



# EVALUATION REPORT

FINAL EVALUATION:  
Strengthening women's role and participation in  
peacebuilding - Towards just, fair and inclusive Somalia -  
PBF UN SOMALIA

The Evaluation Report contains the complete assessment analysis  
under the four evaluation criteria, an Executive Summary and Annexes.

EVALUATOR: Fernando Jambrina Rodríguez



Financial Sustainability ..... 35

Conclusions ..... 35

General Conclusions ..... 35

## Acronyms

ADR	Assessment of Development Results
AMISOM	African Union Mission in Somalia
CCE-CC	Community Capacity Enhancement through Community Conversation
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women

span AMCID GBV-33 Td(G)0.6 (B111 Tf-0.00 (o)-9.6 (n)4.6 (E2.3 1119 Tw 3.0







## Relevance

The Relevance chapter analyzes the design of the intervention. In the following chapters, the strategies of intervention and management mechanisms will be assessed in terms of effectiveness, efficiency and sustainability.

### Strategic Framework

The Project is aligned to a common strategic national framework for development, reflected in different main instruments:

- x ADR findings: This project is designed drawing inspiration from the ADR findings, with specific focus on Outcome 4
- x Somali New Deal Compact, that proposes a series of commitments for gender:
  - o Contribute to enhancing the role women play in Somali society as peace-builders, as economic actors, and as figures central to the promotion of community stability and social cohesion.
  - o Ensure equitable participation of women, youth and other marginalized groups in national political processes.
  - o Respond directly to the acute challenges contributing to sustained gender disparities across multiple sectors.
  - o Address contributing factors perpetuating gender inequality through strategic priorities under all PSGs.
  - o Strengthen a government-led gender coordination mechanism, which includes representatives from the UN and donors, to ensure effective coordination of gender efforts across sectors.
- x UN Integrated Strategic Framework (ISF)
- x Provisional Federal Constitution and placed within the framework of CEDAW and the UN SCRs 1325, 1888, 1889 and 1820
- x UNDP CDP Somalia 2011 – 2015. Specifically, Outcome 4: **Somali Women and Men Attain Greater Gender Equality and are Empowered.**
- x Extensive consultation of partners, stakeholders and key counterparts nationwide and internal lessons gained from the first project implementation.

There are some other important international tools coming from the sphere of United Nations that also inform the design and implementation of the Projects:

- x UNDP's Eight-Point Agenda for Women's Empowerment and Gender Equality in Crisis Prevention and Recovery
- x UN Secretary General's 7 Point Action Plan on Women's Peace and Security
- x UNDP's Strategic Plan (2014-2017)
- x Gender Equality Strategy (2014-2017)







take part in elections as candidates which may eventually enhance women's representations in various public offices at different levels and their role as candidates and voters during the electoral process.

---

Action

Effect

**Coordination & mobilization:** If project facilitates women's groups, networks to come together and strengthen their alliance that will help them build their own constituency and support, increasing their membership and enhance their capacity to lobby, their outreach, which will eventually enable them to negotiate, influence and impact processes of Federalism. In other words, it will make both quantitative and qualitative changes. If project supports women to build alliance and partnership with community elders that will strengthen their ability to negotiate with clan leaders and break the traditional barriers for women's participation in politics and positions of authority.

Action	Effect
women's groups, networks to come together and strengthen their alliance	build their own constituency and support base, increasing their membership and enhance their capacity to lobby
alliance and partnership with community elders	ability to negotiate with clan leaders and break the traditional barriers for women's participation

This is the most important strategic approach of the Project. In such a small Project with such long expected effects, coordination is an essential premise. Similarly,

STRENGTHENING WOMEN'S ROLE AND PARTICIPATION IN PEACEBUILDING – TOWARDS JUST FAIR AND INCLUSIVE - PBF  
UNDP SOMALIA  
EVALUATION REPORT













capturing all forms of sexual violence. Lobbying for the revision of the Puntland National Health Policy to account for the de-medicalization of FGM.

