

SECRETARY-GENERAL'S PEACEBUILDING FUND
PBF PROJECT PROGRESS REPORT TEMPLATE



PBF PROJECT PROGRESS REPORT
COUNTRY: SOMALIA
TYPE OF REPORT: SEMI-ANNUAL, ANNUAL OR FINAL FINAL
DATE OF REPORT: 1 DECEMBER 2018

Project Title: RISK MANAGEMENT SUPPORT FOR THE UNMPTF AND SDRF SOMALIA	
Project Number from MPTF-O Gateway: MPTF 00096372	
PBF project modality: <input checked="" type="checkbox"/> IRF <input type="checkbox"/> PRF	If funding is disbursed into a national or regional trust fund: <input type="checkbox"/> Country Trust Fund <input type="checkbox"/> Regional Trust Fund Name of Recipient Fund:
List all direct project recipient organizations (starting with Convening Agency), followed type of organization (UN, CSO etc): UNDP/RISK MANAGEMENT UNIT	
List additional implementing partners, Governmental and non-Governmental: WORLD BANK, MINISTRY OF FINANCE, MINISTRY OF PLANNING	
Project commencement date¹: 15 July 2015	
Project duration in months:² 38 months	
Does the project fall under one of the specific PBF priority windows below: <input type="checkbox"/> Gender promotion initiative <input type="checkbox"/> Youth promotion initiative <input type="checkbox"/> Transition from UN or regional peacekeeping or special political missions <input type="checkbox"/> Cross-border or regional project	
Total PBF approved project budget* (by recipient organization): UNDP: \$ 586,974 : \$: \$: \$ Total: \$ 586,974 <i>*The overall approved budget and the release of the second and any subsequent tranche are conditional and subject to PBSO's approval and subject to availability of funds in the PBF account</i>	
How many tranches have been received so far: 2	
Report preparation: Project report prepared by: RISK MANAGER, MPTF SOMALIA Project report approved by: HEAD OF INTEGRATED OFFICE OF DSRSG/RC/HC Did PBF Secretariat clear the report: Yes Any comments from PBF Secretariat on the report: No Has the project undertaken any evaluation exercises? Please specify and attach: Yes, in 2018.	

¹ Note: commencement date will be the date of first funds transfer.

² Maximum project duration for IRF projects is 18 months, for PRF projects – 36 months.

NOTES FOR COMPLETING THE REPORT:

- *Avoid acronyms and UN jargon, use general / common language.*
- *Be as concrete as possible. Avoid theoretical, vague or conceptual discourse.*
- *Ensure the analysis and project progress assessment is gender and age sensitive.*

PART 1: RESULTS PROGRESS

1.1 Overall project progress to date

Briefly explain the **status of the project** in terms of its implementation cycle, including whether all preliminary/preparatory activities have been completed (1500 character limit): The project completion date is 30 September 2018. The project has fully met the project objectives

Output 1.1. Somalia RM strategy implemented

The project facilitated close cooperation between the three fund administrators for SDRF funds - UN, WB and AfDB, donors and the Gov. of Somalia in implementation of the Joint Risk Management Strategy (JRMS). Regular bi-monthly meetings between the fund administrators, government and the donors have taken place to discuss risk updates and risk analysis that have impacted the funds. An internal review and analysis of the strategy took place in 2017, which led to a new approach of the risk management from light touch risk updates to deep dive risk analysis, and adopted the governance of the strategy. The changes have been reflected in the revision #1 of the JRMS.

Output 1.2. Technical Assistance to Government counterparts (training and mentoring) on MPTF National Window

The project has contributed in setting up all the tools and oversight, and provided trainings and mentoring to the government counterparts on the use of country systems. The NW pilot project met its objectives beyond its expectations - with additional projects implemented. The pilot project was independently audited with audit opinion 'True and fair financial statements' and evaluated. Training activities were expanded to JPs, which received new donor funds under this window. Funding of the NW increased from \$2m to \$11m.

Output 2: RMU management - successfully accomplished

Considering the project's implementation cycle, please **rate this project's overall progress towards results to date:**

on track

In a few sentences, summarize **what is unique/ innovative/ interesting** about what this project is trying/ has tried to achieve or its approach (rather than listing activity progress) (1500 character limit).

The project has introduced a new approach in supporting risk management and the UN national funding stream in Somalia.

Risk Management: The project enabled implementation of a JRMS for Somalia Development and Reconstruction Facility (SDRF) Funds, jointly with the World Bank (WB), African Development Bank (AfDB) and its partners - donors and the Government of Somalia. This is a unique approach due to the cooperation and coordination among the three fund administrators working together with partners for a collective approach on the risks impacting the three funds and risk informed decision making. Such approach has been replicated in other countries such as Afghanistan, Syria and South Sudan within the UN family and there is work in progress to adopt this approach across 10 Sahel countries in Africa and Lebanon.

Establishment of a National Window within Somalia MPTF funds is another innovative way for implementation of donor funds. The Pilot project funded by PBSO was successfully completed through the country systems and paved the way of other programmes and projects. Currently the MPTF funds implemented through the country systems have become an integral part of the joint programmes - more specifically Rule of Law joint programmes for construction of corrections and justice facilities.

Both initiatives represent an innovative and potentially high impactful way of supporting national ownership, statebuilding and peacebuilding in Somalia.

In a few sentences summarize **major project peacebuilding progress/results** (with evidence), which PBSO can use in public communications to highlight the project (1500 character limit): The PBSO funded project of the Risk Management Support to the MPTF and SDRF has played an important role in peacebuilding due to the nature of the project. The project has contributed to maximizing the impact of the Funds on the Somalia National Development Plan priorities: Inclusive politics, Security & Rule of Law, Effective and Efficient Institutions, Economic Growth, Infrastructure, Social Development, Resilience and Human Rights through promoting fiduciary accountability, conflict sensitivity and informed decision making for portfolio management and capacity development.

The project has also contributed to the establishment of the National Window of the MPTF funds as a window to building sovereignty and trust in Somalia's country systems, strengthening the relationship of the FGS with Federal Member States (FMS) by engaging actively in prioritization, assessments, capacity development and delivering projects of a peacebuilding nature - such as justice infrastructure facilities (court house), service delivery facilities (administration offices) and installation of street lights in different location, creating employment opportunities for young people and provide alternatives to criminal activities and recruitment by armed groups.

In a few sentences, explain how the project has made **real human impact**, that is, how did it affect the lives of any people in the country – where possible, use direct quotes that PBSO can use in public communications to highlight the project (1500 character limit):

Implementation of the JRMS for SDRF funds has contributed to an increased impact of the Trust Fund Joint Programmes in support to the national priorities and as such to the peacebuilding and real human impact, by contributing across the goals/pillars of the Compact and National Development Plan. The project has also contributed to the implementation of MPTF funds through the country systems and has provided risk management support and oversight, as below:

- Fund level risk management jointly with the SDRF fund administrators, donors and the government
- Project risk analysis completed at the designing stage with regular monitoring of the mitigation measures
- Partner risk analysis undertaken with the support of the Risk Management Unit through:
 - *- capacity building to the government, the UN and its partners
 - *- partner risk assessments with specific recommendations to the UN Agencies
 - *- development and monitoring of risk management and engagement plans in response to the partner capacity assessment (HACT)

If the project progress assessment is **on-track**, please explain what the key **challenges** (if any) have been and which measures were taken to address them (1500 character limit).

On track.

