Overall Assessment</b>		<b>Satisfactory</b>

There were some weaknesses in the **Project design** primarily due to a relatively poor log frame and the lack of clear measurable indicators throughout much project documentation. It is evaluated that this is not unusual for Quick Impact Projects (QIP) that are prepared relatively rapidly. It is not evaluated the project design had any negative impact on the performance of the project which is highly rated. Project design is therefore evaluated as **moderately satisfactory**.

**Project management** is rated as **highly satisfactory**. Taking into account the context of the project there were not really any management shortcomings in terms of relevance efficiency and effectiveness. Committed international and national staff were evident and managed to deliver the great majority of project outputs despite consistent obstacles, not the least of which was the insecure nature of the environment. Especially strong was the management of do no harm and conflict sensitive principles. This was evident not just from security risk management of staff and resources but as outputs of the project. A key lesson for UNIDO should be how the project delivered activities within 'best practice' security guidelines in a very early post conflict environment.

The project was very relevant to UN frameworks for both UNIDO at the corporate level and for broader UN frameworks within country. The project was linked to Government priorities and was reported to be of particular relevance to direct beneficiaries and one Vocational Training Centre (VTC) who expressed a clear ownership of outputs. **Relevance** and **ownership** is assessed as **satisfactory** overall as there were minor shortcoming regarding national ownership but these are

assessed as outside the control of the project reflecting the nature of QIPs and the political instability in Somalia.

**Efficiency** is evaluated as **highly satisfactory** despite the no cost extension. This rating reflects the difficulties of implementation in Somalia. The project managed to largely deliver its activities in a limited time and procurement was efficient considering the difficulties of getting equipment to Somalia. Efficiency was enhanced for the project from significant in kind contribution from other agencies. The project also managed to overcome significant political, cultural and security constraints.

The project was **effective** and is evaluated as **satisfactory** as it managed to achieve planned outputs, outcomes and its objective. The project achieved its targets of training approximately 250 youth and strengthened the capacity of a project linked technical training centre. There was also value added by rehabilitating local infrastructure and an effect on indirect beneficiaries who benefited from improved household income. Educational facilities development included the KTI where five new training workshops were established. Beneficiaries expressed their high satisfaction with the level of training received. The dual approach of combining technical skills training with conflict minimisation approaches was very effective according to beneficiaries as it provided them with not just technical but life skills.

Training was based on participatory selection and towards the latter half of the project Trainers moved from the UN compound to Kismayo proper to train the community. Training of Trainers (ToT) and Training of Beneficiaries (ToB) was enhanced by trainee beneficiaries themselves training others.

Despite the QIP nature of the project the potential and realised **impact** of the project are rated a **highly satisfactory**. Skills development led to a growth in income and an increase in work opportunities. Trainee graduates reported more respect for their community and were less likely to join local armed groups as a result of the skills and conflict training. Beneficiaries themselves reported abilities to better integrate into their local community and manage local conflict drivers. It was reported that individuals across clans were now communicating together in some cases for the first time.

Despite having a significant impact the project would have benefitted further from a more specific focus on the role of women in community stabilisation and household income.

Sustainability is not a strong focus of short term post crisis interventions from UNIDO or the donor. There was an inbuilt sustainability for project beneficiaries built into the project design but there is little institutional development at this time. Ongoing insecurity in the project region also means that project gains could reverse very

quickly. Predominately due to the short term nature of the project **sustainability** is rated as **moderately satisfactory**.

### **Future phases of the project**

There are further phases of the project underway, both in the same area in Kismayo and also in Dhobley, near the border of Kenya and Somalia.

While specific recommendations and lessons learned are articulated below the evaluation has made braider observations which are of relevance to future activities.

VCD should be expanded to provide more opportunities for beneficiaries that have received basic training and for women. Projects should consider providing more advanced training to select beneficiaries from CSR-Youth as was requested consistently by beneficiaries. A further request was for a greater number of trades to be offered for women. It is evaluated the project underestimated the specific role of women in conflict reduction and rehabilitation and this must be one of the priorities for future projects.

Although both projects are again of short duration there should be a greater emphasis on exit and sustainability strategies. As the Jubaland Administration continues to develop opportunities might be presented for deeper involvement of the Government structure, especially as UNIDO becomes more present in the United Nations Country Team (UNCT) framework. Opportunities are already present with the Kismayo Technical Institute (KTI).

Leveraging UNIDOs proven capacity to operate in Kismayo with other agencies and sharing implementation experience could present opportunities for the project to have a wider impact than just that on direct and indirect beneficiaries.

### **Main recommendations**

1. Objectives, outcomes and outputs in the preparation of log frames and project documents should be clear and must fully consider risks and potential constraints to the timeliness of delivery. Log frames must also include measurements for indirect beneficiaries.
2. Women must be fully involved in the identification of appropriate activities during the inception and early development of project activities.
3. UNIDO should illustrate full commitment to post crisis approaches advocating longer timeframes for projects and consider developing a strategy for its post-crisis work.



4. UNIDO should continue to develop the best practice model for operational risk management as implemented by CSR Youth.
5. Donors should also accept an appropriate time frame for funding in post-conflict environments where educational facilities development is an output.
6. Provide more advanced training and equipment to beneficiaries of CSR Youth in follow up phases.
7. For the longer term there is a need for the development of clear exit and sustainability strategies. Follow up phases should provide further support to KTI, especially in the development and follow up implementation for business plans.
8. UNIDO should support project managers to play a more active role in the UNCT and multi-agency development frameworks.

### **Lessons Learned of wider applicability to UNIDO**

1. UNIDO has the capacity to implement projects at the very earliest post crisis stages in an effective conflict sensitive manner.
2. Focussing on practical income generation and equitable training across different political and ethnic groups can lead to conflict reduction.
3. An emphasis on local (decentralised) procurement of goods constitutes a best practice for UN programmes in crisis contexts.



# **1. Project and Implementation Background**

## **1.1. Country and project Context**

Income per capita in Somalia is estimated at USD 435, making it the fifth poorest country in the world according to the World Bank (WB)<sup>2</sup>. Coupled with this the country faces large-scale food insecurity as a result of poor rainfall and drought conditions as well as population displacement all exacerbated by chronic poverty.

Poverty resulting from unemployment has been a key driver behind Somali youth joining Al-Shabaab or becoming involved in other armed groups as a means to improve their income and their perceived status. It has also been suggested to be a result of frustration with clan politics, and general lack of opportunities to improve the quality of their lives.<sup>3</sup>

For women the situation is dire. According to UNDP Somalia has the fourth highest gender inequality in the world.<sup>4</sup> Somalia faces among the highest maternal mortalities globally and rape, female genital mutilation, child marriage, and violence against women are common. The participation and role of women in politics and decision-making spheres is also extremely limited.

As with CSR I, the CSR-Youth project is designed to reinforce community stabilisation and peace-support activities being pursued by the United Nations, African Union Mission in Somalia (AMISOM), the Federal Government of Somalia and authorities at the local level.

## **1.2. Project Overview**

In alignment with UN, Government and donor priorities in Somalia which outline long-term peace and state building as their broadest priority the project document was titled “*Countering Violence and Extremism through Skills Training and Livelihoods Support for At-Risk Youth in Kismayo.*”

The overall project objective to support this was to “*contribute to the pursuit of development strategies and priorities set by United Nations and the Government of Somalia for livelihoods recovery and improving economic productivity; through the*

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<sup>2</sup> <http://www.worldbank.org/en/country/somalia/overview>

<sup>3</sup> <https://www.ctc.usma.edu/posts/understanding-drivers-of-violent-extremism-the-case-of-al-shabab-and-somali-youth>

<sup>4</sup> [http://www.undp.org/content/dam/rbas/doc/Women's%20Empowerment/Gender\\_Somalia.pdf](http://www.undp.org/content/dam/rbas/doc/Women's%20Empowerment/Gender_Somalia.pdf)

*promotion of various technical assistance initiatives aimed at strengthening income generation, employment creation, and value addition in the country for at-risk youth.”*

The broad methodology for the promotion of wider peace and stability would be evaluated as training vulnerable men and women with sustainable income generation skills to counter the potential that they might support or join armed groups, to support basic local economic recovery and to strengthen local vocational training capacities beyond the life of the project. The specific outcomes and outputs to achieve the projects objective are outlined in Table 3 below.

**Table 3: Summary of Project Outcomes and Outputs**

Outcome 1	The capacity and capability of project linked technical training centres to deliver a wider and more relevant range of training courses is strengthened
Output 1	Approximately 4-6 trainers and 250 youth directly benefit from a deepening of their technical, trades, and vocational skills through locally relevant and market-oriented training programmes, and an upgrading of technologies and manufacturing practices
Outcome 2	Improve the livelihoods of approximately 250 youth living in project targeted communities through the provision of market oriented technical and livelihoods skills upgrading
Output 1	The capacities of project targeted at risk youth to engage in commercial and peaceful coexistence are strengthened through a dedicated focus on enhancing personal life skills and small-group conflict-minimisation and harm reduction strategies.

## **Beneficiaries**

Immediate Beneficiaries were outlined in the project document as 18—30 year old youth<sup>5</sup> who were under-employed tradesmen, women operating in the informal and marginal markets, ex-combatants, owner/operators of small-scale micro-enterprises, and relevant technical staff working at project-linked government ministries. Specific numbers of direct beneficiaries are indicated in Table 3 above.

## **Funds mobilisation**

Through the Supplementary Budget FY2014—15 which was adopted by the Japanese Diet in February, 2015, the Government of Japan (GoJ) contributed USD 48.27m to the UN and other International Organisations in Somalia. The package for

<sup>5</sup> This was changed to 16—34 year old youth at the start of project implementation to be in line with the Somali Compact and PSG 4 sub programme on youth employment

humanitarian and reconstruction aid covered 13 projects and included UNIDO as one of the 12 agencies selected. CSR-Youth received a budget of USD 1,050,000 from the GoJ and the project officially commenced in March 2016.

Japan had funded multiple UNIDO projects previously which were all for one year and generally focussed on institution building for vocational training centres, provision of equipment, including start-up tools for trainees and training of trainers. Previous funding, for example included the Project TF/SOM/11/001 Integration and progress through skills and employment for displaced groups in Somaliland (MIPS) and TF/SOM/12/001 Supporting economic revitalisation through income generation and employment creation in Somaliland (SERIES).

### **1.3. Government Strategies and Policies**

Overall Government strategies and policies are represented by the Somali 'New Deal' Compact which determines the development priorities of Somalia for the period 2014—2016<sup>6</sup>. It was drawn up in consultation with the FRS, the international community including the EU and representatives of the Somali Federal Parliament, Somali civil society and the UN.

The compact defines priority interventions which will attempt to contribute towards long-term peace and state building. It includes five Peace building and State building Goals (PSGs) which include Inclusive Politics, Security, Justice, Economic Foundations and Revenue and Services. Gender equality is addressed as a crosscutting need throughout the priorities.

Under the fourth PSG Economic Foundations, the compact outlines the importance of revitalising and expanding the Somali economy with a focus on livelihood enhancement, employment generation, and broad-based inclusive growth indicating that the private sector can increase opportunities for peace and reduce conflict. To achieve this two priorities are outlined;

- Priority 1: Enhance the productivity of high priority sectors and related value chains, including through the rehabilitation and expansion of critical infrastructure for transport, market access, trade, and energy.
- Priority 2: Expand opportunities for youth employment through job creation and skills development.

Somaliland's Vision 2030 and the five year development plan for Somaliland for 2012—2016 are also referred to in the compact. These outline four pillars; economic

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<sup>6</sup> The Federal Republic of Somalia: The Somali Compact

infrastructure and social development as well as good governance and environmental protection. Poverty, food insecurity and high youth unemployment are recognised as major challenges but there does not appear to be any timeline or clear framework for implementing solutions.

## 1.4. Technical Assistance frameworks

The UN Assistance Mission in Somalia (UNSOM) is the first UN political mission based in Somalia since 1994. It was deployed to Somalia in June 2013 and is headquartered in Mogadishu with Area Offices in a number of Somali Regions, and a small Liaison Office in Nairobi. Its mandate includes the provision of policy advice to the Federal Government and the African Union Mission in Somalia (AMISOM) on peace building and state-building.

As part of the assistance mission AMISOM established the UN Integrated Strategic Framework 2014—2016 (ISF). In accordance with the UN's commitment to the New Deal principle<sup>7</sup> of "One Vision, One Plan," the ISF mirrors the Somali New Deal Compact of the FRS. The ISF sets out the UN's contribution to each of the five PSGs of the government including cross cutting issues and represents the UN's programme pipeline for the UN Somalia Multi Partner Trust Fund (MPTF)<sup>8</sup>.

In implementing the ISF, UNSOM and the UNCT also outline their proposed commitments to multi agency collaboration. UNIDO coordinates with the DSRSG's office and is invited to UNCT, PMT and SMT meetings. UNIDO also provides input to National Development Plans. It is noted by the evaluation, however, that while the UNCT formally comprises 22 agencies, UNIDO is not listed.

While UNIDO currently has a limited full-time presence in Somali development assistance meetings it not assessed that the CRS-Youth project is a standalone initiative or operating outside country development frameworks.

Under the normative framework outlined in the ISF for newly recovered and accessible areas it is outlined how UN agencies should closely coordinate with AMISOM. It was reported by UNIDO and UNMAS that the project worked particularly closely with the United Nations Support Office in Somalia (UNSOS)<sup>9</sup> and AMISOM in Kismayo.

Additionally the normative framework in the ISF is also clearly within UNIDO's operational framework in-country. This states that organisations should

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<sup>7</sup> The New Deal advocated by the G7+ at the 4th High Level Forum on Aid Effectiveness in November 2011.

<sup>8</sup> The UNIDO Director General LI Yong signed the MPTF for UNIDO on 28 May 2015.

<sup>9</sup> UNSOS was established to provide logistical support to AMISOM.

*“plan and carry out early-recovery and conflict-sensitive programme interventions in existing accessible areas, consolidating security gains, disengaging/protecting youth and providing support to Somali civilians and laying the foundations for long-term development, peace and stability”.*<sup>10</sup>

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<sup>10</sup> pp. 36 UN Somalia Integrated Strategic Framework 2014-2016

## **2. The Project Terminal Evaluation**

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### **2.1. Evaluation purpose and scope**

This independent final evaluation was undertaken in accordance with UNIDO TC Guidelines which mandates independent evaluations for all projects over a €1,000,000 threshold. The evaluation was carried out in accordance to agreed evaluation standards and requirements respecting the principles laid down in the “UN Norms and Standards for Evaluation” and Evaluation Policies of UNIDO.

The main purpose of the terminal evaluation was to contribute to lessons learned for future UNIDO cooperation with Somalia in the light of a follow-up project phase planned for 2016. The evaluation also took full account of the thematic evaluations of UNIDO’s post-crisis interventions completed in 2010 and 2015 as well as previous project evaluations undertaken for the MIPs and SERIES<sup>11</sup>.

The evaluation spanned the entire period of implementation but was limited in focus to major project outcomes and results given the time constraints of the evaluation and the Quick Impact (QI) nature of the project.

As determined by the Terms of Reference (ToR) the evaluation specifically assessed the following;

- Project design and management;
- Project relevance with regard to the priorities and policies of the Government of Somalia, and UNIDO;
- Project effectiveness in terms of the outputs produced and outcome achieved as compared to those planned;
- Efficiency of implementation: quantity, quality, cost and timeliness of UNIDO and counterpart inputs and activities;
- Prospects for development impact; and
- Long-term sustainability of the support mechanisms results and benefits.

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<sup>11</sup> Market Integration and Progress through Skills and Employment in Rural Somalia from 2011 – 2013 in the Awdal and Woqooyi regions (MIPS).

Supporting Economic Revitalisation through Income-generation and Employment-creation in Somalia from 2012 – 2013 in the Maroodi-Jeex, Awdal and Togdheer regions (SERIES)



## 2.2. Evaluation methodology

The independent final evaluation based its findings on an extensive review of written documents as well as qualitative data gathered from UNIDO headquarters and both qualitative and quantitative data collected from stakeholders and beneficiaries in Kismayo. To the extent possible, findings were triangulated using the widest available range of data. Focus Group Discussions (FGD) and Key Informant Interviews (KII) were held around a predetermined series of general questions related particularly to the projects relevance, effectiveness, efficiency, impact and sustainability. (Annexes B, C and D contain guidelines and data related to questionnaires and interviews).

The final evaluation was undertaken in July 2016 by Mr Andrew Young a Senior International Evaluation Consultant (SIEC). With the inability to travel to Kismayo due to security constraints and the lack of a National Evaluation Consultant, significant assistance was provided throughout the process by the CTA in Vienna and the Project Field Coordinator (PFC) in Kismayo.

The evaluation was carried out through analysis of various sources of information, including desk analysis, survey data, and interviews with counterparts, beneficiaries, partners agencies, donor representatives, programme managers and through the cross validation of data.