*Outcome 3: Somalia New Deal Compact commitments to advance gender equality and women's empowerment realized.*

**Output 3.1: Representation and contribution of MoWHRD, regional gender machineries and women-led/genderfocused CSOs to the Somali Compact implementation structures is increased and clear Gender results integrated into the PSGs**

The representation of the Minister MoWHRD in the HLPF has become part of the engagement of key national leaders. In her deliberation, the Minister highlights key achievements vis-à-vis the



STRENGTHENING WOMEN'S ROLE AND PARTICIPATION IN PEACEBUILDING – TOWARDS JUST FAIR AND INCLUSIVE - PBF  
UNDP SOMALIA  
EVALUATION REPORT

- o % of women candidates on party lists from major political parties in federal election.
- o % of women in various commissions, bodies and structures in federal states.
- o % of campaign financing that goes to women established in Party Law

In Annex 6, an analysis of its performance is offered.

### Crosscutting Approaches

#### Human Rights approach

Under a human rights approach, it is expected that all actions developed have been informed by an awareness of being acting in the framework of internationally recognized rights and duties. That's why exist two interlocutors: on the one hand there are the rights holders, that must be conscious that its demands are based on international standards; on the other hand, we have the duty bearers, the officials and politics are workers for the common welfare, public servants. This means that gender equality is considered because there is a public demand. The services provided are institutionalized and are not a once-off action aimed at obtaining a political revenue.

In the PBF Project, this relationship has been developed implicitly thanks to the dynamics introduced. Although it



Most of the activity of the Project was aimed to foment big changes that would have not been achieved acting alone. The successes were produced because of joint efforts with other initiatives working towards the same purpose. That is why we can also talk of changes produced at a mayor scale. There is no a direct attribution to the project, but changes appreciated in the society help us to understand the contribution of the efforts made and shows that we are walking in the correct direction.

Talking about changes perceived -in the last three years- by contribution of the Project, there are some many interesting, beyond those reported, related to gender equality and women's empowerment, that announce that there are improvements:

It has become normal to talk about gender issues in a context of great difficulty in talking about these issues. Even religious leaders are addressing the issue.

Now there are women prosecutors. There are 40 lawyers.

Women organizations advocating more actively.

In the meetings at all levels and sectors, now a gender balance is always considered.

In the next elections there are more women interested in participating in politics, because others were successful.

In general terms, the Project had a moderate performance in terms of expected results, with different levels depending on the Outcome. A general consideration is that the focus of the action was placed more generally on participation of women-6.6 (m)4.5 11 (o)-68 0 Td0.6 (t)2 Tw -28.9 (o)a.5 (a-3.4 (as)



STRENGTHENING WOMEN'S ROLE AND PARTICIPATION IN PEACEBUILDING – TOWARDS JUST FAIR AND INCLUSIVE - PBF  
UNDP SOMALIA  
EVALUATION REPORT

The International UNV Project Coordinator and national Monitoring Specialist (UNV) will be responsible for assisting the MoWHRD in the overall coordination of the project and that of the PMC.

In practice, there was not a Monitoring Specialist, but a UNV Coordinator. His performance was weak in his role of impulse an463 (e)-3 ( a)JJ(and7s)-1.3 rf/TT0 1JJHeis iialisr1 (w)-3.9 (ialiu (is)9m4 (G)-0.3 (t)-3



The Project's reports imply there has been a significant increase in the number of women participating in peacebuilding activities. This is reflected in the data showing a 15% increase in the number of women attending community meetings and a 20% increase in the number of women participating in peacebuilding training. The data also shows that the number of women participating in peacebuilding activities has increased significantly since the start of the project. This is a positive sign that the project is having a positive impact on women's role and participation in peacebuilding.











Assistance to establish alliance and mobilize community elders, a vital strategy of the project, will help women's groups and lobbyists as well as ordinary community women gain greater legitimacy within and across communities and eventually breaking the boundaries of traditional gender norms, role and division of labor.

There is no evidence of articulation with other peacebuilding initiatives to share experiences and good practices. UNSOM will also ensure effective communication and coordination with other peacebuilding related initiatives.