Based on the internal review of the implementation of the JRMS by the Risk Management Group (RMG) which was reinforced by the independent evaluation of the project, few challenges were encountered during the implementation of the Strategy:

- Passive participation of the government counterpart and the donors in the implementation of the Strategy. Two of the three fund administrators have proactively updated the risk assessment, which were further discussed in the RMG. To address this challenge, the approach of the risk analysis was adopted from light touch risk updates to more in depth risk analysis with SDRF funds stakeholders taking the lead. An example of this is Gender based violence (GBV) risk analysis conducted in 2018 under the lead of Sweden with participation of the fund administrators.
- Limited impact to decision making at the SDRF level - While the project has had a significant impact in managing risks at the programme/project level and partner risk management, according to the internal review, the project impact at the SDRF level has been limited. In response to this, the governance structure of the JRMS has changed through engaging more with the SDRF co-chairs and the Government of Somalia. Also the GoS has deemed necessary to establish risk management practices and framework within the government institutions and risk management capacity development and is closely cooperating with the Risk Management Unit in this regard.

If the assessment is **off-track**, please list main reasons/ **challenges** and explain what impact this has had/will have on project duration or strategy and what **measures** have been taken/ will be taken to address the challenges/ rectify project progress (1500 character limit):

On track.

Please attach as a separate document(s) any materials highlighting or providing more evidence for project progress (for example: publications, photos, videos, monitoring reports, evaluation reports etc.). List below what has been attached to the report, including purpose and audience.

1. Project Evaluation Report and management response
2. Revised JRMS Strategy and the implementation analysis, the way forward and the new approach
3. Risk Calendar and the dashboard
4. Training package on risk management in the context of implementing projects in Somalia

1.2 Result progress by project outcome

The space in the template allows for up to four project outcomes. If your project has more approved outcomes, contact PBSO for template modification.

Outcome 1: The implementation of the Compact, and the political transition, is facilitated by effective funding instruments

Rate the current status of the outcome progress: on track

Progress summary: Describe main progress under this Outcome made during the reporting period (for June reports: January-June; for November reports: January-November; for final reports: full project duration), including major output progress (not all individual activities). If the project is starting to make/ has made a difference at the outcome level, provide specific evidence for the progress (quantitative and qualitative) and explain how it impacts the broader political and peacebuilding context. Where possible, provide specific examples of change the project has supported/ contributed to as well as, where available and relevant, quotes from partners or beneficiaries about the project and their experience. (3000 character limit)?

Outcome 2: Sound project management implemented

Rate the current status of the outcome progress: on track

Progress summary: (see guiding questions under Outcome 1)

Project implementation team comprises in one person - MPTF Risk Manager. The MPTF Risk Manager has worked closely with Risk Management Unit in her capacity as acting Head of the RM Unit since June 2017, with the WB as fund administrator of Multi Partner Fund (MPF), AfDB as fund administrator for Somalia Infrastructure Fund (SIF), Government of Somalia - Aid Coordination Unit and donor representatives (Sweden, EU and DFID) in implementation of the JRMS.

The MPTF Risk Manager has closely monitored the progress towards the projects outcomes, outputs and annual targets, its funds and has submitted bi-annual reports to PBSO and MPTF accordingly.

Minimum, monthly monitoring and capacity development missions to Somalia have been undertaken to support the UN Agencies and its stakeholders on risk management and provide oversight, technical advice, capacity development through training and hands on support on implementation of activities under the National Window of MPTF.

Outcome 3:

Rate the current status of the outcome progress: Please select one

Progress summary: (see guiding questions under Outcome 1)

Outcome 4:

Rate the current status of the outcome progress: Please select one

Progress summary: (see guiding questions under Outcome 1)

1.3 Cross-cutting issues

<p><u>National ownership:</u> How has the national government demonstrated ownership/ commitment to the project results and activities? Give specific examples. (1500 character limit)</p>	<p>The implementation of the programmes in Somalia have provided proof of a strong national ownership and commitment. This has been regularised through the governance mechanism of SDRF funds as discribed in the Operational Manual for SDRF Funds. The project has contributed to increased impact of the funds and programmes realigned to the Compact and National Development Plan and the effectivity of the governance process and a risk informed decision making.</p> <p>Establishment of the National Window of MPTF and</p>
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	<p>implementation of projects and programmes through the country systems has created a strong sense of national ownership and developed the government capacity as well. As stipulated in the evaluation report "The Pilot Project to Strengthen Service Delivery has two fundamental elements of sustainability: a strong sense of national ownership and has invested in developing the capacity of the government staff."</p> <p>Besides, the Risk Management Unit is jointly working with the Office of Prime Minister to set up risk management functions within the government institutions.</p>
<p>Monitoring: Is the project M&E plan on track? What monitoring methods and sources of evidence are being/ have been used? Please attach any monitoring-related reports for the reporting period. (1500 character limit)?</p>	<p>The project implementation has been closely monitored and on track. The project was extended in 2017 due to additional support required on risk management allowing resource mobilization which would ensure continuity of the risk management functions in support to MPTF and SDRF funds, along with other fund administrators and its stakeholders.</p> <p>Progress towards outcomes, outputs and targets has been recorded in the bi-annual reports submitted to PBSO and uploaded on the MPTF web page. The RMG has been flexible and responded to the new emerging risks immediately, an example is the drought in 2017, its impact on the funds and recommendation for mitigating the risks. Also other documents to support progress are the minutes of the Risk Management Group meetings, national window and risk management one-pagers, risk updates calendar, risk management dashboard, revised JRMS and training materials.</p>
<p>Evaluation: Provide an update on the preparations for the external evaluation for the project, especially if within last 6 months of implementation or final report. Confirm available budget for evaluation. (1500 character limit)</p>	<p>A final independent project evaluation has been completed as part of three PBF funded projects' evaluation. The cost of the project was proportionally shared between those projects. The report analyzes the impact, relevance, efficiency, sustainability of the three projects and makes specific recommendations for future consideration. Evaluation report and management response attached to this report.</p>
<p>Catalytic effects (financial): Did the project lead to any specific non-PBF funding commitments? If yes, from whom and how much? If not, have any specific attempts been made to attract additional financial contributions to the project and beyond? (1500 character limit)</p>	<p>The project had a significant financial catalytic effect. Beyond the duration of this project, which funded the position of the MPTF Risk Manager (RM) and enabled support to MPTF and SDRF funds, this position has become an integral part of the Enablers Joint Programme funded through MPTF. The project has contributed to the increased trust and expended donor funds to the UN & National windows of the MPTF. During the implementation time of this project the donor contribution to the MPTF has doubled.</p> <p>The project has also enabled risk management & capacity development of PUNOs and its partners and supported establishment and consolidation of the National Window</p>