### Evaluation Rating

The Evaluation uses the following rating criteria to determine attainment of project objectives and results:

**Table 4: Criteria and rating used by evaluation**

Description	Criteria	Rating
Highly Satisfactory (HS)	The project had no shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.	1
Satisfactory (S)	The project had minor shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.	2
Moderately Satisfactory (MS)	The project had moderate shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.	3
Moderately Unsatisfactory (MU)	The project had significant shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.	4

Unsatisfactory (U):	The project had major shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.	5
Highly Unsatisfactory (HU)	The project had severe shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.	6

## Document Review

A large amount of data is available for the project; this facilitated the evaluation and to some extent mitigated the constraint of no in-country travel.

Documents reviewed included the project proposal, all associated progress and mission reports and the project midterm report. Other documents reviewed including project steering committee (PSC) minutes, national and international experts' reports and project work plans. Project success stories, rapid area assessments and reports on training outputs and conflict minimisation were also reviewed.

To place the independent final evaluation in a broader context, previous UNIDO evaluation publications were reviewed. These included particularly the 2010 and 2014 thematic reviews on UNIDO's Post-crisis projects and the 2014 independent evaluation of the "*Integration and Progress through skills and employment for displaced groups in Somalia*". Other key documentation included UN strategies and policies for Somalia and the Somali Compact. (See full Bibliography in Annex F).

## Interviews and FGD with UNIDO and project partners

Interviews were held with the UNIDO Independent Evaluation Division, UNIDO management of the project in Vienna and the Project Management Unit (PMU) in Kismayo. KII were also held with the UNIDO Agro Industries Technology Unit and the Procurement Services Unit. Specific questions were determined by the ToR and these formed the basis of KII's administered by the SIEC. The selection of interviewees was assisted principally by the CTA in Vienna and the PFC in Kismayo but was overseen by the SIEC.

Individual Interviews were conducted by the SIEC through remote conversations from Vienna and by the PFC personally in Kismayo. To assist the process, detailed interview guidelines had been drawn up by the Evaluation previously. Where necessary these were adjusted by the SIEC to refocus questions or get additional information. (See Annex D). Key respondents included the donor, members of the PSC, UNMAS, and members of the local government and the Director of the KTI.

In order to involve the principal project recipients in the project evaluation stage, data was gathered directly from direct beneficiaries. Considering the limited time to prepare and undertake the final evaluation, the largest possible sample size was taken for all variables. Variables included types of training, location and gender. Bringing beneficiaries together for the evaluation process did involve some challenges. These related mainly to the long distances some beneficiaries had to travel without reliable transport and the ever present security risk. Risks were minimised by meeting with relatively small groups at different times and locations rather than bringing large numbers of youth together for a single meeting.

Individual KII were undertaken with trainers of blacksmithing, conflict minimisation, construction, mechanics, and sewing and welding. Due to language restrictions these were undertaken by the PFC in Kismayo under remote guidance of the SIEC.

Qualitative FGD involved 101 trainees (out of a total of 240) from a range of training disciplines including 66 males and 35 females from carpentry, computer application, construction, generator repair, mechanics, sewing, weaving and welding. Females made up half of the computer application and all of the sewing and weaving trainees. (See Annex B for a full breakdown of respondents by course).

## **Questionnaires**

All direct beneficiaries who were involved in FGD completed a simple tick box questionnaire at the same meeting to help tabulate quantitative data. This provided a greater opportunity for triangulation with other sources of data collected.

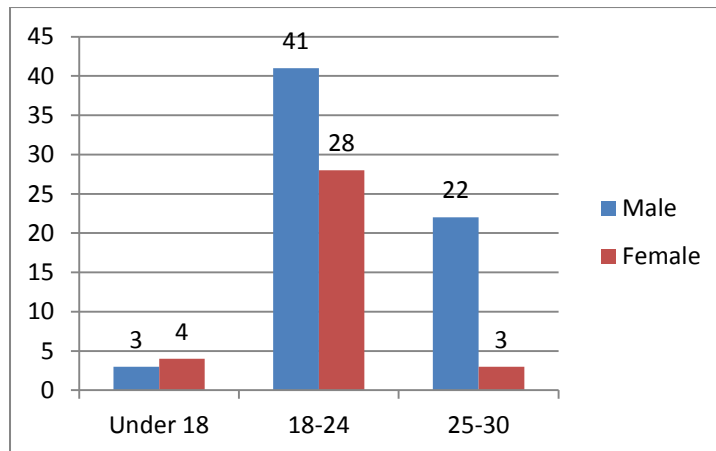
The questionnaire was designed to assess the overall goal of the project, the expected outcomes and the projects outputs. The questionnaire focussed on the quality of training, and a post-training assessment regarding whether trainees were producing enhanced products and the effect that training and provision of equipment had had on their income and livelihoods. (See Annex C: Questionnaires).



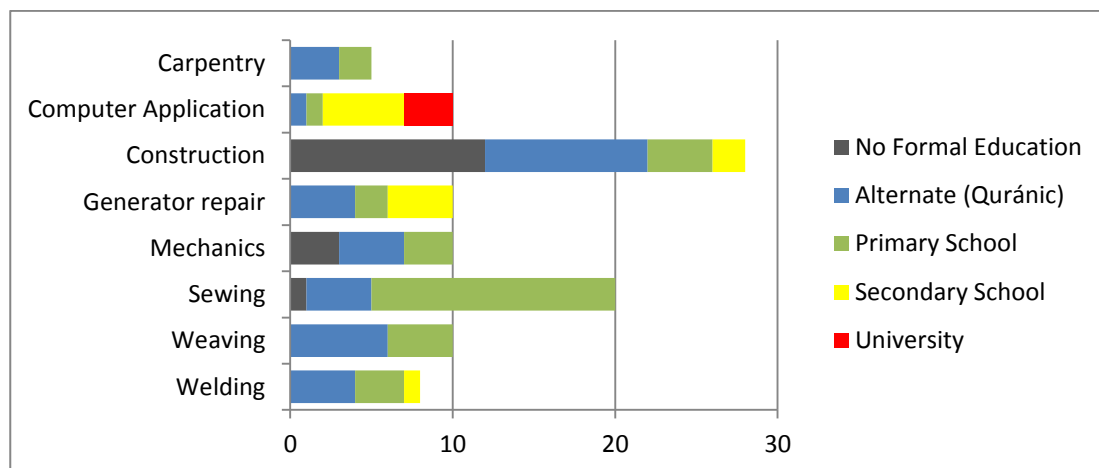
Photo: Questionnaire Completion for Computer Application Trainees

Figure 1 below illustrates the reported demographic information of the evaluation sample. A majority of both males and females were between the ages of 18 to 24 and the clear majority had received either Qur’anic or primary education. The more educated group were those trained in computer repair with a majority having attended secondary school and some attending university.

**Figure 1: Reported age of respondents by gender**



**Figure 2: Reported level of education by training course**



From Questionnaire responses it was also evident that while the great majority of beneficiaries were now located in Kismayo they had relocated from many areas across Jubaland. In many cases insecurity was cited as the reason. Only the Computer trainees all originated from Kismayo.

Trainees from every course reported they were nearly all originally working in the trade they were trained in by the project or in a similar trade (for example some construction trainees' has previously been carpenters). The exception was again Computer applications which appeared to be a new occupation.

Although all carpenters and six females in sewing reported they had received vocational training before the UNIDO Project the majority (86 per cent) indicated they had received none.

## 2.3. Limitations of the evaluation

Security and budget restrictions, together with the absence of a National Evaluation Consultant constrained the evaluations ability to gather information independently and from within Somalia. However the preparation of a detailed evaluation process including targeted specific questions and data collection methodologies facilitated project personnel in collecting the data required.

While possible for the short to medium term, longer term project impacts and sustainability cannot be determined by the evaluation. The project is only now being finalised and it is too early for a longer term impact assessment. Finally, changing security remains a constant factor in Somalia.

## 3. Project Assessment

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In this Chapter the overall performance of the project is assessed using the Development Assistance Committee (DAC) criteria of relevance and ownership, effectiveness, efficiency, impact, and sustainability<sup>12</sup>. The theory of intervention is also analysed. The assessment is based on data collected primarily from the UNIDO headquarters by the evaluator and from project beneficiaries, counterparts and stakeholders in Kismayo by the Project Field Coordinator (PFC). Quantitative survey data has been triangulated with information obtained through focus group discussions and client interviews. The main points of analysis include a measurement against the anticipated outputs and outcomes of the project, and to what extent the project has achieved its overall objective.

### 3.1 Project Design and Intervention Logic

The project was designed as a result of the UNIDO field based experience in Somalia under the MIPS and SERIES<sup>13</sup> projects. UNIDO saw a dynamic opportunity to contribute to reconstruction and stabilisation with the removal of Al-Shabaab from Kismayo. It is evaluated that the CSR-Youth project is quite unusual in the fact it is operating at the very earliest stages of post conflict with the precursor project to CSR-1 commencing even before other UN development agencies had a field presence in Kismayo.

The project document is a relatively concise document with the brief description of the project being particularly acute. The intervention logic is evaluated as sound, especially provided the limited time frame and budget, coupled with severe security constraints. The objective of the project to support livelihoods recovery through income generation, employment creation, and value addition in the country for at-risk youth is clearly in line with stated national government and development partner priorities articulated in the Somali Compact and the UN Integrated Strategic Framework (ISF). Also the theory of change that generating income help reduce drivers for extremism is widely accepted by multiple agencies, especially when it is undertaken in conjunction with life skills development.

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<sup>12</sup> OECD (2002). Evaluation and Aid Effectiveness. OECD Development Assistance Committee, (OECD - Evaluation and Aid Effectiveness Series).

<sup>13</sup> Projects for ‘*Market Integration and Progress through Skills and Employment in Rural Somaliland*’ and ‘*Supporting Economic Revitalisation through Income Generation and Employment Creation in Somaliland*’

Value would have been added to the project proposal by reference to the United Nations Policy for Post-conflict Employment Creation, Income Generation and Reintegration (2009). This outlines the five basic principles for employment generation in post conflict countries. These include the need to derive employment interventions from labour market assessments, do no harm principles to avoid market distortions, the need for conflict sensitivity, the need for sustainability for longer term employment creation and the need for gender equity especially in the post conflict formation of social structures.

Despite a relatively sound project document which benefitted from input from experienced post crisis practitioners in Somalia (particularly the Chief Technical Advisors for the MIPs and the CSR-I projects) it is evaluated that Donor priorities and the expectation of quick delivery did have some impact on project design, especially the log frame. Consequently project preparation is assessed as **moderately satisfactory**.

It is noted by the evaluation that is not specific to the design of CSR-Youth alone. Donor priorities, rules and conditionalities, such as imposing short project durations, have previously been found to be crucial for project design<sup>14</sup>.

The UNIDO 2015 Thematic evaluation also found the following;

*“The one-year quick impact projects funded by Japan were supply driven, designed and launched [quickly]...and logical frameworks were generally considered weak by the evaluations. Overall objectives and outcome indicators were at times absent or not quantifiable”*<sup>15</sup>

Measurements and indicators within the Project logical framework are not fully SMART<sup>16</sup>. In some cases this makes it hard to evaluate against planned targets. With the exception of 250 trainees and 4—6 trainers there are no measurable indicators in the log frame. A useful addition to the Log frame would have been an additional column that indicated targets. This could have included the number of jobs to be created as well as number of training centres to be supported. Income is not indicated in the log frame and there is no measurement of gender or timelines. This is especially relevant as during implementation all these targets were aspects actually measured in detail by the project.

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<sup>14</sup> pp. 44 Thematic Evaluation UNIDO Post-crisis projects (UNODO 2010)

<sup>15</sup> pp.22 Independent Thematic Evaluation UNIDO’s Post-Crisis Interventions (UNIDO Evaluation Group 2015)

<sup>16</sup> Measurements that are Specific, Measurable, Achievable, Relevant and Time-bound

At the highest level the project title *Countering Violence and Extremism through Skills Training and Livelihoods Support for At-Risk Youth in Kismayo* appears ambitious considering the total budget and time frame for implementation. It is also not stated as a specific objective in the log frame. Risks and assumptions are also relatively cursory and there is no indicator on how risks are to be mitigated.

Additionally, indicators for outcomes were not particularly specific as for example Outcome 1 which uses a lot of hard to measure statements whereby *“the capacity and capability of project linked technical training centres to deliver a wider and more relevant range of training courses is strengthened”*

### **Prior Interventions and lessons learned**

It is evaluated that the CSR-Youth project complements and builds value on numerous prior interventions and paid specific to previous evaluation findings from MIPS and SERIES projects and specific implementation experience from CSR I.

Some of the key constraints and lessons learned for CSR I were identified as follows:

- Long UNIDO procurement timelines and endorsement mechanisms could act as a break on project activities.
- Weak institutional framework and low capacity of project counterparts in country.
- Difficulties in hiring competent national staff and experts.
- A history of low labour productivity in Jubaland relative to other countries.
- Growing authority of the Interim Jubba Administration (IJA) to set and pursue strategic priorities.
- A weak conflict minimisation component.

There are some lessons and findings arising from other independent evaluations that do not appear to have been fully taken on board. Risk management needs to be strengthened in log frame development. UNIDO did not assign a gender focal point for project design. Although projects should assess the risks of being seen to including or excluding some private vested interests (in a post conflict environment) the private sector should also be represented in the Steering Committee where possible. Donors should also accept an appropriate time frame in post-conflict environments.

### **Value Chain Development**

The development of value chains is not discussed in detail in project documents or reports. At this very early stage of development in Jubaland actual implementation CSR-Youth (as with CSR1) has focussed mainly on the needs of Kismaayo's physical reconstruction.



Consequently the project has a relevant focus on Value Chain Development (VCD) at only the most primary stage of production and processing from small-scale producers at the micro level. Value chain promotion has focused on the essential elements that contribute to the stabilisation of basic needs such as basic household income and food security.

The focus of interventions was strengthened through participatory market needs assessments undertaken during the formative stage of the project. These were represented broadly by the vocational training assessment to identify supply side capacities and the Kismayo Youth Forum and Surveys which identified marketable skills on the demand side.

To attempt to develop a nascent value chain the project operates with dual objectives. It addresses the urgent needs of creating income generation or value addition for individuals while aiming for industrial transformation at a basic level by building up the capacity of service providers. Value chains are being developed through the focus on existing entrepreneurs, the use of some local materials and the use of local suppliers, even if some of the supplies need to be imported.

Of particular importance to value addition was the fact that UNIDO not only provided training but the means to implement training in the form of toolkits. These were provided to under-skilled or underemployed beneficiaries who were already working in the trades for which technical assistance and basic technology transfer was provided.

## 3.2 Project Management

Based on the management structures, timelines, outputs and especially the difficulties faced in the operating environment (discussed in more detail under effectiveness and efficiency later) project management is rated as **highly satisfactory**.

As a QIP the project was straightforward and this was represented in a clear project management structure. The project was managed through a PMU headed by a CTA recruited from Vienna who had responsibility for the technical aspects of the project.

The PMU was supported from Vienna by the Project Manager (PM) from the Agri-Industries Technology Unit who had experience of managing previous projects in Somalia under the MIPS & SERIES projects and CSR I. The CTA was also supported by a project assistant in Vienna. In Somalia the PMU composed a PFC an

operations assistant an administrative coordinator and a monitoring officer. An international training expert had also been allocated to Kismayo for short term missions. The PMU was based at the Kismayo International Airport compound in Kismayo, Somalia.

From discussions with counterparts in Somalia, and relevant offices in Vienna it was clear the project had gained considerable benefit from the incumbent CTA who while not permanently based in Kismayo had spent substantial time in the field. National staff, especially the PFC, are also evaluated as highly competent and committed to the project.

A PSC was created and the first two PSC included representatives from the Ministries of Transportation and Social Affairs. Ministerial representation in the PSC was detrimentally affected by changes in ministries and the dissolution of the Ministry of Social Affairs.

### **Reporting, monitoring and evaluation**

Reporting, monitoring and evaluation are evaluated as a dynamic process throughout the life of the project.

Management reports included the six monthly progress report to Vienna and the donor and the final report (under preparation at the time of the evaluation). Minutes were also held of the PSC meetings which included the status of activities, challenges encountered and ministry feedback.

As is appropriate for a QIP the main focus of reporting monitoring and evaluation was on the methodology for identification and delivery of specific training outputs of the project. Enterprise studies were undertaken which included a basic market needs and trends assessment, enterprise mapping, challenges to various sectors and recommendations. End of training reports for each of the vocational trades trained were produced as well as the peace building and leadership course. Information gathered during these processes was fed into further market assessments and enterprise surveys where relevant.

The project adopted a form of self-evaluation during implementation identifying constraints lessons learned and recommendations being included in reports. Importantly the level of beneficiary skills was also assessed by the project both before and after training to measure training impact and effectiveness. Site visits to graduates were carried out in beneficiaries' places of work, especially for those who received toolkits. This was done to check on improved levels of income, appropriate use of safety equipment and whether product placement was appropriate for linking

graduates with other organisations supporting micro-credit and entrepreneurship training such as *Deutsche Gesellschaft für Internationale Zusammenarbeit* (GIZ) and the American Refugee Committee (ARC). Findings also fed into the design and content of further rounds of training where these were provided.