### Conclusions

The structure of the Project was small and operational, just two people hired in coordination. In addition, a coordinator in each Implementing Agency -UNDP and UN Women-. It is coherent, given that the management had to rely on the structure of the Agencies themselves. This was an advantage and also the cause of a dissolution of the programming in the Agencies. In the case of UNDP very clearly, the PBF Project became part of the GEWE Project, with similar programming, but a different approach, since PBF was more focused on Peacebuilding and State-building.

The GEWE Project did not develop a close programmatic relationship with other programmatic strategic areas -governability, human rights and economic development-. The weak articulation among UN Agencies on the field, had also a reflect in partners -government instances and in CSOs-, that show the similar weaknesses and attitudes towards articulation.

The operational structures of the Agencies provided solidity and sustainability. The existence of regional offices makes it a larger structure. Heads of Area Offices had the role of articulation with other programs or initiatives inside or outside UN. That function was difficult at the Federal level and more limited in Regional Areas due to disjointed UN structures.

Coordination and Technical Advisory Committee was called to be a strategic instance for coordination. It did not work, but there were other instances, not necessarily led by UNDP, that articulated specific efforts with significant success: GBV working group; Integrated Election Support Group; FGM task force; Quota Task Force; and Constitutional Review Task Force.

The Project document proposed some monitoring tools. Not all the instruments designed were operationalized. The reporting system rested on the Agencies and was part of the implementation of its own programming. The specific follow-up of this programming was minor and was confused with the monitoring and reporting of the agencies' programming, with more or less success or impulse. However, the monitoring must be moved gradually to the partners, specially Government partners, into a logic of capacity building and sustainability. wasiweithb1a8

## Sustainability

Three lines of analysis for sustainability are proposed: sustainability of results; social sustainability; and financial sustainability. Conclusions are offered at the end of the chapter.

### Sustainability of Results. Strengthening of Capacities

The Project did not consider a sustainability strategy, although some activities in the programming and practices in the implementation conducted to that direction.

Federal and Regional governments were subject of some training components -gender mainstreaming, women's participation in politics, women's leadership- as a strategy of intervention. To that respect, all the training activities along the Project



### Financial Sustainability

It is necessary to look for the implication of national, regional and local institutions and authorities. Some sectors are crucial, as education is. A commitment must be shown from the government in

Training processes are adequate elements to generate permanent work dynamics, but those must be accompanied by a monitoring process to ensure the correct implementation of the new knowledges. A transfer of knowledge must be produced from UN Agencies to the partners and also to promote the transfer of capacities among them.

The mainstreaming and articulation is another element that favors sustainability. It must be done firstly inside UN Agencies, to transfer that dynamic to the partners. This is more evident in Regional Offices, where the coordination is even more difficult. UN agencies must improve its relationship, but also the internal coordination in Ministries and among CSOs.

A dynamic of collecting experiences that allow create models of intervention that can be replicated in other Regions in a scaling-up strategy of the effects, can be an important tool to generate cascade effects on achievements and contribute to sustainability.

The social sustainability allows that the society support the changes generated to avoid a set-back in the progress achieved. Some activities of the Project were oriented to that purpose, specifically the work with communities in women's political participation, although it was a limited action given the availability of resources.

The advocacy strategies towards the 30% of women in parliaments were a good example of action oriented to change knowledges, attitudes and practices, for generating social sustainability. Advocacy was accompanied of communicative elements, sensitization and training. Society was more prepared to those changes.

A resource mobilization strategy would have been interesting for a more fruitful effort. Those efforts must be accompanied by evidence generated to demonstrate the capacity to generate changes and reach results.

## General Conclusions

### RELEVANCE

- x The Project was designed in a very complex context, with many external constraints: logistics, security, cultural rooted











government instances. The governance approach allows to establish a dialogue between

opportune select the CSOs that will accompany each intervention according to their expertise and geographic coverage. Afterwards, dynamics of articulation and complementarity between them must be aroused, including the formation between each other.

## SUSTAINABILITY

x