	<p>of the MPTF and its successful implementation. The project has contributed to the increased trust on the Government of Somalia and the use of country systems, which led to additional donor commitments to the National Window of MPTF (Italy & Sweden). The total budget allocation to the National Window has more than tripled from the starting up of the project.</p>
<p>Catalytic effects (non-financial): Did the project create favourable conditions for additional peacebuilding activities by Government/ other donors? If yes, please specify. (1500 character limit)</p>	<p>The project contributed to</p> <ul style="list-style-type: none"> - Increased accountability of MPTF/PBF funds through mainstreaming of risk managements into the programmes and projects and advisory support to MPTF JP and its partners - Increased accountability, coordination and expertise between between the UN/WB/AfDB the Government of Somalia and donor representatives in implementation of the JRMS for SDRF funds - Increased awareness and capacities of the risk management across the UN JP, donors, government partners and civil society (currently a collective risk management strategy is in progress with contributions from government, civil society, donors and the UN) - Increased trust and expended donor funding to both the UN and National windows. - The Risk Management practices in Somalia have been replicated to other countries such as Afghanistan, Syria and South Sudan and replication of these practices across 10 Sahel countries and Lebanon are in progress.
<p>Exit strategy/ sustainability: What steps have been taken to prepare for end of project and help ensure sustainability of the project results beyond PBF support for this project? (1500 character limit)</p>	<p>The project has been operationally completed. The sustainability of the project is related with two aspects - programmatic and financial sustainability. Programmatically the sustainability of the JRMS achievements also will continue to depend on finding ways to bring collaboration on risk management to the partners' top priorities and producing in-depth risk analysis.</p> <p>Financially, the position of the MPTF Risk Manager, initially funded by PBF funds for a period of two years, from March 2018 has become an integral part of the Enablers Joint Programme to ensure sustainability of the functions. The MPTF Risk Manager is also acting Head of Somalia Risk Management Unit, which is funded through different funding sources - MPTF, Human Security Trust Fundss, OFDA and UN cost-sharing.</p>
<p>Risk taking: Describe how the project has responded to risks that threatened the achievement of results. Identify any new risks that have emerged since the last report. (1500 character limit)</p>	<p>The use of the new approach on the collective risk response within the UN (PUNOs) and across the SDRF funds and the implementation of the National Window of MPTF represent innovative and yet a high risk approach. In a dynamic challenging environment such as Somalia, there are different categories of risks which have an impact over the MPTF and SDRF funds, such as: un-consolidated</p>

	<p>government systems, the political situation in the country and the dynamics between the Federal Government and Federal Member States, environmental challenges (drought and flooding), or programmatic/operational risks. There has been a three level approach to the encountered risks:</p> <ul style="list-style-type: none"> - Fund level approach - streamlined risk management approach as an integral part of the joint programmes, and - partner risk management <p>The Risk Management support project in itself has encountered a number of challenges/risks: lack of the proactive participation of the government and donors. In response, a modified approach has been adopted to ensure more substantive engagement of the donors and the government through:</p> <ul style="list-style-type: none"> - deep dive risk analysis - support the government of Somalia establishing risk management approach within the Office of Prime Minister - risk management capacity development etc.
<p>Gender equality: In the reporting period, which activities have taken place with a specific focus on addressing issues of gender equality or women's empowerment? (1500 character limit)</p>	<p>The project has had a direct and indirect impact on the gender mainstreaming through supporting gender related risk analysis and treatment measures associated to them.</p> <p>As part of the implementation of the JRMS, the gender equality, gender based violence (GBV), and prevention of sexual exploitation and abuse (PSEA) have been discussed in risk management foras such as Risk Management Group for SDRF funds and UN Risk Working Group. It is mandatory for all the UN Funds to streamline gender equality, GBV and PSEA in the programme/project documents and monitor progress towards targets and indicators towards. GBV is one of the subject matters identified by the RMG for SDRF funds as one of the deep dive risk analysis themes led by the donors (Sweden), bringing together efforts and solutions from different constituencies, identifying gaps and a common approach for effective results. The RMU has incorporated in a UN joint database - Contractors Information Management System (CIMS) key criteria to assess partners against PSEA requirements.</p> <p>All joint programmes have mainstreamed gender targeting 30% of beneficiaries are women.</p> <p>Through the National window pilot project it is ensured that all designs of infrastructure projects are gender and disabled people sensitive.</p>
<p>Other: Are there any other issues concerning project implementation that you want to share, including any capacity</p>	<p>Other activities and results achieved during the timeline of this project and beyond:</p> <ul style="list-style-type: none"> - Somalia Risk Management practices are being replicated

<p>needs of the recipient organizations? (1500 character limit)</p>	<p>in other high risk and challenging UN operations, such as Afghanistan, Syria and South Sudan, support provided to Libya on risks when working with civil society, and replication support is being provided to UN Integrated Strategy for Sahel (UNISS10 Sahel countries) and Lebanon</p> <ul style="list-style-type: none"> - Collaboration with the WB has continued to be essential to jointly engaging with the government and the donors on a collective approach on risk management and the use of country systems - Generating broader discussions across aid community in Somalia such as collaborating with NGOs, government, donors and the UN to enable the environment for localization of aid delivery in Somalia - Membership in different foras - Local Project Appraisal Committee (UNDP), use of country system/financial management forum, financial governance forum, risk management working groups.
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1.3 INDICATOR BASED PERFORMANCE ASSESSMENT: *Using the Project Results Framework as per the approved project document or any amendments- provide an update on the achievement of key indicators at both the outcome and output level in the table below (if your project has more indicators than provided in the table, select the most relevant ones with most relevant progress to highlight). Where it has not been possible to collect data on indicators, state this and provide any explanation. Provide gender and age disaggregated data. (300 characters max per entry)*

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
Outcome 1 The SDRF Trust Funds provide an effective contribution to Somalia's peacebuilding and state building priorities due to better risk mitigation in the design and implementation of support interventions	Indicator 1.1 Somalia ISF implementation rate	23% off track, 17% delayed, 60% on track (from Feb.2016 internal ISF monitoring report	15 off track, 20% delayed, 65% on track (due to the drought conditions if delivery can be maintained on political and development outcomes it will be a significant progress	The project has met the target with over 70% implementation rate of the annual allocations.		N/A
	Indicator 1.2					
	Indicator 1.3					
Output 1.1 Somalia Risk	Indicator 1.1.1 Risk analysis and	RMG met monthly	Monthly meetings have	Quartely meetings of the RWG, bi-	Following the internal review of the JRMS implementation and based on the	Quarterly - project completed.

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
Management Strategy implemented	RMG convened according to strategy.	since RM was hired in 2016. RMG meets monthly in 2018	taken place in 2016. in 2017 RMG agreed to meet bi-monthly to allow time for data collection and analysis as set up in the updates calendar. In 2018, following internal review of the JRMS, RMG met quarterly on risk updates, and conducted meetings on GBV risk analysis	annual meetings of Fund Administrators and bi-annual meetings with SDRF co-chairs.	lessons learned, the RMG recommended changes in the approach and frequency of the RMG meetings. This has been documented in the revision #1 of JRMS.	
	Indicator 1.1.2					

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
Output 1.2 Technical Assistance provided	Indicator 1.2.1 Number of trainings on risk management (related to trust fund strategy)	5	Target 11.	The project has exceeded the target. Number of risk management trainings related to trust funds strategy is 15 by the operational completion of the project.	No of trainings on risk management exceeds the target	N/A
	Indicator 1.2.2 Proportion of recommendations to offset emergent risks implemented	100%	100%	Target achieved. The RMG has regularly updated the risks emerged due to the changing environment, set up a risk updating calendar and responded to changes in a proactive manner. I.e. risk updates during the elections, drought	N/A	N/A

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
				etc.		
Output 1.3 Do no harm approach implemented in UN MPTF projects	Indicator 1.3.1 Percentage of projects implemented through Trust Fund that proactively manage risks of gender equality and women's empowerment	75%	100%	100% All joint programmes have mainstreamed gender targeting 30% of beneficiaries are women. Gender indicator has become a mandatory requirement for all joint programmes.	N/A	N/A
	Indicator 1.3.2 Percentage of Trust Fund resources allocated to gender specific activities/interventions	13%	20%	Targed achieved. RCO and UN Women have introduced gender indicator in the progress reports to ensure proper monitoring of the gender related activities with sufficient	N/A	N/A