Due to the high-risk security environment in the project area an important document was the detailed report on the Operational Environment which clearly articulated security risks, the experience of implementing in such an environment and recommendations. When coupled with a report on conflict minimisation for youth which included mitigation for conflict drivers this is evaluated as a **best practice model** for conflict/post conflict environments.

### 3.3 Relevance and Ownership

Relevance and ownership is assessed as **satisfactory** overall. The project had relevance to both UN and government frameworks (at a small scale) and the principal beneficiaries indicated a high degree of ownership and inclusion in projects outputs. Although there was some government involvement ownership could not be adequately achieved in one year and with changes in government. Also the relevance of the project to countering violence and extremism and/or contribution to broader peace building and state building goals is a little tenuous considering its small scale intervention.

#### Relevance to UNIDO

The project was relevant to UNIDO's corporate approach to post-crisis situations as stated below;

*"In the phase of rehabilitation and reconstruction, UNIDO will provide services for enterprise rehabilitation in key industrial areas, promoting income-generating activities for specific groups of affected people, [and] supporting institutional capacity-building."<sup>17</sup>*

The project is also in line with UNIDO strategic priorities. Globally UNIDO works under the principle of Inclusive and Sustainable Industrial Development (ISID) and aims to build capacities in public and private institutions through technical cooperation. This is done with a particular focus on small and medium enterprises (SME) and entrepreneurship development with the aim to increase productivity,

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<sup>17</sup> UNIDO (2005) Strategic Long-Term Vision Statement :

contribute to job creation and generate income, empower women and provide decent employment for youth.

The project was clearly relevant to UNIDO's focus on early recovery and reconstruction efforts and community stabilisation through income generation and built on prior experience in implementing multiple projects in Somalia. UNIDO has implemented five projects in the FRS since 2011 focused on early recovery and reconstruction efforts. The projects all funded by the GoJ include the following:

1. Market Integration and Progress through Skills and Employment in Rural Somalia from 2011 – 2013 in the Awdal and Woqooyi regions (MIPS).
2. Supporting Economic Revitalisation through Income-generation and Employment-creation in Somalia from 2012 – 2013 in the Maroodi-Jeex, Awdal and Togdheer regions (SERIES).
3. Community Stabilisation and Reconciliation through Livelihoods Recovery in Kismayo, Southern Somalia from 2014 – 2015 (CSR 1).
4. Community Stabilisation and Reconciliation through Livelihoods Recovery in Kismayo, Southern Somalia from 2015 – 2016 (CSR-Youth).
5. Community Stabilisation through Restoring Livelihoods for At-Risk Youth along Key Border Areas between Kenya and Somalia from April 2016 – April 2017 (Location: Dhobley, Lower Juba Region).

Relevance was enhanced by adopting a consistent approach to all five projects and applying lessons learned from implementation experience. The five projects all adopted the following approach to;

- Support the delivery of quality, market-oriented technical and vocational education;
- Strengthen the capacity of vocational training institutions;
- Revitalise micro-enterprises via skills training, technology transfer and infrastructure upgrades;
- Restore a functional base for peace and community stabilisation.

### **Relevance to UN Frameworks for Somalia**

As discussed previously in section 1.4 the project was relevant to broader UN frameworks in Somalia. The UN 2014-2016 ISF outlines youth employment as a priority for revitalisation of the Somali economy with a focus on livelihood enhancement and employment generation. Support was to be provided for market-based vocational training and education, the generation of immediate work opportunities and VCD through longer-term job creation. Finally vocational education and training should be responsive to market based demand for skills.

## **Relevance to the Government**

The fourth PSG of the Somali Compact outlines the government's priority need to expand opportunities for youth employment through job creation and skills development. This articulates how youth employment can be seen as an alternative to participating in conflict. The methodology adapted will be to promote income generating activities, skills development programmes and capacity building of quality vocational education institutes.

## **Relevance to the direct beneficiaries**

The relevance of the project was confirmed from evaluation discussions with beneficiaries, stakeholders and the government. FGD consistently indicated the project was meeting the most important needs of beneficiaries with the generation of additional income and skills. It was widely reported that CSR-Youth (and CSR-1) were providing skills that few, including the central government, had focused on for many years.

Importantly multiple respondents (including at the government level) indicated how the skills training had much wider implications. It was reported by a trainer how the focus on youth was particularly relevant as youth could act as agents of change towards wider peace building and community reconciliation. This seemed substantiated by responses from direct beneficiaries stating how they *"gained courage through self-dependence"*, *"improved relationships between men and women"*, and that the project was *"integrating youth returnees with host youth."*

## **Ownership**

Local ownership of the project was ensured at the level of counterparts and beneficiaries with the provision of sustainable entrepreneurial skills and the provision of toolkits. The fact that the project was amending training methodologies based on feedback from beneficiaries was also important as to some extent this involved them in project decision making.

Evaluation discussions with KTI also indicated a clear sense of ownership of training courses, curricula and facilities KTI was involved in course selection and the curricula development. KTI indicated that with UNIDO providing support they had been able to expand their number of trainees.

While there is little doubt as to the ownership of the principal project outputs for beneficiaries, wider ownership of project outputs is questionable. As self-assessed

by UNIDO, the continuing political uncertainty and changes within the government has made effective coordination with government counterparts, specifically PSC members, more difficult. By the third PSC, membership had been reduced to one member with the replacement of the airport manager and the departure of the Deputy Minister of Social Affairs, a ministry which had ceased to exist.

It is evaluated that UNIDO could not realistically be expected to develop ownership in a period of only one year, in a fluid political environment and with the focus of the project not being at the policy or political level. However this could have longer term implications for sustainability.

### 3.4 Efficiency

Despite the project originally being scheduled to finish on the 31<sup>st</sup> May but being extended until the 31<sup>st</sup> July 2016 overall efficiency of the project is rated as **highly satisfactory** by the independent evaluation. There are multiple reasons for this. First the project has been able to achieve its anticipated outputs in a very high risk environment and secondly implementation has been within a very tight timeframe despite the no cost extension. There have also been some significant in kind contributions from other agencies. Finally, the project has overcome multiple obstacles that were very much outside its control. It is evaluated that the placement of international staff with specific experience of the difficulties of implementation in post-conflict environments (as was also the case with Somaliland) has provided significant value added to the project and enhanced efficiency. Local staffs have also displayed high efficiency in a very difficult context.

Difficulties faced by the project due to political insecurity and associated security risks cannot be overemphasised. Al-Shabaab still operate closely to (and likely within) the project area and the United Nations Department of Safety and Security (UNDSS) rates Lower Juba as a very high risk area. Armed attacks are an ever present issue and the UN is a constant target for Al-Shabaab. This was demonstrated as recently as 26th July when Al-Shabaab targeted the UN offices, AMISOM and AU peacekeepers in Mogadishu near the central airport. It was reported by the project that the security environment has resulted in an unexpected increase in restricted access to project sites and caused cancellation and early termination of training activities.

The political negotiations to establish the new Jubaland Constitution and Parliament also resulted in clan based and political tensions during the life of the project. On 1 June, for example it was reported the Somalia Federal Parliament passed a motion

of no confidence against the Interim Jubaland Administration resulting in protests, curfews, road closures and vehicle searches.

## **Procurement**

Procurement was considered from the very outset of the planning phase and purchase of toolkits over a single procurement of USD 158,271 from a single company that met all technical requirements was deemed as efficient. An international bidding process was organised according to the UN standard rules for procurement of services. The deadline for receipt of bids was the 30<sup>th</sup> June 2016 and the evaluation was completed by the 15<sup>th</sup> July 2016.

While UNIDO was efficient there were still delays largely outside its control. The purchase order was placed on the 20<sup>th</sup> July 2016 but the shipment (of equipment for trainees and VTCs) did not arrive until the 15<sup>th</sup> November 2016 which delayed some training. The main reasons reported were delayed shipment from supplier to the port of call, poor transfer in Mombasa between shipping agents, irregular shipping routes to Kismayo, and administrative delays by handling agents and logistics and security for transport of the containers from Kismayo port to the UN compound.

It was reported that wherever possible the project tried to source from local markets, (such as the sewing machines provided) but due to generally poor quality of local products international tender was the preferred method. In that regard the project is not yet adding much value to local economic recovery (LER).

## **In Kind contributions**

There was significant assistance provided to UNIDO by other organisations. This included free provision of heavy equipment and their operators by UNMAS to move containers and raw materials. UNMAS also facilitated access to cost available Minimal Operating (MOSS) compliant accommodation to improve the field presence of international experts and reduce project costs. UNMAS and MECHEM<sup>18</sup> provided trainers for ToT for mechanics and construction at no cost. UNDP provided equipment and training for some women and Microsoft provided curriculum in Microsoft Office and entrepreneurship for computer trainees and a training provider all at no cost. UNIDO also created linkages with other organizations (JICA and American Friends Service Committee) to enhance ToT opportunities for local trainers in construction and conflict minimization out of country.

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<sup>18</sup> UN accredited African explosive remnants of war (ERW) clearance organisation

### 3.5 Effectiveness and Project Results

Effectiveness is a measure of the extent to which the project objectives have been achieved, or are expected to be achieved. It is evaluated the project has produced positive results and is rated overall as **satisfactory**. This is determined principally from data collected from direct beneficiaries, the extent to which outputs have been completed, and the extent to which outputs achieved outcomes and the project objective.

#### Outcomes

It is assessed at the outcome level that the project has met the objective of contributing to development strategies for livelihoods recovery, improving local economic productivity, income generation and employment creation. As outlined in earlier sections, the project was relevant to broad based government and technical assistance strategies especially the specific focus on skills and income generation for youth that were at risk.

The two outcomes to improve the livelihoods of approximately 250 youth through livelihood training while at the same time expanding the capacity of the training centres that were providing training were mutually supportive and logical. Outcomes also met the broader development objective as outputs resulted in more than just 240 youth with improved technical training. It was reported that beneficiaries had created small businesses that were providing services to the local community; beneficiary income was being used towards improved housing and health for extended households. Additionally potential stress points between clans, communities and even gender were being reduced through the projects 'cross-cultural' training. Table 5 below specifies the outputs and activities of CSR-Youth.

**Table 5: Project Activities and Outputs**

Output 1	Approximately 4-6 trainers and 250 youth directly benefit from a deepening of their technical, trades, and vocational skills through locally relevant and market-oriented training programmes, and an upgrading of technologies and manufacturing practices
Activity 1.1	Utilise containerised mobile training facility developed under CSR I (relocate into the community as required), recruitment of national and international staff and experts, procurement of necessary office and other operational equipment;
Activity 1.2	Confirm Local/Rapid/Market stud(ies) findings with project



	counterparts and endorse work plan for conflict-reduction and technical training activities;
Activity 1.3	Conduct technical assessments of vocational training service providers in Kismayo for integration into project programming to revitalise market based provider technical capacities;
Activity 1.4	Finalise training curricula and conduct practical skills training courses (or mentoring) for technical staff that will be involved in the delivery of technical, vocational and livelihood support programmes;
Activity 1.5	Rehabilitate; Fabricate the mobile/containerised training facilities, workshops, and vocational training centres that will be utilised by the project to conduct various technical, vocational and livelihood support programmes.
Activity 1.6	Activate a small (4-6) cadre of trainers to conduct advanced vocational and life skills training in agreed upon technical and trades fields for 250 youth especially encourage the recruitment of female trainers;
Activity 1.7	Provide at risk youth (under-employed youth tradesmen, women operating in informal/marginal markets, ex-combatants, etc) with the relevant training, tools and equipment needed to increase their participation in economic activities and foster their empowerment;
Activity 1.8	Provide start-up capital in-term of equipment to high potential training graduates and micro-enterprise operators.
Output 2	The capacities of project targeted at risk youth to engage in commercial and peaceful coexistence are strengthened through a dedicated focus on enhancing personal life skills and small-group conflict-minimisation and harm reduction strategies.
Activity 2: 1	Conduct participatory workshops with project counterparts to agree upon an strategic and operational considerations for rolling out the conflict-minimisation component of the integrated technical assistance programme
Activity 2.2	Design and implement in coordination with the Technical and Livelihoods training programme an inter-active conflict-minimisation and harm-reduction skills development programme for project beneficiaries and households
Activity 2.3	Conduct relevant follow up capacity building trainings for project-linked focal points working to reinforce community stabilisation, gender-sensitisation, reconciliation, and peace-support operations in project targeted communities/areas

Activity 2.4	Monitor changes in the security-incident profiles for project-linked communities and develop relevant recommendations for follow up action
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An assessment of key results highlighting the extent to which outputs were achieved and major factors influencing the achievement or non-achievement of the outputs is presented below.

### Output 1

The first output indicated training for trainers and youth would be implemented through practical activities for project start up and planning, facilities development, training and equipment provision.

Containerised training workshops were initially set up at the AMISOM airport base in Kismayo International Airport for the precursor project CSR-1. These continued to be used and expanded under CSR-Youth and these were used for the ToT programme and remaining training courses that took place at the Kismayo International Airport during the project. Facilities that had been reconstructed under CSR were also used for training.



**Photo (Left) UNIDO Containerised Workshops that were later transferred to KTI and photo (right) the mechanics and maintenance workshop rehabilitated under CSR-1 being used to train mechanics**

It is independently assessed that a particularly effective approach was the rehabilitation of small scale airport infrastructure as this was both a practical application of training and of benefit to the wider community, especially where airport security needed upgrading. Small scale infrastructure upgrades included the

construction of security barriers and speed ramps at the Airport Terminal, and additional facilities such as a parking sunshade, gates and a pedestrian access door.

Expanding training from the airport compound to Kismayo town was not a straightforward process. Micro enterprise surveys were undertaken throughout Kismayo to identify the specific needs of the private sector in Kismayo and the vocational training required. The vocational training capacity in Kismayo town was weak and several attempts to work with service providers proved a problem.

The Norwegian Refugee Council (NRC) was to be a partner as was the Ministry of Transportation (MoT) Fiyat Mechanic Yard. However, plans to train additional beneficiaries in the mechanics yard and the NRC were later suspended by the project. The mechanics yard was sold to the private sector and the security of tools and equipment for further training was not assured. Additionally the contract with NRC was cancelled when NRC acknowledged they did not have the capacity to complete the contract in the agreed time.

Training was, however, integrated into the construction skills to revitalize local assets such as the MoT Maintenance Yard, below.



**Construction and welding training for rehabilitation of the MoT Maintenance Yard.**

Training capacities were also successfully transferred to community based workshops like the KTI and Awale Women's Group towards the second half of the project. The trainers who led the welding and construction training in the airport compound were transferred to KTI. Schematics, Scope of Works and BoQ documents were prepared for establishment of five new training workshops at KTI. Concrete flooring was installed in an additional workshop for KTI to train in plumbing and domestic electrical installation. Health and safety equipment was procured. Currently construction, welding, mechanics, blacksmithing and block making are undertaken and a business plan is being finalised for KTI.



**Rehabilitated KTI Workshop**

To increase and better inform the effectiveness of training, a series of surveys and assessments were undertaken by the project under activities 2 and 3 of output 1. The project researched and published several documents related to the situation of youth and youth enterprises in Kismayo, many of which had not been undertaken before.

The lack of any associated socio-economic data in Kismayo resulted in the Rapid Area Assessment being undertaken which examined the major employment sectors and constraints as well as the approach to be adopted by UNIDO for training. A Youth Employment and Youth Enterprise Survey was undertaken relatively early in the project and was the result of a number of field surveys on youth and the results of a two day Youth Forum hosted by the project. The report particularly examined conflict drivers and challenges for youth and the collaborative process for selecting training fields and was also a key input for Output 2.

A technical assessment was also undertaken of all potential service providers to work with the project and provide trainers for the courses selected. The assessment examined the facilities, operational, human resource and curricula of potential training partners.

The project doubled the number of trainers originally planned in the project document. Twelve Trainers received training through a dedicated ToT programme in welding, blacksmithing, construction, conflict minimisation and mechanics. Where possible, trainers were also integrated into relevant international organisation like MECEHEM who were working in Kismayo to give them practical operational experience of international best practice. An international expert was recruited to review and develop curriculum in welding, blacksmithing and construction.

The project has achieved its targets with respect to trainees outlined under activities 1.5 and 1.6 of Output 1. A total of 240<sup>19</sup> beneficiaries have been trained in a range of training disciplines including blacksmithing, blockmaking, generator repair, maintenance, mechanics, carpentry, weaving, sewing, welding, and construction and computer applications.

Training on generator repair to assist fishing cooperatives to repair fishing boats was undertaken in conjunction with the ARC. All youth received toolkits and participated in the three day peace and conflict resolution training. To support the generator repair workshop ARC procured tables for the training and UNIDO handed over four complete training toolkits to ARC. The intention was that the tools and training space will be utilised by ARC and fishing cooperatives in the future for technical skills training. UNIDO worked closely with the Ministry of Agriculture on this initiative.

The number of women trained was 71 representing just 29 per cent of the total beneficiaries. Women were involved in sewing and carpet weaving training provided by Awale Women's Group (a registered cooperative) and in computer training provided by KTI. Some outputs of the women training which were of benefit to the wider community included bed sheets for the local hospital, uniforms for underprivileged girls at local schools and bed sheets for the local prison.