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
				resources, having a direct and indirect impact on gender empowerment.		
Output 1.4	Indicator 1.4.1 Indicator 1.3.3 Percentage of projects implemented through Trust Fund that systematically monitor stakeholder vulnerability/concerns	75%	100%	100%, target achieved. Stakeholder vulnerability has been streamlined in all the trust fund JPs, which are closely monitored and reported quarterly until the end of 2017 and bi-annually in 2018	N/A	N/A
	Indicator 1.4.2					
Outcome 2 Sound Project Management Implemented	Indicator 2.1			Implementation team comprises in MPTF Risk Manager who has worked closely with RMU in her		

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
				capacity as acting Head of the RMU since June 2017, with the WB, AfDB and other partners. Risk Manager has closely monitored the outcomes, outputs and annual targets to make sure that they are on track.		
	Indicator 2.2					
	Indicator 2.3					
Output 2.1 RMU Management	Indicator 2.1.1					
	Indicator 2.1.2 Percentage of projects applying comprehensive risk management	70%	100%	100% - target achieved. Three level risk management implemented: - fund level - programme/	N/A	N/A

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
				project level - partner level The JPs have implemented complementary risk mitigation approach in addition to UN Agency specific requirements.		
Output 2.2 Equipment/s supplies provided to enable project operations	Indicator 2.2.1 Office facilities provided			Office facilities, equipment and supplies provided to the MPTF Risk Manager.	N/A	N/A
	Indicator 2.2.2					
Output 2.3 Travel	Indicator 2.3.1 Number of travels to Somalia on risk management and national window	10	Monthly monitoring travels to Somalia in 2017 (12)	Targed achieved and exceeded in 2016, 2017 and 2018 Jan-August. In September 2018 the MPTF Risk	N/A	N/A

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
				Manager was deployed to Mogadishu.		
	Indicator 2.3.2					
Output 2.4 M&E and Oversight	Indicator 2.4.1 Project evaluated once in its project live	Project evaluated in Q4 2017	Project evaluated during Q3 of 2018	Project evaluation completed as part of a multi-projects evaluation, as recommended by PBSO.	Project evaluation was re-scheduled for 2018 as part of multi-projects (3 PBSO funded projects)	
	Indicator 2.4.2					
Outcome 3	Indicator 3.1					
	Indicator 3.2					
	Indicator 3.3					
Output 3.1	Indicator 3.1.1					
	Indicator 3.1.2					
Output 3.2	Indicator 3.2.1					

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
	Indicator 3.2.2					
Output 3.3	Indicator 3.3.1					
	Indicator 3.3.2					
Output 3.4	Indicator 3.4.1					
	Indicator 3.4.2					
Outcome 4	Indicator 4.1					
	Indicator 4.2					
	Indicator 4.3					
Output 4.1	Indicator 4.1.1					
	Indicator 4.1.2					
Output 4.2	Indicator 4.2.1					
	Indicator 4.2.2					
Output 4.3	Indicator 4.3.1					

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
	Indicator 4.3.2					
Output 4.4	Indicator 4.4.1					
	Indicator 4.4.2					

PART 2: INDICATIVE PROJECT FINANCIAL PROGRESS

2.1 Comments on the overall state of financial expenditures

Please rate whether project financial expenditures are on track, delayed, or off track, vis-à-vis project plans and by recipient organization: *on track*

How many project budget tranches have been received to date and when do you expect to request the next tranche if applicable: Two

What is the overall level of expenditure/ commitment against the total budget and against the tranche(s) received so far: 100%

If expenditure is delayed or off track, please provide a brief explanation (500 characters limit): N/A

Please state what \$ amount was planned (in the project document) to be allocated to activities focussed on gender equality or women's empowerment and how much has been actually allocated to date: N/A

Please fill out and attach the project document Excel budget Annex showing current project financial progress (**expenditures/ commitments to date**), using the original project budget table in Excel, even though the \$ amounts are indicative only.

Joint Risk Management Strategy for the SDRF funds

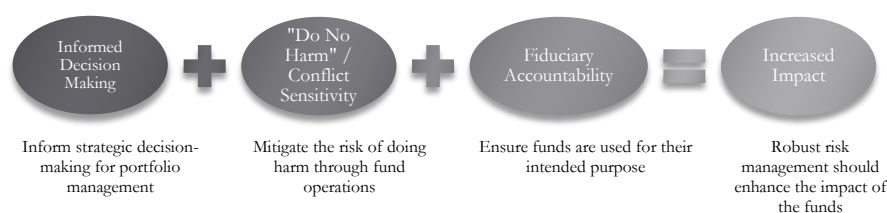
Revised 11 November 2015

1 Purpose

The purpose of this Risk Management Strategy¹ is to **support the delivery of the SDRF Funds' (UN Multi Partner Trust Fund/WB Multi Partner Fund/African Development Somalia Infrastructure Fund) strategic objectives, within the risk context in which the funds operate.** To maximize the impact of the Funds, the strategy must promote fiduciary accountability, conflict sensitivity and informed decision making for portfolio management.

This strategy addresses risks that extend across or beyond individual projects and individual trust funds. As such, this approach is intended to complement, not replace, project and individual trust fund level risk management across the SDRF Funds. Project-level risk management is carried out according to the institutional requirements of the respective fund administrators – the AfDB, UN, and WB – and the recipient entities. A brief description of their approaches is provided in the paragraph 7.1 below.

Figure 1. Objectives of the Risk Management Strategy



2 Principles

The Somali context and the nature of the SDRF Funds dictate a dynamic risk management approach that acknowledges uncertainty, interactivity and trade-offs. The general principles of this approach include:

Risk Sharing: The pooling of risk is one of the key advantages of multi-partner funds. By sharing the analysis and management of risk, government, donors and the fund administrators are able to respond to the substantial risks of engaging in Somalia in a way that is more effective in meeting the goals of the Somali Compact.

Risk Acceptance & Trade-offs: The risk of inaction is often greater than the risk of engagement. Fund stakeholders must share an understanding of how they weigh different risks against opportunities. Fund stakeholders will need to balance their risk tolerance for fiduciary and programmatic risks. An excessive focus on one type of risk could further increase the likelihood and impact of other types of risk and undermine a fund's ability to achieve its objectives. Achievement of fund objectives will require acceptance of certain risks, e.g. to achieve peace dividends or to build national institutions.

Regular Dialogue: Dialogue amongst fund stakeholders (e.g. fund contributors and recipient entities, including government) is essential to build and maintain consensus on trade-offs, acceptable levels of risk, and appropriate treatment measures.

¹ This Risk Management Strategy is being developed jointly by the SDRF fund administrators, with support from the OECD/ODI. Its development is being informed by consultations with current and prospective donors, as well as the Federal Government of Somalia (FGS). The strategy is a joint endeavor, with specific processes tailored to the portfolios, institutional requirements and comparative advantages of the different fund administrators.

Pro-active Approach: The Somali context is defined by great complexity and uncertainty. To respond to unforeseen events, the risk management approach for the funds needs to be pro-active in assessing emerging risks and flexible in adapting to the changing environment. Adequate resourcing of risk management functions at the fund level is critical for the strategy to succeed.

Risk Diversification: Risk diversification is an important portfolio management tools. As such, investments should be made across NDO Pillars, in different geographic locations, and using various implementation modalities. A combination of higher and lower risk levels across the portfolio provides an opportunity to manage overall risk levels while allowing for riskier projects that may not be possible otherwise.

3 Two-Pronged Approach to Enhancing Risk Management at Fund Level

The revised implementation plan of the Risk Management Strategy will move from the previous approach of the risk analysis and updates of the three categories of risks that the Funds are encountering, to two-pronged approach allocating more efforts to the strategic/thematic risk management experts analysis with lighter touch of the risk updates.

This will allow greater participation of the technical experts from multilaterals, donors & government partners with specific outputs for the SDRF Funds decision makers.

3.1 Strategic, Thematic Deep Dives

The strategic and thematic deep dives aim to tackle 3-4 substantive topics on specific priority risks in a calendar year. The deep dive analysis will either conducted by risk management experts or commissioned, requiring engagement from the SDRF Funds Administrators (UN, WB, AfDB), donors and the Government.

The risk analysis will result to substantive analysis on the priority risks with a detailed report and short analytical deliverables. The outcomes will be presented to a broad audience, beyond the Risk Management Group, bringing together technical experts from multilaterals, donors and Government, besides and can be used beyond the event.

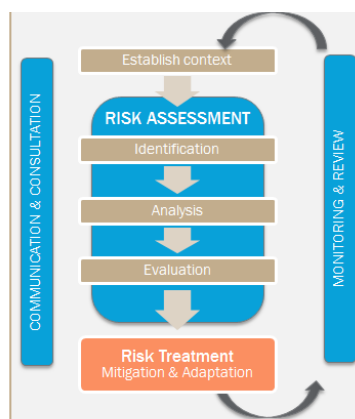
3.2 Collective Risk Analysis

The Risk Management Strategy has four basic components: *i*) risk assessment, *ii*) monitoring and review, *iii*) risk treatment, and *iv*) communication and consultation (Figure 1). **Figure 1. Risk Management Approach**

Risk assessment begins with the identification of risks relevant to the funds. Risks are analysed based on their relative impact and likelihood, two factors which are used to determine risk level. Likelihood refers to the estimated chance of a risk occurring, while impact is the estimated severity of the risk outcome

While the level itself is somewhat arbitrary, the trajectory of the ranking over time will be an important indicator for risk evaluation, which requires a prioritization of risks to determine the appropriate levels of response. The trajectory refers to the direction of risk level since last assessment

Monitoring will vary based on the type of risk, its volatility, and its risk level. Monitoring will draw on both internal and external sources of qualitative and quantitative information. It will be coordinated with fund- and project-level Monitoring and Evaluation (M&E) efforts as much as possible. Overall



Source: ISO 31000 risk management process

monitoring of the dashboard has been simplified to enable more dynamic prioritization and analysis of risks, as deemed pertinent.

Risk treatment involves the selection and implementation of appropriate mitigation and adaptation methods. Mitigation measures aim to minimize the likelihood and/or impact of risk. Adaptation methods are planned contingency actions, based on a consensus of risk tolerance, to be implemented in the case that risks materialize, to minimize negative consequences. The type of risk treatment, and the balance of mitigation and adaptation measures, varies according to the category of risk and risk drivers. Responsibility for risk treatment measures should be clearly indicated in the risk dashboard.

Communication and consultation between fund managers and stakeholders, as emphasized in the strategy principles, is crucial to the success of the Risk Management Strategy. Regular consultations will be held with various fund stakeholders to share information and collect input for updated risk assessments and decision-making regarding treatment.

4 Tools

4.1 Analytical Products

Brief description of purpose, format, etc. of the analytical pieces

Info on use of internal and external resources – possibility for commissioning analysis and role of donors in contributing (framing it in such a way to make it contingent on their analytical contributions and not just fund administrators)

4.2 Risk Dashboard

A risk dashboard will be used to track and present relevant information from the risk management framework on high priority risks to inform consultations with fund stakeholders (Table 1). For each high priority risk, the dashboard will provide a brief description of the status of the risk, drawing from the risk assessment, as well as an overview of the treatment, including current and proposed options for mitigation and/or adaptation.

Fund-level risks are grouped into three categories:

- **SDRF Governance & Strategy:** Risks related to the aid architecture and the funds' strategies
- **Contextual:** Risks emanating from the broader country context
- **Programmatic & Operational:** Risks related to the implementation of fund operations and programs/projects

Table 1. Risk Dashboard

The contents of the dashboard will vary based on the audience and the sensitivity of the information contained within.

High Priority Risks	Assessment	Implications for the Funds	Treatment	Monitoring
High priority risks to be discussed in consultations with fund stakeholders	Assessment of the risk and its current status. e.g. Has it improved, worsened, or stayed the same? Which factors are contributing to this trajectory?	Analysis of the implications of the risk for the SDRF funding windows	Brief description of the current treatment and proposed options, if relevant. What is already being done about this risk? What could be done differently and who should take responsibility?	Risk Level Likelihood Impact Trajectory

5 Institutional Arrangements

Table 3. Roles and Responsibilities for Implementing the Risk Management Strategy

Forum	Frequency	Role
SDRF Co-chairs & Fund administrators meeting	Bi-annually	<ul style="list-style-type: none"> • Biannual review and consultation on priority risks, with a focus on identifying and implementing appropriate treatment measures (which could involve taking issues to Steering Committee) • Provide guidance on key areas of concern for future analysis
Fund Administrators meeting	Quarterly	<ul style="list-style-type: none"> • Review analysis of the strategic, thematic deep dives and discuss appropriate treatment measures • Review risk dashboard, providing inputs • Identify topics in need of further analysis (either for deep dive or light touch analysis/review)
Risk Management Group <i>Comprised of dedicated risk management technical experts from the government, each of the fund administrators, and contributing donors, convened by Fund Administrator reps</i>	3-4 times / year to plan deep dives and review dashboard (with additional coordination conducted virtually)	<ul style="list-style-type: none"> • Plan and organize 3-4 strategic, thematic deep dives • Review & update risk dashboard, providing inputs • Identify topics in need of further analysis (either for deep dive or light touch analysis/review)
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		<ul style="list-style-type: none"> •
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6 Cost

Adequate resourcing of risk management functions for the funds is critical for the strategy to succeed. Potential sources of costs associated with the implementation of the strategy include:

- Risk monitoring

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- Staffing (e.g. Risk Managers)
- Development of tools and guidance
- External reviews/assessments
- Capacity building /additional safeguards

To be discussed:

- Funding mechanism/arrangement
- Cost bearer
- Overall budget

7 Strategy Review: Options to Consider

As highlighted in the strategy principles, the risk management approach for the funds needs to be flexible in adapting to the changing environment. Regular review of the strategy itself is essential for ensuring the strategy remains relevant, effective and cost-efficient. As this is a new approach to risk management for multi-partner funds, regular review is beneficial for testing and adapting the strategy to deliver better results. It would also serve as an opportunity to share lessons with other multi-partner funds that could benefit from the lessons learned in Somalia.

The SDRF SC could commission, at a time of its choosing, a lessons learned/evaluation of the Risk Management Strategy, its implementation and results. The lessons learned/evaluation exercise could be conducted by an external individual or firm, and managed administratively by the SDRF secretariat. The cost for such an exercise would be borne by the funds on a pro-rata basis (level of capitalization).