Following training, beneficiaries participated in a post training questionnaire which asked detailed questions on the technical quality of the training and what beneficiaries perceived the effect was on the quality their work, how they would apply their new skills and what additional training they wanted.

### **Beneficiary perception on training**

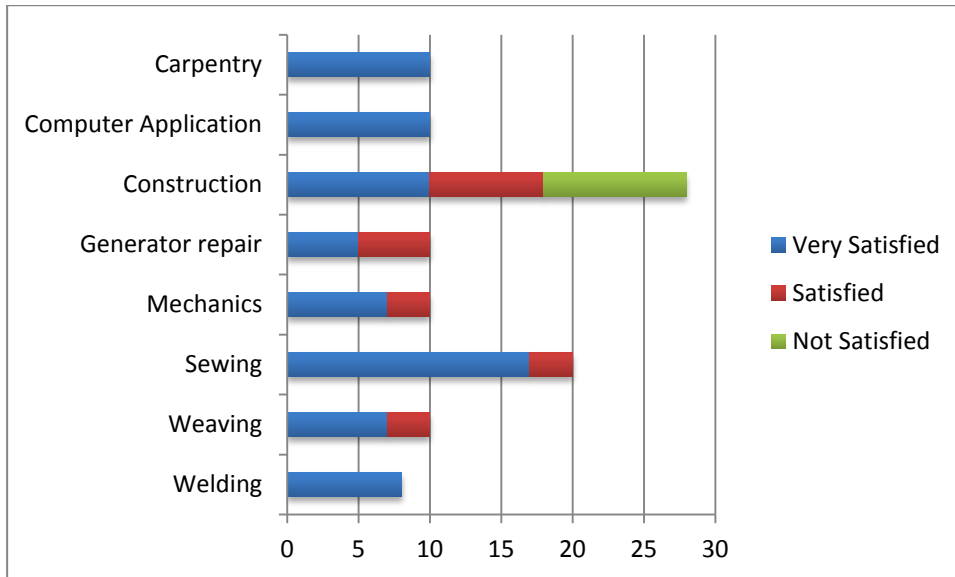
Beneficiaries broadly expressed high satisfaction with the training they received, though nearly all expressed a desire for longer periods of training or further

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<sup>19</sup> Project documents indicated about 250 youth would be trained

advanced training. There were also consistent requests for a wider range of training opportunities for women.

**Figure 3: Satisfaction with training provision**



No trainees across any trade indicated the trainers' ability to train them was not good. A clear exception to this was 10 construction trainees who indicated they were less satisfied with their training. It is assessed this was a result of their period of training. While the majority of Construction trainees received 28 days training, these 10 only received 10 days training as a result of the cancellation of the contract with the NRC.

### **Beneficiary perception on toolkits**

Forty eight per cent of beneficiaries received toolkits (117 toolkits were distributed in total). The great majority of women received a toolkit. Toolkits were distributed to those candidates that showed the best attendance, performance and in-class discipline and who performed the best in the final exam. Candidates also committed to not sell the equipment. Apart from two respondents who indicated their toolkits had been stolen all those evaluated still had their toolkits.

Of those that had received toolkits and participated in the evaluation 81 per cent indicated tools were of good quality with not one responded that they were of poor quality. Slightly less satisfaction was evident from those that had received construction toolkits, with just under half reporting the tools were only of medium quality.

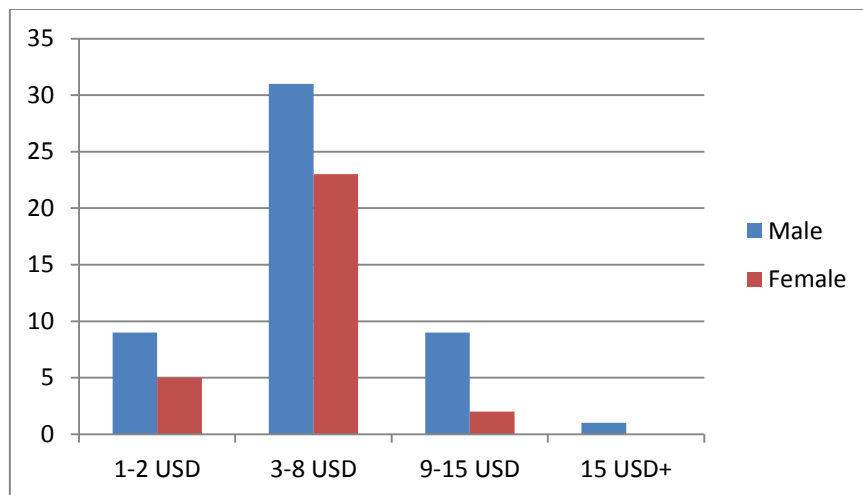


**Graduation Ceremony and toolkit Provision at KTI**

Just over half of those who had received toolkits reported they were also sharing them. This was especially reported in male trades such as carpentry, generator repair and welding.

Of the 75 that had received toolkits 65 said they were essential for their current work and 10 said they were very useful. No responses indicated the toolkits were only partially or not useful. All but two respondents said their income had increased specifically because of the training and toolkits received (See Figure 4 below).

**Figure 4: Reported income increase due to toolkits (by gender)**



## Success Stories

The project detailed a number of individual success stories<sup>20</sup>. Taken across the broad range of technical fields trained they illustrated the positive changes in beneficiaries circumstances, increased income and support to their extended families for health, education, food and housing.

One group of welders joined together to share toolkits and form a company perceiving this would increase their income and potential productivity. UNIDO provided a diesel generator and additional welding equipment and paid for them to receive a sign for their new workshop. The 'Brothers Welding group' is currently welding small windows, doors, poles for internet installation and small repair of metal gates. Their income was reported to have doubled and between five of them they support 32 dependents.



**Brothers Welding Group working on poles for internet installation for a local school**

It was reported independently to the evaluation by beneficiaries that 36 individuals across multiple trades were also sharing their tools, though this was done mainly informally.

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<sup>20</sup> Countering Violence and Extremism through Skills Training and Livelihoods Support for At-Risk Youth in Kismaayo (CSR Youth). Success stories



## Output 2

The second output focussed on providing personal life skills, small-group conflict-minimisation and harm reduction strategies to enable youth to engage in the commercial activities developed under Output 1. Despite the relatively short specific periods of training it is assessed the project was highly aware of implementing in a conflict sensitive and do no harm manner.

Under activities 1 and 2 of Output 2 a participatory approach was used during implementation. It was reported there were eight participatory workshops, three PSC, and a number of after training information sharing sessions at project linked training sites. These put youth at the centre of both identifying their security restraints and identifying solutions.

These efforts reportedly;

*Placed UNIDO deep within the youth issues environment in Kismayo and provided the Organisation with a unique opportunity to contribute to community reconciliation and stabilisation<sup>21</sup>.*

The project included a specific identification on the drivers of conflict and challenges particularly facing youth. One of the first CSR-Youth project, activities was undertaking a field survey of 50 youth and organising a Youth Forum.

The project implemented small group training focussed on areas such as peace building, leadership, communication skills, conflict mapping and resolution and civic engagement and participation to inform and mitigate some of these issues.<sup>22</sup> As of 4th July 2016 there had been 11 rounds of training and 202 trainees had attended conflict workshops.

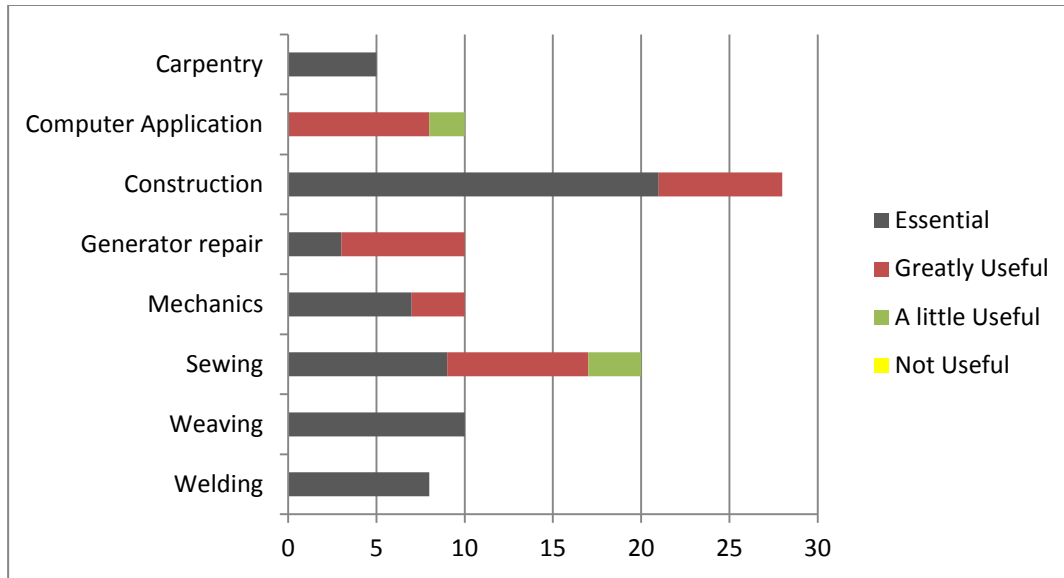
Beneficiaries provided a positive perspective on the effectiveness of conflict minimisation training, (see Figure 5 below).

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<sup>21</sup> pp13 Conflict Minimization in Kismayo/Jubaland

<sup>22</sup> CSR-Youth Conflict minimisation report in Kismayo/Jubaland,”

**Figure 5: Perceived effectiveness of conflict minimisation training**



UNIDO contracted out to local peace organisations for example the ‘*peace building and leadership training for Somali youth*’ facilitated by the same trainer for all UNIDO trainees<sup>23</sup>. The facilitator also benefited from a TOT led by the American Friends Service Committee in Kenya.

Under activity 3 of Output 2, 61 focal points from counterpart and line ministries also received capacity building training in conflict minimisation. Ten representatives from project line ministries and counterpart training institutes and 50 community focal points and leaders were trained in conflict minimisation.

Under activity 4 of output 2 a full security risk and management strategy was undertaken during the life of the project<sup>24</sup>. This included ongoing and updated analysis of the nature and likelihood of armed threats to the programme and included comprehensive mitigation methods. Mitigation included strict adherence to MOSS requirements but expanded this to include GPS mapping of project locations and staff residences. Safe and Secure Approaches in Field Environments (SSAFE) training was also a requirement for all international staff. Project managers tracked security incidents for the Kismayo area and It was reported the stability of these security zones did have a significant impact on timeliness of project activities.

<sup>23</sup> The Curriculum was provided by American Friends Service Committee and amended for context by UNIDO

<sup>24</sup> CSR-Youth Operational Environment: Security and Incident Reporting

## Use of the Media

Standard use of the media was evident on UNIDO and donor websites and with the press publishing articles on the project in Somalia. The project also clearly identified the donor through the use of signboards and placards.

The project also used a more dynamic approach with social media such as YouTube<sup>25</sup> and Twitter to provide visible updates from the field. Media related to particular project activities, training methodologies, milestones and graduation ceremonies and occasionally included responses and tweets from the donor. YouTube tutorials for example in simple blacksmithing were also used as a form of visual based training to supplement more traditional training methods and it was reported by project management that visual tutorials encouraged active technical discussions between trainees.

## 3.6 Impact

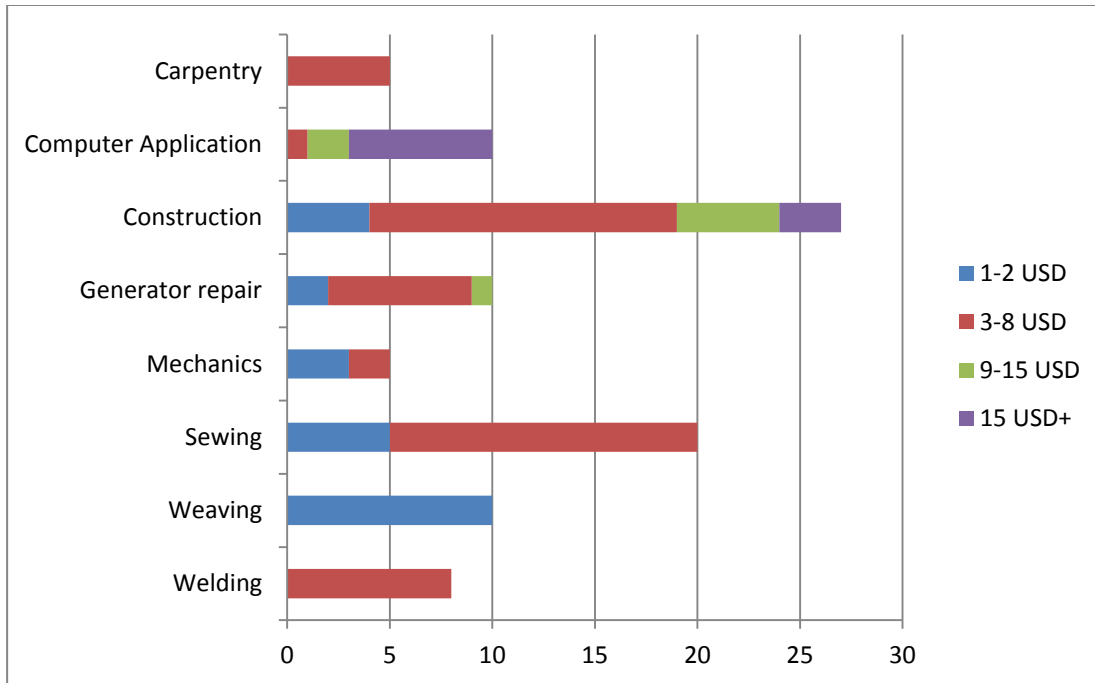
Measuring impact is complicated by the fact the project documents do not qualify or quantify any impact indicators. The project does, however, work clearly within the intervention theory that skills training coupled with life skills and conflict minimisation have a higher likelihood of promoting local social stability. In that sense, CSR-Youth is not being implemented in a vacuum as it draws on relevant previous experience in Somalia and on numerous post-crisis interventions undertaken by UNIDO.

Although relatively small in number, the reported impact on the beneficiaries themselves for both income generation and small group conflict minimisation were very positive. FGD, KII and questionnaires all indicated a growth in income and perceptions that individuals were better able to manage local conflict and better integrate in their communities. The growth in income was widely reported to contribute to broader peace building and stability. Based on the responses from beneficiaries the overall impact of the project is assessed as **highly satisfactory**.

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<sup>25</sup> <https://www.youtube.com/watch?v=b1cQChlRPk>

**Figure 6: Reported daily income increase due to training**



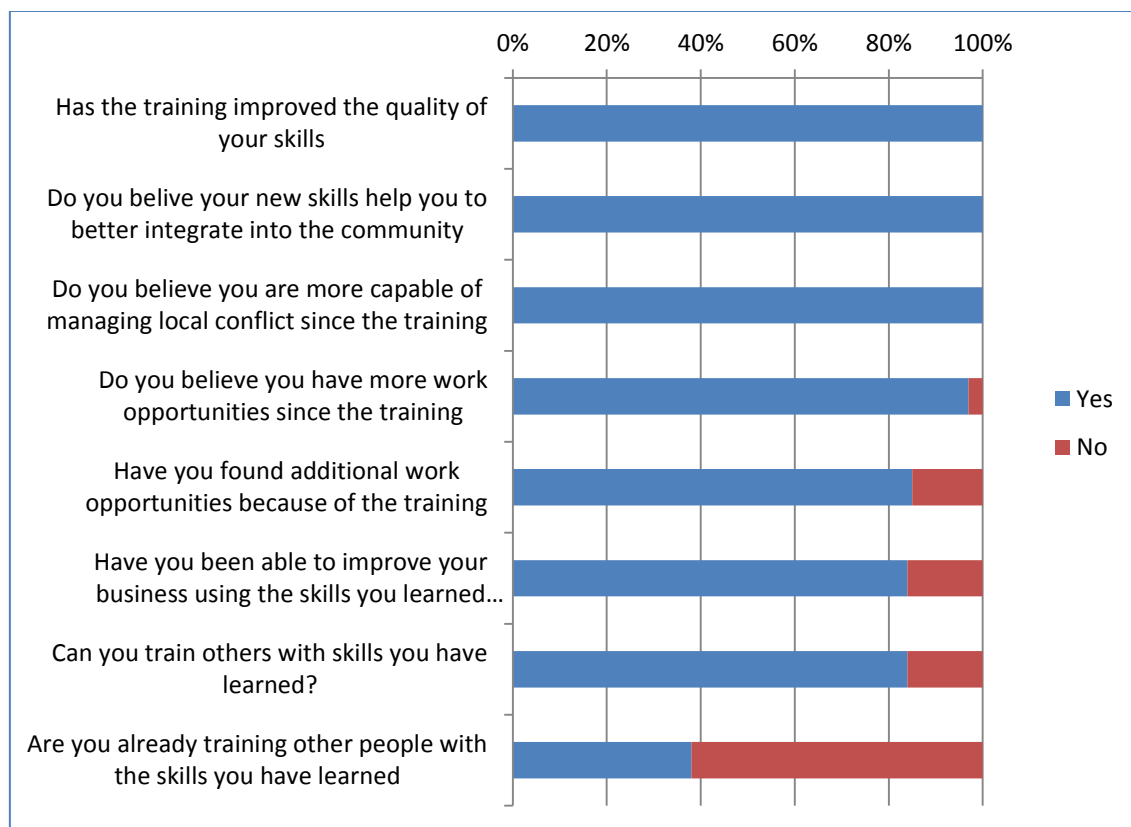
The post training situation indicated very positive results for trainees across all vocational trades. An important unanimous perception reported by respondents was that not only had the training improved the quality of their skills but they also believed they could better integrate into their local community and could better manage local conflict. The significant majority also indicated they had more work opportunities and had already found additional work and had improved their business opportunities (See Figure 7 below).