Another option for regular review would be to contract an international firm with risk management expertise to review and advise on the strategy and its implementation at regular intervals.

7.1 Project-level Risk Management Approaches of the different fund administrators

This Risk Management Strategy focuses on SDRF Fund level risks. Such risks will at times be linked to, and derive from aggregate project level risks. However, project level risks are managed according to the rules, regulations, policies and procedures of each fund administrator and its recipient entities. Hence, in addition to the oversight and support to the implementation of the joint Risk Management Strategy, each Fund Administrator Risk Manager may have responsibilities and obligations within his/her respective institution (support to project teams, reviews, etc.), which fall beyond the remit of this strategy.

This Risk Management Strategy therefore complements existing project level risk management approaches used by each Fund Administrator and respective recipients.

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JRMS for SDRF Funds: Strategic Way Forward

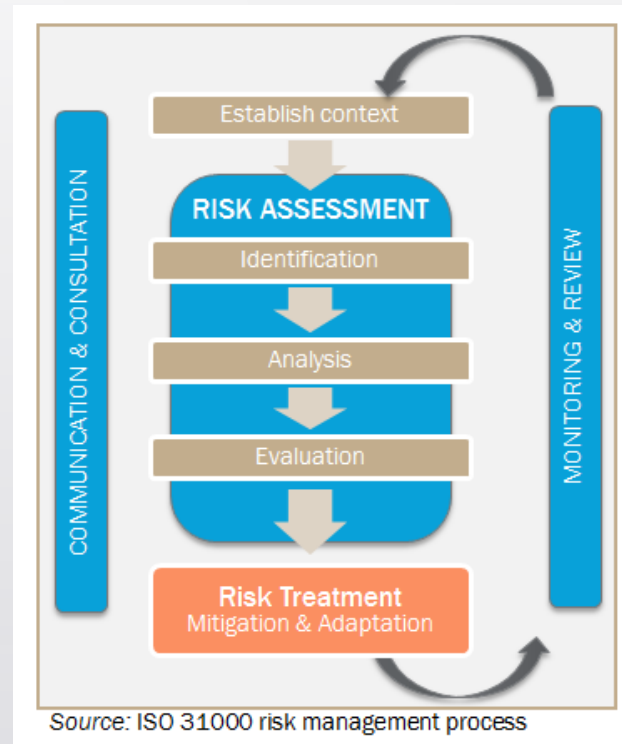
Previous JRMS

Previous strategy focused on 4-step process of assessment, monitoring, treatment and communication/consultation

Key lessons learned:

- Analysis largely provided by fund administrators
- Limited engagement of government
- Inconsistent participation from donors
- No links with decision-making processes (hence, limited impact)
- Locked into routine of reviewing and updating; not dynamic enough to respond to needs / inform decision making

Figure 1. Risk Management Approach





JRMS 2.0 – two-pronged approach

Strategic, Thematic Deep Dives

- Tackle 3-4 strategic, substantive topics per year on specific priority risks
- Conduct/commission analysis for sessions – concrete deliverable that can be used beyond event
- Broader participation bringing together technical experts from multilaterals, donors & gov't

Key tool/deliverable: Short, analytical pieces which can be used for discussions and reporting beyond the event

Collective Risk Updates

- Lighter-touch version of previous approach of risk assessment and treatment addressing priority areas of common interest
- Stronger links with demand for analysis from TF administrators and SDRF co-chairs

Key tool/deliverable: Updated, streamlined risk dashboard



Institutional Arrangements

Forum	Frequency	Role
SDRF Co-chairs & Fund administrators meeting	Bi-annually	<ul style="list-style-type: none">• Biannual review and consultation on priority risks, with a focus on identifying and implementing appropriate treatment measures (which could involve taking issues to Steering Committee)• Provide guidance on key areas of concern for future analysis
Fund Administrators meeting	Quarterly	<ul style="list-style-type: none">• Review analysis of the strategic, thematic deep dives and discuss appropriate treatment measures• Review risk dashboard, providing inputs• Identify topics in need of further analysis (either for deep dive or light touch analysis/review)
Risk Management Group <i>Comprised of <u>dedicated risk management technical experts</u> from the government, each of the fund administrators, and contributing donors, convened by Fund Administrator reps</i>	3-4 times / year to plan deep dives and review dashboard <i>(with additional coordination conducted virtually)</i>	<ul style="list-style-type: none">• Plan and organize 3-4 strategic, thematic deep dives• Review & update risk dashboard, providing inputs• Identify topics in need of further analysis (either for deep dive or light touch analysis/review)



Promoting collective risk management through the JRMS

- Need substantive inputs / analysis from donors and government
 - Proposal for each donor reps to co-manage one of the deep dive sessions
 - Identify key gov't counterparts with technical relevance for each deep dive session (rather than expecting gov't counterparts to cover all risk areas)
- Need JRMS Tools and Deliverables to be relevant beyond RMG
 - Revise dashboard to be more easily used for discussions/briefings (perhaps using ppt format or 1-2 page word doc)
 - Deep Dive analytical products need to be designed with communication in mind (e.g. Abyrint quarterly reports, summary from UCS/RMG workshop on payments of salaries & stipends)



Deep Dive JRMS Analysis Events - quarterly

- Roll out of national programs – addressing challenges associated with engaging different government counterparts in a consistent, coordinated way (common response by int'l community), security/access, equity issues, etc. (WB & UN, DFID, AfDB)
- Urban agenda - forced evictions & land issues – lack of clarity on who is leading policy dialogue on these issues with gov't (FGC on land issues)
- Gender Based Violence and issues of do no harm – Is enough being done in this area through the funds? (SIDA, UN, WB
- Fiduciary risks – Placeholder for more specific topic on this theme
- Internal review of risk management processes / lessons learned;



Next Steps

- Consult on proposed way forward with key stakeholders (TF administrators, donors, gov't) – in process
- Revise JRMS and tools – shared with RMG for comments
- Identify topics for deep dives in 2018 - done

Evaluation of Three PBF-funded Projects

Management Response

The UN Resident Coordinator Office for Somalia commissioned an independent evaluation of three projects funded by the UN Peacebuilding Fund (PBF) under the Immediate Response Facility (IRF):

- PBF/IRF-120: Risk Management Support for the UN MPTF Somalia and Somalia Development and Recovery Facility (SDRF)
- PBF/IRF-141: Pilot Project to Strengthen Service Delivery Through Federal Government Systems in Federal Member States and Interim Regional Administrations
- PBF/IRF-143: Coordination Support for the Implementation of the Peacebuilding Priority and Measures to Pilot Studies of Public Response to Peace and State building Efforts in Somalia

The evaluator, Ms. Nuha Abdelgadir, conducted a desk review and key informant interviews with stakeholders involved in the projects. A mission to Kenya and Somalia was conducted for six days in September.

The Resident Coordinator Office for Somalia welcomes the findings of the evaluation of the three PBF-funded projects. Responses to the individual findings and recommendations are included in the table below.

MANAGEMENT RESPONSE TO EVALUATION FINDINGS AND RECOMMENDATIONS

31 October 2018

#	Findings	Management Response
I.	<u>Pilot Project to Strengthen Service Delivery through Federal Government Systems</u>	
1.	<p><i>Relevance:</i> The project is relevant to the national priorities, Somalia Compact, NDP, SDRF and Peacebuilding Priority Plan. The project uses the government systems and is fully aligned with the principles of the New Deal</p>	The Consultant's comments are noted.
2.	<p><i>Efficiency:</i> The use of the National Window proved to be efficient and there are many advantages of implementing through the government systems. In particular, it has been possible using the government PIU, which was established to implement other projects, (mainly WB projects) and the structure has been fully funded by the WB. This has enhanced the efficiency through getting the activities implemented at relatively lower cost, and additional infrastructure projects were implemented.</p> <p>National window enabled better coordination with other projects, that improved not only the efficiency but also reduced the possibility of duplication of efforts.</p> <p>The most inefficiencies noted is that the project activities did not conclude within the initial timeframe set by the PBF</p>	In future projects, a preliminary assessment of the existing systems and political evolution, which might have an impact at the project duration shall be put at the project designing stage along with a comprehensive risk management and monitoring plan.
3.	<p><i>Effectiveness:</i> The project implemented its activities in 5 federal member states, targeting the weakest administrations. A critical aspect of the effectiveness of the project is that services have been delivered by the government providing the opportunity for testing the national system and building the capacity of the FGS to manage funds and offered an opportunity for collaboration between FGS and FMS. UNDP/RCO worked very closely with the PIU during the project implementation through training and on the job mentoring. The PIU also delivered well on improving the government visibility, promote the government projects through communications and public campaigns.</p> <p>The <i>Gender</i> results are limited to the little participation in the construction work and the efforts of the PIU to promote women participation in the project selection and to encourage female candidates to apply to projects' positions.</p> <p>Despite the successes and achievements, the expected project outputs were not fully achieved. The progress is not tracked for all the planned objectives, i.e. local communities' satisfaction with the constructed infrastructure, a key component of the theory of change.</p> <p>The results in the progress reports do not always measure the intended change. This observation may indicate a problem with the selection of indicators without a consideration of how the data will be collected, selecting the indicators that are not sensitive to change or using indicators that are not appropriate to the results.</p>	<ul style="list-style-type: none"> - Gender: The current project has considered the gender issues in all the infrastructure projects to make sure that the constructions are gender and disabled people friendly. The future projects will consider better indicators to measure the gender results. - Project designs of a similar nature shall also consider setting up indicators to measure the planned objectives and community satisfaction, being change sensitive. - Taking into consideration the nature of the project having a key objective service delivery, selection of the infrastructure projects was considered to reach a larger number of beneficiaries and peacebuilding impact. However, the consultant's comments on a potential political interpretation are well noted. - Starting from 2017, the infrastructure projects have become an integral part of the joint programmes, which addressed the consultant's recommendation on the same issue.

#	Findings	Management Response
	<p>The project did relatively well in process monitoring and little reflection on the output level, due to the quality of the results framework and monitoring challenge.</p> <p>The projects selected through consultations, the construction and providing equipment for administration offices were among the few priorities that were funded, which may be interpreted as elite/politicians pushing for their preferences. It is important to be careful not to select projects that in a way could be interpreted politically as favoring segment of populations. In the consultant's view integrating infrastructure activities within the thematic programmes ensures better vetting of the community priorities and contributes to better impact as well.</p>	
4.	<p><u>Catalytic Effect:</u> The evaluation finds some evidence that the project has been catalytic.</p> <p>The pilot project targeted newly recovered area representing high insecure and risky locations, which would probably not be funded by bilateral donors due to the high risk. The project has encouraged other donors to use the government systems (as indicated in the report, p.18) with new donor contributions more than three times of the initial funds allocated in the pilot project.</p>	The comments are noted.
5.	<p><u>Sustainability:</u> The project has two fundamental elements of sustainability: it has generated a strong sense of national ownership and worked on developing the government sustainability. However, the evaluation is not able to conclude if the PIU staff capacity will be sustained without the donor funding. Upon ending of the funding from the WB, the cost of the PIU staff has been materialized in the new upcoming projects to be implemented through the national window.</p> <p>It is known that Somalia government faces great challenges on paying the government salaries. It is important for projects that work on government capacity development to carefully consider the sustainability of government efforts. This challenge is not one project specific and should be addressed across the programme.</p> <p>Sustainability of the infrastructure projects remains the responsibility of the local authorities, as agreed at the designing stage of the project. Some projects have local arrangements to cover the operational and maintenance costs.</p> <p>Overall it is difficult to come to a solid conclusion on sustainability in the current context.</p>	<p>To ensure the sustainability of the capacities within the government, the project has engaged in the capacity development activities government civil servants, beyond the PIU, which is donor funded. In future projects, the issue of sustainability shall be considered during the project design stage along with an exit strategy.</p> <p>Future projects shall make sure that the sustainability of the projects delivered is part of the project document and properly communicated to local authorities and make sure that proper measures are put in place for covering the maintenance and operational costs are secured.</p>
6.	<p><u>Impact:</u> The assessment of project impact is challenged by the following:</p> <p>The project lasted for less than three years and meaningful peacebuilding results emerge at a scale that is larger than the duration of the project</p>	With the integration of the infrastructure projects in a longer term full-fledged programmes will address the consultant's concerns on the project impact, since the infrastructure projects will become part of a larger intervention to support the national priorities.

#	Findings	Management Response
	<p>There is no data available beyond the output level. It is also difficult to assess the impact of the project in isolation of the overall peacebuilding interventions and the overall of the context in the project targeted areas.</p> <p>Some people interviewed have reported an observed impact for the solar streetlights in Benadir – improved security, extended working hours in the market and increased the district revenues.</p>	
II.	Risk Management Support Project	
1.	<p><u>Relevance:</u> Collaboration between the UN, WB, AfDB, donors and government on risk analysis, dialogue, sharing information and communication for implementation of the JRMS for SDRF funds is not only an efficient approach but also enhance the project effectiveness. As such, collaborative risk management is highly relevant given the complexity of the project/programme in Somalia. The RCO is uniquely qualified to coordinate and lead this cooperation because of its position and the role within the UN.</p> <p>The project has a strong component supporting the Pilot Project to Strengthen Service Delivery (national window), performing oversight role to substitute the function of the monitoring agent, which could not be contracted by UNDP due to the high cost of proposals. However, the approach to oversight does yet come at a cost of slowing down the pilot project implementation as the risk management project followed a close accompaniment approach</p>	<p>The pilot project as a first project of its nature was associated with high risk, especially taking into consideration the complexity of operations in Somalia and the lack of independent audit and oversight systems within the government of Somalia. Under these circumstances, the Risk Management Unit within the RCO considered important to make sure that proper familiarization with the procedures and oversight mechanisms are put in place at the initial stage of the project, to ensure strong risk mitigations measures. In the future, an assessment at the designing stage of the existing mechanisms and capacities within the government is important as it will contribute to realistic timeframe of the project implementation.</p>
2.	<p><u>Efficiency:</u> Collective risk management effort is a more efficient approach especially in the Somalia context, given the high complexity and uncertainty. People interviewed, including key members of the Risk Management Group, mentioned that the dedication of the members from the donors has declined compared to the strong commitment at the inception. The government, a key stakeholder of the project, has very limited involvement of the RMG.</p> <p>The RMG considered an alternative approach to improve collaboration and produce in-depth analysis of selected subjects to feed programme decision making machinery.</p> <p>Moving towards a web-based dashboard that can be accessed by all the members may be an efficient way for the regular / routine updates.</p> <p>The evaluation assessed the level of coordination between the project and the relevant stakeholders and projects as another indicator for the project efficiency.</p> <p>The project used an integrated approach to technical capacity where issues related to risks are included as part of other training programmes, which seems to be a more efficient approach.</p> <p>The National Funding Stream Manual developed by the project in 2016 is based on the UN common principles under Harmonized Approach on Cash Transfer (HACT). The project has</p>	<p>The RCO/RMU has been in contact in the recent months with the Aid Coordination Unit at the Office of Prime Minister, to re-activate engagement of the government with the RMU and supporting establishment of the Risk Management functions within the OPM.</p> <p>Taking into consideration that implementation of the JRMS is a collective approach among the three fund administrators (UN, WB and AfDB), government, donors, SDRF and UNCT, the findings and recommendations from the evaluation shall be shared with the respective parties for further consideration and action.</p> <p>Besides the Risk Management Group for implementation of JRMS, the RCO/Risk Management Unit has engaged with the UN Agencies through the UN Risk Working Group (RWG) on coordinated monitoring activities for common partners on the basis of HACT or other partner capacity assessments such as SHF (Somalia Humanitarian Fund) and encouraging common approaches within the UN.</p>