A key contributing factor to project impact was that individuals of different clans, gender, age and location were now communicating together as the result of joint training. It was reported that individuals trained had more respect from the community and with new skills and income *“were less likely to join a militia and go down the wrong track.”*<sup>26</sup>

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<sup>26</sup> Responses from multiple trainers

**Figure 7: Post training situation (per cent by all courses)**



At the household level impacts appeared equally positive. Selected trainees were often the sole breadwinner in a house of up to 16 people and it was reported by project management that additional income was benefiting up to 2,200 indirect beneficiaries. Additional household income was reportedly spent on food (indirectly promoting food security) housing, healthcare and education.

For the institutions supported, especially the KTI, it was reported that the number of trainees had been increased through the provision of workshop toolkits, the construction of additional training workshops (using trainers and trainees) and improved syllabi. KTI also emphasised the fact that local companies were benefiting from better skilled workers and relationships between the private sector and the vocational training sector were improving.

## 3.7 Crosscutting Issues

### Environmental impact

The project did not consider the potential environmental impacts of its activities. However, with the nature of its skills development and rehabilitation being such small-scale no environmental impacts would be anticipated. Trades selected were not impacting on local natural resources such as wood due to their small scale and other trades such as tanning hides, leatherworking or livestock were not yet a project focus in Kismayo. If activities significantly increased in the number of beneficiaries and 'polluting' trades, mitigation measures should be considered in any future project preparation and implementation.

### Gender

As it is predominately young males who have for example joined Al-Shabaab or undertaken domestic violence the projects theory of intervention initially appears generally sound. However, while gender was considered at the outset of project preparation and specific vocational training courses were implemented for women, it is evaluated that the role of women in peace and stability was underestimated by UNIDO Headquarters and support to a more balanced gender focus could have been provided from the outset. In fact it was the first PSC in Somalia that expressed the desire to see a greater inclusion of females in the training and when the project adjusted its approach.

When looking to counter violence and extremism UNIDO could have considered, for example, that women [in Somalia] do play a role in militant or extremist organisations as *“private roles, like that of wives and mothers, are essential to the success and sustainability of armed groups.”*<sup>27</sup>

From a summary of the project objective which is to *“support development strategies and priorities set by UN and the FRS for livelihoods recovery and improving economic productivity for at-risk youth”*, women also have a significant role to play.

FGD and KII indicated how women are the centre of families in Somalia and in many cases the sole breadwinner. It was also reported that women had limited 'professional/trade' skills and a small investment can go a long way. Project

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<sup>27</sup> pp.11 Key findings *The Journal on Terrorism and Security Analysis* 11<sup>th</sup> Edition: Syracuse University New York Editor-in-Chief Kyle P. Lundin (Spring 2016)

Management, for example, reported that female trainees from sewing training who received toolkits had a very high economic start up success rate.

Most KII and FGD also indicated that while women had a role in the project it should include more skills that are relevant to women. This concurs with findings from UNIDO itself that indicate *“post crisis projects indicated training was often focused on traditionally urban or semi-urban male dominated trades such as construction, wood and metal working, carpentry and masonry”*<sup>28</sup>.

### **3.8 Likelihood of Sustainability of Project Outcomes**

Sustainability is considered as the likely continuation of benefits from the project after major development assistance has been completed. The final evaluation considers both the direct training of beneficiaries and whether the local counterpart organisations can continue to support project type interventions in livelihoods. An integral part of the first two is the sustainable contribution to a reduction in violence and extremism which is considered as the third aspect.

As with multiple previous evaluations of the Japanese funded QIP, the evaluation finds that CSR Youth has realised sustainability for direct beneficiaries with the provision of technical skills for the individual, a sustainable capacity to generate income through the provision of toolkits and an improved sense of self-worth (life skills). Under output 2 of the project it is evaluated that the solid focus on conflict management and the training provided to beneficiaries has also provided substantial value added.

Although the project was designed as a quick impact for the early recovery environment in Kismayo, UNIDO also attempted to encourage sustainability through its ToT activities. It was evident from independent data collected by the final evaluation that trainees were then proceeding to train others in their community as well as share equipment.

At the institutional level one private VTC, KTI has certainly been strengthened and reported their activities were sustainable beyond UNIDO. This is a result of ToT, facilities rehabilitation, construction and syllabus development and the support to develop a business plan. Project management also reported training in business plan development to enable KTI to provide services and productive activities in addition to

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<sup>28</sup> pp.34 Independent Thematic Evaluation UNIDO Post-Crisis Interventions: (UNIDO Vienna, 2015)

their training provision. It is assessed this could support sustainability in the longer run.

KTI did report, however, that without UNIDO or other external assistance significantly lower numbers of beneficiaries could be targeted. It is evaluated that this is where the fundamental issue lies. While most entrepreneurs already trained will continue to utilise their new skills, many of the training activities for **new** beneficiaries cannot continue to develop without continued financial support from development partners or the government.

At the output and outcome level the project appears to have provided some sustainability but there is a limited institutional set up after such a relatively short time. The involvement of the local government was reported as good, but by the last PSC only one member attended as ministries were being dissolved and government counterparts with project experience were being moved elsewhere.

A lack of financial services for trainees and entrepreneurs in the follow-up phase after training, together with inadequate local government (in terms of available revenue) are also likely to provide challenges to the project objective.

It is at the level of the objective and the overambitious project title that sustainability is not ensured. To sustainably counter violence and extremism through skills training and livelihoods support and to meet the objective of contributing to broader development strategies and priorities set by United Nations and the Government of Somalia (which are all broadly predicated on a reduction in violence) sustainability is simply not possible after only one year.

The security environment in Jubaland remains highly volatile and though it is outside the control (but not the scope) of the project a deteriorating security environment could quickly overwhelm any gains made by the project.

It is not evaluated there were significant shortcomings in the project as it was a QIP and there was a significant focus on conflict minimisation and sustainability for individual beneficiaries. However when placed in the necessary context of sustainable development the project is only rated as ***moderately satisfactory***.



**Table 6: Overall Measurement of achievements against the Project Logical Framework**

Narrative summary	Project KPIs Indicators	Means of verification	Independent Evaluation Assessment
<p><b>Objective:</b> Support and contribute to the pursuit of development strategies and priorities set by United Nations and the Government of Somalia for livelihoods recovery and improving economic productivity; through the promotion of various technical assistance initiatives aimed at strengthening income generation, employment creation, and value addition in the country for at-risk youth.</p>	<p># of additional jobs for youth</p>	<p>Government reports</p>	<p><b>Assessed as complete for scope of project.</b> Additional jobs have been provided for youth. Project clearly contributed to PSG 4 of Somali Compact and the UN ISF. However livelihood recovery and value addition remains rudimentary.</p>
<p><b>Outcome 1:</b> The capacity and capability of project linked technical training centres to deliver a wider and more relevant range of training courses is strengthened</p>	<p>Number of functioning training Centres Number of training Courses delivered by project linked centres Change in the technology profile of project linked workshops and enterprises</p>	<p>Annual reports of NGOs Government reports Project Progress reports Training attendance records Periodic sampling Baseline and rapid area appraisal reports</p>	<p>This is an <b>incomplete</b> activity and will need follow up and further support before training centres are sustainable (e.g. KTI)</p>
<p><b>Outcome 2:</b> Improve the livelihoods of approximately 250 youth living in project targeted communities through the provision of market oriented technical and livelihoods skills upgrading</p>			<p><b>100% Complete:</b> 240 Direct beneficiaries (29% women) provided with technical skills that were orientated towards market demand and beneficiaries are generating more income for livelihood needs</p>
<p><b>Output 1:</b> Approximately 4-6 trainers and 250 youth directly benefit from a deepening of their technical, trades, and vocational skills through locally relevant and market-oriented training programmes, and an upgrading of technologies and manufacturing practices</p>	<p>Number of beneficiaries trained with marketable skills Number of start toolkits distributed Number of trainers trained Number of training centres upgraded</p>	<p>Training Reports Project M&amp;E and tracking reports Project progress reports Mid Term and Final reports Periodic sampling End of Activity reports</p>	<p><b>100% Complete:</b> Project exceeded targets for trainers. Market oriented technical skills have been upgraded at a basic level appropriate for reconstruction/sector needs of project location. 117 useful and good quality toolkits distributed</p>
<p><b>Output 2:</b> The capacities of project targeted at risk youth to engage in commercial and peaceful coexistence are strengthened through a dedicated focus on enhancing personal life skills and small-group conflict-minimisation and harm reduction strategies</p>			<p><b>100% complete:</b> Comprehensive and focussed training provided on conflict minimisation, harm reduction and life skills evident and reported as effective</p>

## **4. Issues with regard to the next phase**

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Further projects are already underway or in the final stages of preparation related to CSR-Youth in Jubaland. The evaluation makes general observations about these follow up projects which take into consideration the developments since CSR Youth was prepared. The overall focus of these projects and how they can capitalise on achievements of CSR-Youth as well as particular issues that they are likely to face are also considered.

The GoJ has already funded the project: “*Community Stabilisation through Restoring Livelihoods for at Risk Youth along Key Border Areas between Kenya and Somalia*” The project is operating with a budget of 553,097 and is operating as another QIP being implemented over a period of 12 months since April 2016. A second project is to be implemented in partnership with UN HABITAT in Kismayo and Mogadishu The project: “*Vocational skills training for economic growth in urban areas in South-Central Somalia*” will be for over 15 months with a budget of USD 1,019,642 funded by the Italian Government.

It is possible (and recommended) the projects will develop value chains beyond traditional male urban activities such as construction and carpentry etc. Project proposals outlined that based upon some of the lessons learned under the CSR-Youth project, the inputs provided by youth, and longer term field evidence, the PMU will begin to consider opportunities for youth in other value chains such as agricultural products, livestock, meat products and fisheries. It has been independently evaluated previously under MIPS that adopting an integrated agro-processing value chain with agro machinery, food processing and basic non-farm crafts skills can prove successful. Food processing can also offer particular opportunities for women.

New project documents provide a much clearer focus on gender than was evident with CSR-Youth and project management has indicated how gender needs will be considered during the inception phases of follow up projects. Gender analyses are to be conducted and a specific focus will be on equal gender participation, enrolment, gender sensitive curricula and female trainers.

Traditionally, however, enrolment rates for women are lower<sup>29</sup> and there is often a clear segregation of activities due to cultural constraints. Priority project (and

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<sup>29</sup> Independent Evaluation Indonesia: Realizing minimum living standards for disadvantaged communities through peace building and village based economic development

community needs) are often identified predominately in male associated sectors and it has been evaluated previously that UNIDO itself can have a certain bias towards urban and semi urban development projects and towards male trades<sup>30</sup>. This is not necessarily the most conflict sensitive approach as it is often women who can provide economic stability to households. This is likely to prove an ongoing challenge to the projects and a very proactive role will need to be played to ensure that gender targets are meaningful.

Sustainability will be another key challenge for the projects, especially in light of the short duration of the projects. A positive aspect is that the UN Habitat project will continue to work with individuals and organisations from Kismayo and the current PMU in-country will be retained.

It is expected that the projects will provide sustainability for individuals through the provision of technically high quality relevant training and the provision of toolkits, but sustainability at institutional levels will likely remain a challenge.

It was indicated in project documents that counterpart agencies will provide commitment to sustain the training and program activities in future. However, ongoing financial support is often needed for VTCs until they become developed in the private sector and operate under sustainable business plans. A lack of access to microcredit for up scaling businesses and the presence of weak government structures to support the public and private sector is likely to be a challenge for both VTCs and individual trainees.

It was indicated in this evaluation previously how UNIDO had a limited input into the UNCT in Somalia. However as UNIDO has signed up to the MPTF and will likely become a more active member of the UN programming framework with a physical presence in Mogadishu under following, UNCT member agencies may be able to help with some of the challenges outlined above.

As outlined in the project document funded by the Italian government this could include support to the UNIDO PMU in the selection of professionally suitable candidates, a greater involvement of women, relationships with the government in Mogadishu and provision of agency specific training. It would also potentially provide better opportunity for UNIDO to access resources provided by the MPTF through multi-agency synergies.

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<sup>30</sup> Independent Evaluation Report Somalia: Integration and progress through skills and employment for displaced groups in Somalia

## 5. Conclusions, Recommendations & Lessons Learned

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### 5.1. Main Findings

Overall it is assessed the project has performed very well considering the short timeline and the prevailing security constraints in Somalia. Although there were weaknesses in the project design phase, actual implementation has been effective and efficient under committed management from both Vienna and Kismayo. It is understood by the evaluation that project documents are often prepared in a tight timeframe but available technical departments in UNIDO should avail themselves to assist CTA's in the preparatory phase. Significant documentation is available in Vienna and multiple evaluations of post crisis projects are providing consistent recommendations to this effect.

**Project design and intervention logic** has been evaluated as **moderately satisfactory**. There was some disconnect between the project title and the objectives of the project and SMART measurements were relatively weak. Risk assessments should also be better articulated in the project design phase<sup>31</sup>. There is also an insufficient focus on gender and VCD in initial project frameworks.

The evaluation rating would have been lower had the project been for a longer period; however the project was a QIP and it did build on existing project implementation and UNIDO human resource experience from Somalia. Lessons learned from previous projects in Somalia, one of which was a direct precursor significantly assisted project implementation strategies.

Despite weaknesses in project design (a common finding for QIP evaluations) the evaluation rates **project management** as **highly satisfactory**. This was a determining factor in project efficiency and effectiveness as well. The project produced a number of high quality reports, monitoring and evaluation focussed on impacts for beneficiaries and a process of ongoing self-evaluation was used by the project to adjust methodologies. Considerable work was done to implement the project in a secure manner and UNIDO should learn from the manner in which the project integrated conflict sensitivity at both operational and output levels. National 'government' management was difficult to develop in a sustainable manner during the short project but the level of constraints faced at this level did not hinder delivery.

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<sup>31</sup> It is noted that this is not the case for the follow up project with UN HABITAT

**Relevance** and **ownership** is assessed as **satisfactory** overall. The project had particular relevance to both UN and government frameworks and the principal beneficiaries indicated a high degree of ownership and inclusion in projects outputs. Of particular relevance to value addition was the fact that the project not only provided training but also the means to implement the trainings in the form of toolkits to the most active potential entrepreneurs.

The project was relevant to UNIDO's corporate approach to post-crisis situations and was in line with UNIDO strategic priorities such as ISID. The project was relevant to UNIDO's focus on early recovery and reconstruction efforts and relevance was enhanced from experience implementing multiple projects in Somalia.

The project was of particular relevance to PSG 4 of the Somali Compact and the 2014-2016 UN ISF with their focus on youth employment as a means of promoting broader stability.

Ownership was evident particularly at the level of the beneficiary and at least one VTC (KTI). Ownership from the government was not evident at this early stage in activities predominately due to ongoing political uncertainty and changes within the government itself.

**Efficiency** of the project is evaluated as **highly satisfactory** despite the no cost extension. This is because of the short term nature of the project and the very significant constraints faced from the political and security environment in which the project had to operate. Efficiency was enhanced by the allocation of international staff with specific experience of post-conflict environments.

Procurement was considered from the very outset of the planning phase and sourcing from a single supplier was efficient. There were still delays in the delivery of equipment but these are deemed largely outside the control of the project including poor transfer between shipping agents, irregular shipping routes to Kismayo, and delays caused by logistics and security for Somalia.

Significant in kind contributions added to the efficiency of the project. These included mainly heavy equipment and secure living accommodation provided by other international agencies like UNMAS.

The project is evaluated as **satisfactory** regarding **effectiveness**. At the outcome level the project has met the stated project objective of contributing to livelihoods recovery, improving local economic productivity, income generation and employment creation. Outcomes also met broader development objectives than outlined in the project document with the training of 240 youth generating additional income that

supported wider communities of extended families and provided local services for infrastructure rehabilitation.

At the output level the project achieved its target of training 240 youth in participatory selected technical training and the project also doubled the number of trainers originally planned in the project document. Facilities development also included KTI where five new training workshops were established. Beneficiaries expressed their high satisfaction with the level of training received though in most cases they requested additional advanced training and a wider distribution of toolkits.

Comprehensive socio economic, market and microenterprise assessments better informed the effectiveness of the project and enabled it to move activities out of the secure UN compound to the community in Kismayo. Training capacities built up in the compound were successfully transferred to community based workshops like KTI.

ToT and ToB proved effective and the fact that trainees themselves went onto train others was also a positive result. An effective methodology was also the rehabilitation of community infrastructure as this was both a practical application of training and of benefit to the wider community.

A highly effective output of the project was the training provided for small-group conflict-minimisation and harm reduction strategies. Beneficiaries provided a positive perspective on the effectiveness of conflict minimisation training suggesting it enabled them to better integrate into their communities and helped them implement their technical training.

As a QIP operating in a very insecure political environment VCD has only been delivered at the most primary stage of service delivery and production. However value chain promotion has focused on the essential elements that contribute to the stabilisation of basic needs such as basic household income and food security and there has been an effort to build up the capacity of educational service providers. Of particular importance to value addition was the fact that UNIDO not only provided training but also the means to implement the training in the form of toolkits to the beneficiaries who were or were most likely to become entrepreneurs. The focus of interventions was also strengthened through participatory market needs assessments undertaken during the formative stage of the project.

At the *impact* level it is evaluated the project had *highly satisfactory* results. This positive finding places the project in the context of a difficult security environment, the short duration of the project and the relatively small budget.

Impact was enhanced by coupling skills training with conflict minimisation practice as this has a greater potential impact on community stabilisation. While there were small numbers of beneficiaries their perspective was almost universally positive with respect to impact. Skills development led to a growth in income and an increase in work opportunities. Trainee graduates reported more respect for their community and were reportedly less likely to join local armed groups as a result of the vocational training and improved income generation. Additionally the beneficiaries indicated they felt better able to integrate into their local community and more capable of managing local conflict. It was widely reported that Individuals of different clans, gender, age and location were now positively communicating together.

The project did have some focus on women with specific vocational training and impacts were reported as very positive. Twenty nine per cent of the direct beneficiaries were women and the project achieved its targets (though they were poorly quantified).

To support broader reconciliation and community rehabilitation goals, however, a key finding would be that future projects have greater specific focus on the role of gender in reconstruction activities. Women can contribute very significantly to community stabilisation and household income. Care should be taken to not have a primary focus only on traditional male skills.

**Sustainability** poses more of a challenge to the project and is only **moderately satisfactory** with some shortcomings in the achievement of its objectives. As with impact, the evaluation considered the context of the project. UNIDO did attempt to encourage sustainability through ToT, rehabilitation of KTI with the development of business plans and value addition would seem ensured for direct trainees though ToB..

Funding for the QIP's appears to be consistently supply driven and rapid one year projects while having an effect for individuals cannot really be expected to upscale and institutionalise their approaches without longer timeframes and consistent funding for the same project location. This provides challenges to sustainability.

There is little sustainability at the institutional level at this time and even KTI stressed a need for ongoing support. Individual beneficiaries may face challenges with respect to micro-credit availability and the public and private sectors remain weak. Finally the precarious security situation in Somali remains a paramount obstacle to sustainability.

## 5.2. Recommendations

As per the TOR for the evaluation recommendations relate to overall management arrangements for the Project especially in light of necessary further action in the context of the planned follow-up project phase that will be launched in 2016 funded by Government of Italy. Recommendations are placed in the context of the DAC criteria used to evaluate the Project. Recommendations also reference UNIDO's many previous project and thematic evaluations of post crisis projects.

The evaluation also considers lessons of general interest for the specific post crisis setting in which the CSR-Youth and proposed future projects are operating.

It is noted that some of these recommendations have already been implemented in the follow up phase and it may be too late to incorporate some in the project design. However, ongoing progress reports and self-evaluations will be in a position to consider them. The following recommendations all relate to UNIDO.

### **Project identification and formulation**

1. UNIDO project and thematic post-crisis evaluations consistently refer to weak log frames prepared for QIP projects. At the central level UNIDO senior, technical and evaluation management should provide support and input for project management into project preparation. This should include the development of measurable indicators for project performance and clearly defined quantitative targets. Project Objectives for post-conflict projects should also include specific reference to the broader peace and stabilisation aims.
2. Donors should also accept an appropriate time frame for funding in post-conflict environments. While it is possible to provide sustainable income generation to selected beneficiaries in the short term, longer time frames are needed for the effective development of associated vocational training structures and institutes.
3. More detailed risk assessments should be undertaken for post crisis projects in the formulation stage. This should include assumptions and mitigation measures.
4. Objectives, outcomes and outputs in the preparation of LFs and project documents should be clear and must fully consider risks and potential constraints to the timeliness of delivery.



5. The overall development objective (and in this case project title) must be clearly linked to the projects outcomes and outputs.
6. Gender specific risk assessments are particularly relevant in post crisis scenarios and women must be fully involved in the identification of appropriate activities during the inception and early development of project activities.

### **Coordination and Management**

7. The recommendations of the 2015<sup>32</sup> post crisis thematic evaluation of UNIDO are pertinent to the Somali context. It was recommended that senior management should illustrate full commitment to post crisis approaches advocating longer timeframes for projects. In this regard the organisation should have a strategy for its post-crisis work and related guidelines.
8. It is highly recommended to leverage the experience of current and former CTA's who have operated in Somalia for all planned follow up projects. This is essential to maintain efficiency, effectiveness and best practice in conflict minimisation methodologies.
9. UNIDO needs a more formal representative presence in Somalia as it has been implementing projects there since 2010. UNIDO has signed up to be a full partner with the MPTF and will likely establish a more formal presence with the UNCT under future phases of project activities in Mogadishu. This will potentially allow greater access to longer term funds, synergies with sector relevant agencies and will help generate further awareness of UNIDO's project work in Somalia. Senior UNIDO management should commit to travel to Somalia to assist the project CTA(s) in this respect.

### **Efficiency**

10. Integrate procurement planning into the design stage of project formulation and where possible procure almost at the outset of the project.

### **Effectiveness**

11. Use follow up projects to provide more advanced training and equipment to beneficiaries of CSR Youth.

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<sup>32</sup> Pp. 36 Independent Thematic Evaluation UNIDO's Post-Crisis Interventions (UNIDO 2015)

12. Provide further support to KTI, especially in the development and follow up implementation for business plans under follow up projects. This will also assist local sustainability.
13. Follow up projects should continue to develop the best practice model for operational risk management as implemented by CSR Youth.

### **Impact and Sustainability**

14. To properly consider impact follow up projects must include measurements for indirect beneficiaries. CSR-Youth had indirect impact on food security health housing and education for a considerable number of household members.
15. The development of clear exit and sustainability strategies. For ISID to be sustainable it is recommended that follow up projects work with the UNCT, central government and the Jubaland Administration to consider how to upscale project interventions. This could include for example the development of vocational training policies and further leverage of the private sector.

## **5.3. Lessons Learned**

1. UNIDO has the capacity to implement projects at the very earliest post crisis stages in an effective conflict sensitive manner. A strong focus on security aspects are an indicator of the importance ascribed to community stabilisation, harm reduction and youth integration all essential to a conflict sensitive approach in post conflict projects.
2. UNIDO's approach of focussing on practical income generation and equitable training across clans can lead to conflict reduction as training and subsequent trading has the potential to transcend clan divisions.
3. An emphasis on local (decentralised) procurement of goods constitutes a best practice for UN programmes in crisis contexts, as the approach is more
  - a. Relevant by supporting local enterprises),
  - b. Efficient as total UNIDO procurement timelines and endorsement mechanisms can act as a break on project activities, and
  - c. Effective by supporting local economic recovery through a greater engagement of aid resources with the local economy.

## Annex A: Project Logical Framework

Intervention Logic	Indicators	Means of Verification	Assumptions/Risks
Project Objective: Support and contribute to the pursuit of development strategies and priorities set by United Nations and the Government of Somalia for livelihoods recovery and improving economic productivity; through the promotion of various technical assistance initiatives aimed at strengthening income generation, employment creation, and value addition in the country for at-risk youth.	Number of new jobs	Government Reports•	Government of Somalia's commitment to supporting livelihoods strategies remains strong Improved security
<b>Outcomes</b>			
<p><b>Outcome 1:</b> The capacity and capability of project linked technical training centres to deliver a wider and more relevant range of training courses is strengthened;</p> <p><b>Outcome2:</b> Improve the livelihoods of approximately 250 youth living in project targeted communities through the provision of market-oriented technical and livelihoods skills upgrading.</p>	<p>Number of function training centres</p> <p>Number of training courses delivered by project linked centres</p> <p>Change in the technology profile of project linked workshops and enterprises</p>	<p>Annual Reports of NGOs</p> <p>Government Reports</p> <p>Project Progress Reports</p> <p>Training Attendance Records</p> <p>Periodic sampling</p> <p>Baseline and Rapid Area Appraisal Reports</p>	<p>Government of Somalia's commitment to supporting livelihoods strategies remains strong</p> <p>Sectarian violence and instability</p> <p>NGOs do not collapse due to internal struggles</p> <p>Clan disagreements prevent the timely unfolding of project activities;</p> <p>Geo-political risks: Unknown</p>
<b>Outputs</b>			
<p><b>Output 1:</b> Approximately 4-6 trainers and 250 youth directly benefit from a deepening of their technical, trades, and vocational skills through locally relevant and market-oriented training programmes, and an upgrading of technologies and manufacturing practices;</p> <p><b>Output 2:</b> The capacities of project targeted beneficiary groups and households to engage in commercial and peaceful coexistence are strengthened through a dedicated focus on enhancing personal and small-group conflict- minimisation and harm reduction strategies.</p>	<p>Number of beneficiaries trained with marketable skills</p> <p>Number of start toolkits distributed</p> <p>Number of trainers trained</p> <p>Number of training centres up-graded</p>	<p>Training reports</p> <p>Project M&amp;E and Tracking Reports</p> <p>Project Progress Reports</p> <p>Mid-Term and Final Reports</p> <p>Periodic sampling</p> <p>End of Activity Reports</p>	<p>Government of Somalia remains committed to supporting UN livelihoods strategies</p> <p>Political violence and instability</p> <p>NGOs do not collapse due to internal struggles</p> <p>Clan disagreements prevent the timely unfolding of project activities;</p>

## Annex B: List of individuals interviewed

Name	Job title/Position in company/organisation	Name of company/ Organisation
<b>Vienna</b>		
Javier Guarnizo	Chief Independent Evaluation Division	UNIDO Vienna
Ivan Kral	Programme Manager, CSR II Industrial Development Officer, Agri-Business Development Branch	UNIDO Vienna
Jonathon Eischen	Chief technical Advisor CSR-Youth	UNIDO Vienna/ Somalia
Aymen Ahmed	Procurement Services Unit	UNIDO Vienna
Aurelia Bellamoli	Chief, Agro Industries Technology Unit	UNIDO Vienna
Sean Patterson	CTA South Africa	UNIDO South Africa (Formerly Somalia)
Yuki Yoshida	Economic Advisor	UNIDO/Embassy of Japan to Somalia
Doep Du Plessis	Former Camp Manager Kismayo	UNMAS
Phillip Kogelman	Former Project Assistant CSR Youth	UNIDO Vienna
<b>Kismayo</b>		
Abdisalam Abdullahi	CSR-Youth Field Coordinator	UNIDO Somalia
Abdukadir Mohamed	PSC Member	Former Airport Manager Kismayo
Hassan Adbi Hassan	Director	Kismayo Technical Institute
Abdi Ibrahim Bare	Deputy Mayor and Director of Social Affairs	Kismayo
Mohamed Taqal	Jubaland Youth Chairman	Ministry of Youth and Sports
Gelle Mohamud Adan	Ministry of Agriculture	(Formerly Deputy Minister of Transport)
<b>Direct Beneficiaries</b>		
Abdifatah Ali Farah	Jubaland Youth and Development organisation	Trainer in Conflict Minimisation
Ali Suwer Maalim		Construction Trainer
Abuu Abdkadir Abdikadir		Blacksmith Trainer
Suleiman Ali Baba		Welding Trainer
Hassan Muhidin Roble		Mechanics Trainer
Bolo Mohamed	Awale Women Group	Sewing Trainer

## Participants involved in FGD's and Questionnaires

Vocational Training Course	Number and Gender of Participants
Carpentry	5 Males
Computer Application	5 Females and 5 Males
Construction	28 Males
Generator Repair	10 Males
Mechanics	10 Males
Sewing	20 Females
Weaving	10 Females
Welding	8 Males

# Annex C: Questionnaire

ONLY ANSWER QUESTIONS THAT ARE RELEVANT TO YOU	
Information about You	
1. How old are you?	
2. Are you male or female?	Male <input type="checkbox"/> Female <input type="checkbox"/>
3. What is your place of origin?	
4. Where do you live now?	
5. Level of education	<input type="checkbox"/> No formal education <input type="checkbox"/> Alternate Education (Qur'anic) <input type="checkbox"/> Formal Primary School Education (6-14) <input type="checkbox"/> Formal Secondary Education (15-18 years) <input type="checkbox"/> Formal Tertiary Education (University)
6. Are you a Trainer or a Trainee	
About Your Situation before the UNIDO Training	
7. Did you receive any other vocational training before the UNIDO Training?	Yes <input type="checkbox"/> No <input type="checkbox"/>
8. What was your job before the UNIDO training?	Farmer <input type="checkbox"/> Self-employed business <input type="checkbox"/> Government <input type="checkbox"/> Casual/Daily Labourer <input type="checkbox"/> No job <input type="checkbox"/>
9. What was your occupation/job?	

<b>About Your Experience with the Training</b>			
10. Where did you take your training?			
UNIDO Training Workshop, Kismayo	<input type="checkbox"/>	Kismayo Technical Trainers College	<input type="checkbox"/>
UN Compound	<input type="checkbox"/>		
Nairobi, Kenya	<input type="checkbox"/>		
11. .How many days was your training?			
12. Why did you want to take the training?			
13. Please name the course that you took and indicate how satisfied you are with the overall training	Very Satisfied	Satisfied	Not Satisfied
Course:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. How would you rate the trainers ability to teach you?	Very Good	<input type="checkbox"/>	
	Good	<input type="checkbox"/>	
	Not Good	<input type="checkbox"/>	
<b>About Your Situation after the Training</b>			
15. Has the training improved the quality of your skills?	Yes	<input type="checkbox"/>	No <input type="checkbox"/>
16. Do you believe your new skills help you integrate better in your local community?	Yes	<input type="checkbox"/>	
	No	<input type="checkbox"/>	
	Don't Know	<input type="checkbox"/>	
17. Do you believe you have more work opportunities since the training?	Yes	<input type="checkbox"/>	No <input type="checkbox"/>
18. Have you found additional employment using the skills you learned during the training?	Yes	<input type="checkbox"/>	No <input type="checkbox"/>
19. Do you think you can train other people with the skills you have learned	Yes	<input type="checkbox"/>	No <input type="checkbox"/>
20. Are you already training other people with the skills you have learned	Yes	<input type="checkbox"/>	No <input type="checkbox"/>

21. Have you been able to improve your business using the skills you learned during the training?	Yes <input type="checkbox"/> No <input type="checkbox"/>
22. Did you receive tools from UNIDO?	Yes <input type="checkbox"/> No <input type="checkbox"/>
23. If yes what tools	
24. If you received a tool kit, what do you think of the quality of the toolkit?	Good quality <input type="checkbox"/> Medium quality <input type="checkbox"/> Poor quality <input type="checkbox"/>
25. Do you still have these tools	Yes <input type="checkbox"/> No <input type="checkbox"/>
26. If you answered No Explain	
27. Do you share your tools with other people	Yes <input type="checkbox"/> No <input type="checkbox"/>
28. How much did your income increase specifically because of the toolkits issued?	<input type="checkbox"/> 0 USD <input type="checkbox"/> about 1 dollars <input type="checkbox"/> 1 to 2 dollars <input type="checkbox"/> 3 to 8 dollars <input type="checkbox"/> 9-15 Dollars <input type="checkbox"/> More than 15 Dollars
29. If you received a toolkit how useful do you think the toolkit is to your current job?	Essential <input type="checkbox"/> Very useful <input type="checkbox"/> Partially useful <input type="checkbox"/> Not useful at all <input type="checkbox"/>
30. Did your income increase specifically because of the training you received	Yes <input type="checkbox"/> No <input type="checkbox"/>



31. If yes, by about how much more per day?	<input type="checkbox"/> 0 USD <input type="checkbox"/> about 1 dollars <input type="checkbox"/> 1 to 2 dollars <input type="checkbox"/> 3 to 8 dollars <input type="checkbox"/> 9-15 Dollars <input type="checkbox"/> More than 15 Dollars
32. Did you participate in any Training on Conflict Minimisation?	Yes <input type="checkbox"/> No <input type="checkbox"/>
33. Do you believe you are more capable of managing local conflict since the training	Yes <input type="checkbox"/> No <input type="checkbox"/> Don't Know <input type="checkbox"/>
34. How effective do you believe the Training you received in conflict Minimisation was in reducing your personal risks	Essential <input type="checkbox"/> Greatly Useful <input type="checkbox"/> A Little Useful <input type="checkbox"/> Not essential at all <input type="checkbox"/>

# Annex D: Guidelines for KII and FGD

## Guideline for KII with Govt. Partners /Stakeholders and Trainers

Generic questions have been designed that can be asked across multiple sectors and stakeholders. This makes comparison of qualitative data easier. It will be necessary to commence meetings with a brief introduction about the project. Not all stakeholders may have or know the answers for all questions.

1. How relevant is the Project considering the overall Needs of Somalia? **(Relevance)**.
2. In what ways does the project address the most important needs of the beneficiaries? **(Relevance)**.
3. Do you believe the Project is contributing to local recovery and peace building? **(Objectives)**
4. How is the project changing livelihoods of the direct beneficiaries? **(Impact/Effectiveness)**
5. Are there ways the project could do things better/ more efficiently? **(Efficiency)**
6. Have you noticed an increase in the quality of goods and products from the project **(Effectiveness)**
7. Were the specific needs of women considered throughout the project **(crosscutting issues)**
8. Have there been any negative impacts associated with the project? **(unintended consequences)**
9. Do you believe the training and skills provided by the project are sustainable beyond UNIDOs help? **(Sustainability)**
10. How active are other agencies such as Other NGO's/UN, Government and the private sector in supporting the project? **(Ownership)**
11. What are the most successful aspects of the project? **(Relevance/Effectiveness/Impact)**. *(This can be at the individual level/ the family level/ clan or wider country)*
12. What are the not so successful aspects of the project? **(Relevance/Effectiveness/Impact)** *(This can be at the individual level/ the family level/ clan or wider country)*
13. What lessons were learned and what recommendations could come out of the experience of the project **(lessons learned)**

## **Guideline for FGD with Direct Beneficiaries (Project Youth)**

It will be necessary to commence meetings with a brief introduction about the project. It is also important not to raise expectations and to explain to people this is only an independent evaluation (not a donor meeting of any kind)

An FGD will be held with each training group and it is important to try and get equal representation from Women. The FGD Guideline is only an outline of questions to be asked and participants should be encouraged to speak openly.

At the broadest level we are trying to ascertain how **relevant, efficient** (is it on time and what they need?), and **effective** the project is. We also need to find out if the project has had an **impact** (particularly on their livelihoods/Income and peace building). Finally we want to know if the project outputs (e.g training) are **sustainable** beyond UNIDO.

1. Is the project meeting your most important needs?
2. Has the project improved your technical and or personal skills? If so what ones and how?
3. Are there certain areas where you feel the project could help you more?
4. Do you believe you can continue your activities once the project finishes?
5. Do you believe the project has helped you to make more money? If so how?
6. Are women in the community playing an active role in the project? If so how? (To be asked of both men and women)
7. Do you believe the project might help to reduce your personal or family /risks
8. What do think about the toolkits you were given?
9. If a similar project happened would you make any recommendations for how it should be done differently?
10. If you had not received a daily incentive to attend the course, would you have still attended?

# **Annex E: Project Evaluation Terms of Reference**

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

## **Terms of Reference**

### **Independent Evaluation of UNIDO Project:**

Countering Violence and Extremism through Skills Training and Livelihoods  
Support for At-Risk Youth in Kismayo

UNIDO Project Number: 140231  
Period covered: April 2015 – July 2016

March 2016

## Countering Violence an Extremism through Skills Training and Livelihoods Support for At-Risk Youth in Kismayo

<b>Project Country</b>	: Somalia :Government
<b>Donor</b>	of Japan
<b>Executing Agency</b>	: The United Nations Industrial Development Organization (UNIDO)
<b>Counterparts/ Partners</b>	: Ministry of Transportation and Ministry of Social Affairs

### I. BACKGROUND

Stability and development in Somalia are critical to achieving the strategic priorities that have been agreed upon between Somalia's government and the international community. Al-Shabaab and local militia continue to carry out violent activities aimed at de-stabilizing international and national government efforts to move out of its 'fragile state' status. To support this transition, it is essential that current stability operations in the country are accompanied by complimentary efforts aimed at promoting economic development, employment creation, and community reconciliation.

Youth constitute 70% of the population of Somalia and face staggering challenges to finding long-term employment and a stable income stream. Although Kismayo is the main economic, commercial, and agricultural hub in southern Somalia, youth do not have opportunity for obtaining marketable skills to enter labor and commercial product markets.

UNIDOs Community Stabilization and Reconciliation: Countering Violence and Extremism through Skills Training and Livelihoods Support for At-Risk Youth in Kismayo (hereafter referred to as 'CSR II') builds upon the achievements of UNIDOs CSR I (TF/SOM/14/008), MIPS (TF/SOM/11/001) and SERIES (TF/SOM12/001) projects; all funded by Japan. The design of CSR II also reflects key findings of the Independent Evaluation (IE) of the MIPS and SERIES projects and initial experiences on the ground during operationalization of CSR I. The IEs confirmed the relevance of UNIDOs Quick Impact (QI) approach which integrates technical assistance, livelihoods recovery, and human security goals/objectives.

#### Project description

There is a serious risk of at risk youth becoming engaged in violence and conflict as a tool to address youth disenfranchisement. Armed Opposition Groups (AOG) such as Al- Shabaab leverage the alienation felt by youth and channel it towards undermining recent gains made by the national government, the international community, and AMISOM peace support operations. As a result, youth are continually at risk to be induced into armed conflict as the only means for income generation.

Simultaneously, those previously engaged or at risk to engage in armed activity with low skill levels must be given the opportunity to reintegrate into the community. Young women face considerable gender barriers to access the formal labour market and find opportunities for improving the quality of life. Central to these efforts will be providing real world economic and employment/revenue- enhancing opportunities to marginalized and at-risk youth to participate in the community

There is a small window of opportunity to provide alternative livelihoods and life skills to empower youth to contribute positively to their community following return of Kismayo to government control. The risk of disenfranchisement of youth and turn to both political and terrorist violence remains high. Recent military gains against radical armed opposition groups, and a growing commitment on the part the Somali Federal Government authorities to set and pursue tangible development priorities has led to a sharp increase in the demand for technical

assistance and community stabilization interventions in southern Somalia for the youth population.

UNIDO's approach stems from a 2013 report entitled "Examining the Links between Youth Economic Opportunity, Civic Engagement and Conflict." Mercy Corps found when vocational skills training programs integrated conflict resolution and life skills into the curriculum, the result was not only an increase in income generation and reduction in poverty, but also a reduction in participation in violence.

The technical, vocational, and livelihoods support integrated with life skills provided by CSR Youth project interventions is designed as a powerful counter-balance to terrorist ideological framework currently targeting youth in and around Kismayo.

CSR Youth is designed to ensure the achievement of the following expected outcomes and two main outputs:

### **Expected outcomes**

1. The capacity and capability of project linked technical training centres to deliver a wider and more relevant range of training courses is strengthened;
2. Improve the livelihoods of approximately 250 youth living in project targeted communities through the provision of market-oriented technical and livelihoods skills upgrading.

### **Output 1:**

4-6 trainers and 250 youth directly benefit from a deepening of their technical, trades, and vocational skills through locally relevant and market -oriented training programmes, and an upgrading of technologies and manufacturing practices

### **Output 2:**

The capacities of project targeted at risk youth to engage in commercial and peaceful coexistence are strengthened through a dedicated focus on enhancing personal life skills and small-group conflict-minimization and harm reduction strategies.

### **Budget Information**

Project Total	USD 929,204
Support Cost (13%)	USD 120,796
Grand Total	<b>USD 1,050,000</b>

## **II. EVALUATION PURPOSE**

The purpose of the evaluation:

The main objective of the thematic evaluation is to contribute to UNIDO's institutional learning in short-term, post-crisis interventions, and is expected to contribute to:

- a. Learning lessons in Kismayo with a forward looking approach that can feed into future UNIDO cooperation with the local and central Government and next projects in Kismayo; and

b. Feeding into the wider thematic evaluation that seeks lessons and recommendations on UNIDO's post-conflict/early recovery interventions.

The evaluation exercise will therefore help UNIDO shape its overall strategy in post-crisis settings, and to further identify UNIDO's specific role and added value in supporting crisis-affected countries make the transition from humanitarian assistance to early recovery, reconstruction, and sustainable development.

The report will therefore be of interest to concerned UNIDO staff at HQ and the field, as well as UNIDO's Somali and Japanese counterparts.

In order to meet tight deadlines before the project's formal closure, the evaluation must be launched as the earliest opportunity in June and completed by 31 July 2016.

The stakeholders will be consulted in Vienna and in the field as part of the evaluation exercise, and their comments and feedback will be sought as part of the report finalization process.

The evaluation will take full account of an earlier thematic evaluation of UNIDO's post-crisis interventions completed in 2010.

Due to security requirements for UN personnel in Somalia, the evaluation must include a briefing session by the UN Security Coordinator in Nairobi or in Kismayo prior to travel to Kismayo, and will also include a visit to UNDSS security briefings in Kismayo.

### **III. SCOPE AND METHODOLOGY OF THE EVALUATION**

The evaluation will be carried out in accordance to agreed evaluation standards and requirements. More specifically, it will fully respect the principles laid down in the "UN Norms and Standards for Evaluation" and Evaluation Policies of UNIDO.<sup>1</sup>

The evaluation shall determine as systematically and objectively as possible the relevance, efficiency, effectiveness, achievements (outputs, prospects for achieving expected outcomes and impact) and despite being a quick impact funding scheme and framework – the sustainability of the project. To this end, the evaluation will assess the achievements of the project against its key objectives, as set out in the project document and the inception report, including a review of the relevance of the objectives and of the design. It will also identify factors that have facilitated or impeded the achievement of planned objectives.

The evaluation will be carried out through analysis of various sources of information, including desk analysis, survey data, and interviews with counterparts, beneficiaries, partners agencies, donor representatives, programme managers and through the cross validation of data.

The consultants will be expected to visit the project sites and to conduct interview with various stakeholders in the field before the end of July 2016. The key project sites to visit are based in Kismayo, specifically, the Kismayo International Airport.

While maintaining independence, the evaluation will be carried out based on a participatory approach, which seeks the views and assessments of all relevant and involved parties.

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<sup>1</sup> All documents are available on the website of UN Evaluation Group: <http://www.uneval.org/>

## **IV. EVALUATION QUESTIONS**

The evaluation consultants will be expected to prepare a more targeted and specific set of questions and to design related survey questionnaires as part of the Inception Report and in line with the above evaluation purpose and focused descriptions.

This terminal evaluation will address the following issues:

### **Project identification and formulation**

- The extent to which a participatory project identification process was applied in selecting problem areas and counterparts requiring support;
- Relevance of the project to development priorities and beneficiary needs in the project area;
- Clarity and realism of the project's development and immediate objectives, including specification of targets and identification of beneficiaries.
- Clarity and logical consistency between inputs, activities, outputs and progress towards achievement of objectives (quality, quantity and time-frame);
- Realism and clarity in the specification of prior obligations and prerequisites (assumptions and risks);
- Realism and clarity of external institutional relationships, and in the managerial and institutional framework for implementation and the work plan; and
- Likely cost-effectiveness of the project design.

### **Project ownership**

- Relevance of the project to the country's and region's early recovery and development priorities, strategies, policies, programmes and needs;
- The extent to which the project was formulated with the participation of national counterpart and/or target beneficiaries;
- The extent to which counterparts have been appropriately involved and have been participating in the identification of their critical problem areas, in the development of technical cooperation strategies and in the implementation of the project approach;
- Despite being considered a quick impact intervention within the framework of the Japan Supplementary Budget funding mechanism, to what extent to which ownership of project's results / contributions has been transferred to relevant national counterparts for future sustainability.

### **Efficiency of Implementation**

Efficiency and adequacy of project implementation including:

- Availability of funds as compared to the provisional budget (donor and national contribution);



- The quality and timeliness of inputs delivered by UNIDO (expertise, training, equipment, methodologies, etc.) as compared to the work plan(s);
- Managerial and work efficiency;
- Implementation challenges and difficulties
- Adequacy of monitoring and reporting;
- The extent of national support and commitment and the quality and quantity of administrative and technical support by UNIDO.

### **Effectiveness and Project Results**

- Full and systematic assessment of outputs produced to date (quantity and quality as compared with work plan and progress towards achieving the immediate objectives);
- Quality of outputs produced and how target beneficiaries use these outputs, with particular attention possibility of replication; and
- Outcomes, which have occurred or which are likely to happen through utilization of outputs.
- The evaluation will also assess the contribution of the project to enhancing local recovery and peace building efforts in targeted regions.

### **Prospects to achieve expected outcomes, impact and sustainability**

Prospects to achieve expected outcomes and impact and prospects for sustaining the project's results by beneficiaries and host institutions after termination of the project, and identification of developmental changes (economic, environmental, social) that are likely to occur as a result of the intervention, and how far they are sustainable.

### **Gender and women empowerment**

Assessment of the extent to which the gender aspects were mainstreamed and considered during the project lifecycle (design, implementation, monitoring and reporting)

### **Recommendations for the next phase**

It is expected that the report's recommendations would also cover pertinent issues such as management arrangements, procurement and financial procedures, timeliness of interventions, selection of beneficiaries, and prospects for sustainability in a crisis context.

Based on the above analysis the evaluation team will draw specific conclusions and make proposals for any necessary further action by the Government and/or UNIDO to safeguard a transition to sustainable development in the context of planned follow-up project phase that will be launched in 2016 funded by Government of Italy.

The mission will draw attention to any lessons of general interest in post-crisis settings, and in relation to the design and orientation of the aforementioned, planned thematic evaluation.

## **Specific considerations**

Due to strong time constraints for this exercise and poor security in the project area, the evaluators will concentrate on the core issues of interest rather than details of activities, and will receive proactive support from the project management team (UNIDO HQ and field) and the Evaluation Division (HQ) throughout the exercise. This will ensure that all key substantive issues will be identified in a participative manner at the start of the exercise (mission to Vienna), that the project management team will provide solid logistical and administrative support for the field mission expected during end of June.

The evaluators will use a mix of document reviews, interviews, field visits and any local surveys needed for verifying relevant facts. The approach will be a forward looking one with a close eye on the thematic evaluation.

## **V. EVALUATION TEAM**

The evaluation team will include:

1. One Senior International Evaluation Consultant with extensive experience in conducting evaluations to design, supervise, guide the evaluation and formulate the evaluation report and related documents and with relevant experience in Somalia;
2. One National Evaluation Consultant with extensive experience in conducting evaluations to conduct field surveys and assessments, assist the Senior International Evaluation Consultant in field activities as well as preparation of the final report.

The evaluation team must have the necessary technical competence and experience to assess the quality of technical assistance provided to project counterparts/beneficiaries.

The Senior International Evaluation Consultant will be responsible for elaboration of an evaluation strategy, including the design of field surveys and elaboration of questionnaires; guiding the national evaluator for his/her field work; analysis of survey results; gathering of complementary information from project staff, collaborators and stakeholders through the relevant means; and preparing PowerPoint presentation of conclusions and recommendations as well as a final evaluation report.

The National Evaluation Consultant will be responsible for carrying out the field surveys (under the guidance of the Senior International Evaluation Consultant). The field surveys will provide foundation for the evaluation and must therefore be executed in line with the highest standards of professionalism and impartiality. She/He will also provide the required translation during field interviews.

All consultants will be contracted by UNIDO. The tasks of the consultants are specified in their respective job descriptions, attached to this ToR as Annex 2.

The functions, competencies and skills as described in the respective Job Descriptions may be distributed among several persons in the evaluation team. Team members may be located in different countries but an effective coordination mechanism will have to be demonstrated. Evaluation team members must be independent and not have been involved in the formulation or, implementation of the project.

The UNIDO Independent Evaluation Division will be responsible for the quality control of the evaluation process and report. They will provide inputs regarding findings,

lessons learned and recommendations from other evaluations, ensuring that the evaluation report is in compliance with established evaluation norms and standards and useful for organizational learning of all parties.

The project office in Kismayo will logistically and administratively support the evaluation team to the extent possible. However, it should be understood that the evaluation team is responsible for its own arrangements for transport, lodging, security etc.

## **VI. EVALUATION SCHEDULE AND MAIN TASKS**

The final evaluation is scheduled to take place end of June or July 2016, including field visit to Kismayo, Somalia. At the end of the field mission, there will be a presentation of preliminary findings by the international and / or national evaluation consultant to stakeholders involved in this project in Somalia.

After the field mission, the evaluation team leader will come to UNIDO HQ for debriefing and a presentation of the preliminary findings for all stakeholders involved in this project.

The draft final evaluation report will be submitted one week after the end of the mission. After quality review of the draft evaluation report by UNIDO Independent Evaluation Division and the Project Manager, the evaluation team should deliver the final evaluation report.

## **VII. CONSULTATIONS AND LIAISON**

A proposed list of Government officials, private sector representatives and other relevant individuals will be provided by the Project Manager to the evaluation team.

The evaluation team will maintain close liaison with the representatives of UNIDO, other UN agencies as well as with the concerned national agencies and with national and international project staff. The evaluation team is free to discuss with the authorities concerned anything relevant to its assignment. However, it is not authorized to make any commitments on behalf of the Government, the donor or UNIDO.

## **VII. LANGUAGE REQUIREMENTS**

Local interviews and surveys can be conducted in Somali or English in presence of national independent translator. Telephone interviews may be conducted in English (by the Senior International Evaluation Consultant). All data and interview reports must be translated into English. Performing a linguistic quality control of all interview reports is part of the scope of contract. The evaluation report must be delivered in English.

## **IX. DELIVERABLES AND REPORTING**

The main documents to be delivered by the evaluation team are:

1. Inception report
2. Draft evaluation report (English)
3. Final evaluation report (English)
4. PowerPoint presentation debriefing on the process, findings, and recommendations (English)

The reporting language will be English. The executive summary, recommendations and

lessons learned shall be an important part of the presentations to be prepared for debriefing sessions in Kismayo and Vienna.

Draft reports submitted to UNIDO Independent Evaluation Division are shared with the corresponding Project Managers for initial review and consultation. They may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions. The consultation also seeks agreement on the findings and recommendations. The evaluators will take the comments into consideration in preparing the final version of the report.

The evaluation will be subject to quality assessments by UNIDO Independent Evaluation Division. These apply evaluation quality assessment criteria and are used as a tool for providing structured feedback. The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality (see Annex 4).

## **Annex 1: Table of contents for the evaluation report**

### **Template of in-depth evaluation reports**

#### **I. Executive summary**

Must be self-explanatory  
Not more than five pages focusing on the most important findings and recommendations  
Overview showing strengths and weaknesses of the project

#### **II. Introduction**

Information on the evaluation: why, when, by whom, etc.  
Information sources and availability of information  
Methodological remarks and validity of the findings  
Project summary (“fact sheet”, including project structure, objectives, donors, counterparts, timing, cost, etc)

#### **III. Country and project context**

This chapter provides evidence for the assessment under chapter IV (in particular relevance and sustainability):

Brief description including history and previous cooperation  
Project specific framework conditions; situation of the country; major changes over project duration  
Positioning of the project (other initiatives of government, other donors, private sector, etc.)  
Counterpart organization(s); (changes in the) situation of the relevant institutions and counterparts in terms of mandate, scope of cooperation, etc.

#### **IV. Project Planning**

This chapter describes the planning process as far as relevant to the assessment under chapter IV:

Project identification (stakeholder involvement, needs of target groups analysed, depth of analysis, etc.)  
Project formulation (stakeholder involvement, quality of project document, coherence of intervention logic, etc.)  
Description of the underlying intervention theory (causal chain: inputs-activities-outputs-outcomes)  
Funds mobilization

#### **V. Project Implementation**

This chapter describes what has been done and provides evidence for the assessment under chapter IV:

Financial implementation (overview of expenditures, changes in approach reflected by budget revisions, etc.)  
Management (in particular monitoring, self assessment, adaptation to changed circumstances, etc.)  
Outputs (inputs used and activities carried out to produce project outputs)  
Outcome, impact (what changes at the level of target groups could be observed, refer to outcome indicators in project document if any)  
Types of collaboration that took place with different counterparts and stakeholders

#### **VI. Assessment**

The assessment is based on the analysis carried out in chapter II, III and IV. It

assesses the underlying intervention theory (causal chain: inputs- activities-outputs-outcomes). Did it prove to be plausible and realistic? Has it changed during implementation? This chapter includes the following aspects:

Relevance (evolution of relevance over time: relevance to UNIDO, Government, counterparts, target groups)

Ownership

Efficiency (quality of management, quality of inputs, were outputs produced as planned?, were synergies with other initiatives sufficiently exploited? Did UNIDO draw on relevant in-house and external expertise? Was management results oriented? was the planning process flexible to accommodate country based changes?)

Effectiveness and impact (assessment of outcomes and impact, reaching target groups)

Sustainability

If applicable: overview table showing performance by outcomes/outputs

## **VII. Issues with regard to a possible next phase**

Assessment, in the light of the evaluation, of proposals put forward for a possible next phase

Recommendations on how to proceed under a possible next phase, overall focus, outputs, activities, budgets, etc.

Recommendations on how to capitalize on the achieved result and possibility of replication for broader benefit / impact

## **VIII. Recommendations**

Recommendations must be based on evaluation findings

The implementation of the recommendations must be verifiable (indicate means of verification)

Recommendations must be actionable; addressed to a specific officer, group or entity who can act on it; have a proposed timeline for implementation

Recommendations should be structured by addressees: UNIDO/ Government and/or Counterpart Organizations/Donor

## **IX. Lessons learned**

Lessons learned must be of wider applicability beyond the evaluated project but must be based on findings and conclusions of the evaluation

## **Annex 2: ToRs - Job Descriptions**



### **UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION**

#### **TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)**

#### **Independent Evaluation of the UNIDO Projects**

“Countering Violence and Extremism through Skills Training and Livelihoods Support for At-Risk Youth in Kismayo”

#### **Project No: 140231**

<b>Title:</b>	<b>Senior International Evaluation Consultant</b>
Main Duty Station and Location:	Home-based
<b>ORGANIZATIONAL CONTEXT</b>	
Mission/s to:	Kismayo, Somalia
Start of Contract (EOD):	1 June 2016
End of Contract (COB):	31 July 2016
Number of Working Days:	26 working days within the period of 1 June to 31 July 2016

The Independent Evaluation Division is responsible for the independent evaluation function of UNIDO. It supports learning, continuous improvement and accountability, and provides factual information about result and practices that feed into the programmatic and strategic decision-making processes.

#### **PROJECT CONTEXT**

See evaluation terms of reference (attached).

The senior international evaluation consultant will act as a Team leader in this project evaluation according to the terms of reference. She/he will be responsible for the preparation of the evaluation report, including the coordination of inputs from other team members. This concerns in particular the overall assessment of evaluation issues in section IV of the TOR. The Team Leader will perform the following tasks:

MAIN DUTIES	Concrete/ measurable Outputs to be achieved	Expected duration	Location
Review project documentation and relevant country background information (national policies and strategies, UN strategies and general economic data...); determine key data to collect in the field and prepare key instruments (questionnaires, surveys, logic models...) to collect these data through interviews and/or surveys during and prior to the field missions	List of detailed evaluation questions to be clarified; questionnaires/ interview guide; logic models; list of key data to collect, draft list of stakeholders to interview during the field missions	5 days	Home-based
Briefing with the UNIDO Independent Evaluation Division, project managers and other key stakeholders from UNIDO HQ Preparation of the Inception Report	Interview notes, detailed evaluation schedule and list of stakeholders to interview during the field missions Division of evaluation tasks with the National Consultant Inception Report	2 days	Home-based (telephone interviews)
Field Mission Provide guidance to the national evaluator and supervise her/his field surveys' findings and outcomes Conduct interviews of project counterparts/beneficiaries, the UNIDO project personnel and of any other relevant institutions/individuals in accordance with the evaluation terms of reference: analyse the information received from interviews	Key evaluation's initial findings, draft conclusions and recommendations to stakeholders in the country at the end of the missions. Agreement with the National Consultant on the structure and content of the evaluation report and the distribution of writing tasks	9 days	Kismayo, Somalia and Modadishu Somalia
Present overall findings and recommendations including lessons	Presentation slides, feedback	5 days	Vienna, Austria,



learned to the stakeholders at UNIDO HQ (incl. travel)	from stakeholders obtained and discussed		UNIDO HQs
Prepare the evaluation report and PowerPoint presentation according to TOR Coordinate the inputs from the National Consultant and combine with her/his own inputs into the draft evaluation report	Draft evaluation report and PowerPoint presentation	6 days	Home-based
Revise the draft project evaluation reports based on comments from	Final evaluation report and	3 days	Home-based
UNIDO Independent Evaluation Division and stakeholders and edit the language and form of the final version according to UNIDO standards	PowerPoint presentation		
<b>Total</b>		<b>26 days</b>	

### REQUIRED COMPETENCIES

#### **Core values:**

1. Integrity
2. Professionalism
3. Respect for diversity

#### **Core competencies:**

1. Results orientation and accountability
2. Planning and organizing
3. Communication and trust
4. Team orientation
5. Client orientation
6. Organizational development and innovation

#### **Managerial competencies (as applicable):**

1. Strategy and direction
2. Managing people and performance
3. Judgement and decision making
4. Conflict resolution

### MINIMUM ORGANIZATIONAL REQUIREMENTS

**Education:** Advanced university degree preferably in international development studies, studies or related disciplines.

#### **Technical and Functional Experience:**

- A minimum of ten years practical experience in the field of development projects, including evaluation experience at the international level involving technical cooperation in developing countries.

- Exposure to the needs, conditions and problems in developing countries.
- Proven experience in monitoring and evaluation.

**Languages:** Fluency in written and spoken English is required.

**Absence of Conflict of Interest:**

According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract for this independent evaluation.



**UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION**

**TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)**

**Independent Evaluation of the UNIDO Projects**

“Countering Violence an Extremism through Skills Training and Livelihoods Support for At-Risk Youth in Kismayo”

Project No: 140231

<b>Title:</b>	<b>National Evaluation Consultant</b>
<b>Main Duty Station and Location:</b>	Home-based (Kismayo, Somalia)
<b>Mission/s to:</b>	
<b>Start of Contract (EOD):</b>	15 June 2016
<b>End of Contract (COB):</b>	31 July 2016
<b>Number of Working Days:</b>	28

**ORGANIZATIONAL CONTEXT**

The Independent Evaluation Division is responsible for the independent evaluation function of UNIDO. It supports learning, continuous improvement and accountability, and provides factual information about result and practices that feed into the programmatic and strategic decision-making processes.

**PROJECT CONTEXT**

Under the supervision and guidance of the senior international evaluation consultant and Team leader in this project evaluation according to the terms of reference. . The national evaluation consultant will perform the following tasks:

<b>MAIN DUTIES</b>	<b>Concrete/ measurable Outputs to be achieved</b>	<b>Expected duration</b>	<b>Location</b>
Review project documentation and relevant country background information (national policies and strategies, UN strategies and general economic data...); in	List of detailed evaluation questions to be clarified; questionnaires/	3 days	Home-based

cooperation with Team Leader: determine key data to collect in the field and prepare key	interview guide; logic models; list of key data to		
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instruments (questionnaires, logic models...) to collect these data through interviews and/or surveys during and prior to the field missions	collect, draft list of stakeholders to interview during the field missions		
Briefing with the evaluation team leader, UNIDO project managers and other key stakeholders Assist in setting up the evaluation mission agenda, coordinating meetings and site visits Assist Team leader in preparation of the Inception Report	Interview notes, detailed evaluation schedule and list of stakeholders to interview during the field missions Division of evaluation tasks with the international Consultant Inception Report	3 days	Home-based (telephone interviews)
Conduct field mission Assist the senior international consultant in conducting the overall evaluation, including: -Undertake field surveys as required by the evaluation and in accordance with pre-defined terms of reference -Collect information and data to be communicated to the senior international consultant -Support the senior international consultant in preparing a the inception and final evaluation reports; draft an executive summary in Arabic -Provide interpretation/ translation assistance as required by the evaluation	Presentations of evaluation's initial findings, draft conclusions and recommendations to stakeholders in the country at the end of the mission. Agreement with the International Consultant and Team Leader on the structure and content of the evaluation report and the distribution of writing tasks	7 days	Kismayo, Somalia
Prepare inputs to the evaluation report and PowerPoint presentation according to TOR and as agreed with Team Leader	Draft evaluation report and PowerPoint presentation	5 days	Home-based
Revise the draft project evaluation reports based on comments from UNIDO Independent Evaluation	Final evaluation		

Division and stakeholders and edit the language and form of the final version according to UNIDO standards	report and PowerPoint presentation	2 days	Home-based
<b>Total</b>		<b>20 days</b>	

### REQUIRED COMPETENCIES

**Core values:**

1. Integrity
2. Professionalism
3. Respect for diversity

**Core competencies:**

1. Results orientation and accountability
2. Planning and organizing
3. Communication and trust
4. Team orientation
5. Client orientation
6. Organizational development and innovation

**Managerial competencies (as applicable):**

1. Strategy and direction
2. Managing people and performance
3. Judgment and decision making
4. Conflict resolution

### MINIMUM ORGANIZATIONAL REQUIREMENTS

**Education:** Advanced university degree preferably in agribusiness, developmental studies or related disciplines.

**Technical and Functional Experience:**

- A minimum of five years practical experience in the field technical cooperation, monitoring and/or of evaluation of development projects,
- Exposure to the needs, conditions and problems in developing countries.
- experience in project management, monitoring and evaluation.

**Languages:** Fluency in written and spoken English and Somali is required.

**Absence of Conflict of Interest:**

According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract for this independent evaluation.

#### **Annex 4: Checklist on Evaluation Report Quality**

<b>UNIDO Independent Report quality criteria Evaluation Division Rating</b>		
<b>Assessment notes</b>		
<b>Report Structure and quality of writing</b>		
The report is written in clear language, correct grammar and use of evaluation terminology. The report is logically structured with clarity and coherence. It contains a concise executive summary and all other necessary elements as per TOR.		
<b>Evaluation objective, scope and methodology</b>		
The evaluation objective is explained and the scope defined. The methods employed are explained and appropriate for answering the evaluation questions. The evaluation report gives a complete description of stakeholder's consultation process in the evaluation. The report describes the data sources and collection methods and their limitations. The evaluation report was delivered in a timely manner so that the evaluation objective (e.g. important deadlines for presentations) was not affected.		
<b>Evaluation object</b>		
The logic model and/or the expected results chain (inputs, outputs and outcomes) of the object is clearly described. The key social, political, economic, demographic, and institutional factors that have a direct bearing on the object are described. The key stakeholders involved in the object implementation, including the implementing agency(s) and partners, other key stakeholders and their roles are described. The report identifies the implementation status of the object, including its phase of implementation and any significant changes (e.g. plans, strategies, logical frameworks) that have occurred over time and explains the implications of those changes for the evaluation.		
<b>Findings and conclusions</b>		
The report is consistent and the evidence is complete (covering all aspects defined in the TOR) and convincing. The report presents an assessment of relevant		

<p>outcomes and achievement of project objectives.  The report presents an assessment of relevant external factors (assumptions, risks, impact drivers) and how they influenced the evaluation object and the achievement of results.  The report presents a sound assessment of sustainability of outcomes or it explains why this is not (yet) possible.  The report analyses the budget and actual project costs.  Findings respond directly to the evaluation criteria and questions detailed in the scope and objectives section of the report and are based on evidence derived from data collection and analysis methods described in the methodology section of the report.  Reasons for accomplishments and failures, especially continuing constraints, are identified as much as possible.  Conclusions are well substantiated by the evidence presented and are logically connected to evaluation findings.  Relevant cross-cutting issues, such as gender, human rights, and environment are appropriately covered.</p>		
<b>Recommendations and lessons learned</b>		
<p>The lessons and recommendations are based on the findings and conclusions presented in the report.  The recommendations specify the actions necessary to correct existing conditions or improve operations ('who?' 'what?' 'where?' 'when?').  Recommendations are implementable and take resource implications into account.  Lessons are readily applicable in other contexts and suggest prescriptive action.</p>		

Rating system for quality of evaluation reports

A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1, and unable to assess = 0.

# Annex F: Bibliography

## Key Secondary Sources

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OECD (2002), Evaluation and Aid Effectiveness: OECD Development Assistance Committee, (OECD - Evaluation and Aid Effectiveness Series).

OECD (2012), Evaluating Peace Building Activities in Settings of Conflict and Fragility: Improving Learning for Results, (DAC Guidelines and References Series, OECD Publishing).

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UN Somalia: Somalia Integrated Strategic Framework 2014-2016

## Key Primary Sources

Project Document 140231: Countering Violence and Extremism through Skills Training and Livelihoods Support for At-Risk Youth in Kismayo (CSR Youth)

Midterm Report April – September 2015: Countering Violence and Extremism through Skills Training and Livelihoods Support for At-Risk Youth in Kismayo.

CSR Success Stories: Countering Violence and Extremism through Skills Training and Livelihoods Support for At-Risk Youth in Kismayo.

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End of Activity Report: Training of Trainers: Countering Violence and Extremism through Skills Training and Livelihoods for At Risk Youth.

Photo Report: Construction Works at KTI: Training of Trainers: Countering Violence and Extremism through Skills Training and Livelihoods for At Risk Youth.

Conflict Minimization in Kismayo/Jubaland: Countering Violence and Extremism through Skills Training and Livelihoods for At Risk Youth. (June 2016).

Peace Building and Leadership Training For Somali Youth (UNIDO- American Friends Service Committee)

CSR Report on Youth in Kismayo June 15 2015

CSR I (UNIDO Project 14008) Lessons Learned and Recommendations

UNIDO Projects Brochure (Draft) Raising Incomes and Contributing to Security in Somalia

Mission report on project no 140008 based on the work of Mr Alf Tore Rongved mechanical engineer: (Related to Joint Missions in August and November/December 2015 Kismayo- Somalia)

Terminal Evaluation Report of CSR I

First PSC Meeting Minutes 7 June 2015

Second PSC Meeting Minutes 13 and 18 January 2016'

Third PSC Meeting Minutes 8 June 2016

Various Letters of Appreciation to UNIDO Project 140231