#	Findings	Management Response
	<p>made use of HACT in providing inputs when developing partner Risk Management and Engagement plans.</p> <p>In the consultant's view, seeking collaboration with HACT members on the implementation of joint assurance and monitoring activities (contracting an independent Monitoring Agent, coordination on spot checks etc) should have been attempted as efficient way of monitoring the pilot project activities.</p>	
3.	<p><u>Effectiveness:</u> The project and the JRMS collaborative approach underpin the effectiveness of the project. Joint reviews, analysis and share of risk related information have contributed to shifting the focus of risk management from fiduciary/compliance and risk avoidance towards broader programme quality assurance and mitigation. This represents great achievements that the UN and partners need to build upon in the future.</p> <p>While the project has delivered good results, strategic opportunity for developing a holistic risk management in Somalia was not fully utilized, which requires a wide range of technical skills and expertise. A meaningful collaboration among the partners is essential in achieving JRMS objectives. Limited involvement of the government, the change of staff representing the participating agencies and competing priorities in Somalia complex context had an impact in achieving the objective of JRMS</p>	Implementation of the recommendations under the effectiveness will require engagement of different partners. Management comments under efficiency above apply here as well.
4.	<p><u>Sustainability:</u> The sustainability of the JRMS achievements depends on finding ways to bring collaboration on the risk management to the partners' top priorities and producing in depth risk analysis.</p>	Same as above.
III.	<p>Coordination Support for the Implementation of the Peacebuilding Priority Plan and Measures to Pilot Studies of Public Response to Peace- and State-building Efforts in Somalia</p>	
1.	<p><u>Relevance:</u> The project is meant to increase the capacity of the UNCT to operate in the challenging environment of Somalia. The project provided an additional resource to enable the UN capacity that is particularly challenging to fund yet needed. The PBF Coordinator role is instrumental in achieving the outcomes of the Peacebuilding Priority Plan given the programme size, the number of UN agencies and the challenging conditions in Somalia.</p> <p>Under the Big Data component, the project was intended to support the UN efforts to monitor Somali public perceptions on various issues related to the ongoing peace and state-building processes. The project has attempted, through the application of big data, to overcome data collection challenges mainly security and access challenges. The project used technology to extract and analyse data from social media and radio stations to generate information that is important for peacebuilding. The consultant acknowledges the significant role of citizens' perception of the peacebuilding process to peace and the UN and the partners' work in Somalia. However, the reality that there is limited use of social media and the coverage of radio stations partly undermined the relevance of the project. The project reports stated that project targeted eight radio stations that have reasonable quality in Mogadishu. There is no</p>	<p>The establishment of the PBF Coordinator in Somalia has had an overall positive effect on the UN's capacity to develop peacebuilding programmes in Somalia, with funding from the PBF. Based on this project, the decision was taken to move the post to Mogadishu and upgrade it to P4 level. The PBF Coordinator will also be joined by a national M&E Specialist to support strengthening M&E, knowledge management and communication around the PBF portfolio in Somalia.</p> <p>The comments on the Big Data component of the project are noted and resonates well with our understanding. While the approach holds significant potential, the complex and relatively under-developed media environment in Somalia makes it less applicable at the time being.</p>

#	Findings	Management Response
	<p>information on the estimated audiences of the radio station, their geographical distribution and the level of participation across the districts.</p> <p>Additionally, the project has no links to any results frameworks of a peacebuilding and development programmes in the country, this major weakness of the project design, led the project to be mostly isolated and further undermined its relevance. Some stakeholders interviewed do not see the component on big data generates information that provides added value to the UN and the partners in Somalia. At this moment, a key stakeholder to the Big Data component does not recognise any achievements of the component that is relevant to them.</p>	
2.	<p>The Big Data Component</p> <p><i>Efficiency:</i> The distinct coordination role apart from the programming capacity is necessary given the size of the programme and the number of agencies involved. Programme coordination is essential especially considering the innovation and catalytic nature that necessitates across projects synergies and learning. Catalytic and innovative initiatives seek direction and benefit from learning and knowledge sharing. For these reasons, programmes wishing to be catalytic and to promote innovation should leverage collaboration and learning.</p> <p>However, some of the UN staff interviewed perceive the PBF the current funding procedures and oversight mechanisms as an inefficient, imposing an unnecessary burden by introducing additional layers. In their views, as the PBF programmes and projects are within the frameworks of UN programmes, the PBF should use the existing governance mechanisms. Additionally, the programmatic approach (Joint Programmes) despite its benefits triggered some challenges. Some agencies reported were not able to get the remaining 20% of fund despite delivering the 80% of their fund as required by the fund policy.</p> <p>Efficiency assesses if there is a duplication of efforts. UN staff interviewed by the consultant stated that the social media analysis (Facebook) generated by the Big Data component does not provide added value to the UNSOM social media monitoring; neither on the scale or the content.</p> <p>The project while considered designed based on consultations; the documentation and follow-up required for such a project environment were not adequate. According to a UN staff who was tasked to develop an internal brief about the project, seeking the involvement of government was mentioned in meeting's minutes and no evidence of any actions being taken – at least from minutes.</p> <p>On the cost side, the evaluation did not manage to assess the cost efficiency of the project. Cost-effectiveness requires cost-benefit analysis as well as the assessment of the cost invested in producing toolkits (the technical outputs of the project) compared to similar toolkits.</p>	<p>The PBF Secretariat is seeking to streamline the processes at the country-level to better harness synergies between existing structures and reporting requirements and those of the PBF. It is recognized that the process is perceived to be inefficient. Part of the solutions lies in changing procedures, the other part in building the capacity of implementing agencies to better design peacebuilding projects. This will be one of the focus areas of the PBF Secretariat going forward.</p> <p>It is recognized that big data and media analysis holds significant potential for programming in Somalia. The UN in Somalia has this capacity as part of the UNSOM mandate. Efforts will be made going forward to leverage the inhouse data collection and media analysis capacity and tie it closer to the development and monitoring of projects where possible.</p>
3.	<p><i>Effectiveness:</i> The project delivered on the commitment to review project proposals and reports before it gets to the PBF. Moreover, according to UN staff interviewed the PBF enabled</p>	<p>A key role of the PBF Coordinator under the new project will be to lead the evaluation of Peacebuilding Priority Plan in Somalia, which will be</p>

#	Findings	Management Response
	<p>the agencies to enter new locations and test new approaches. For some UN staff effectiveness in the Somalia context means ensuring that the programmatic approach is followed: when you go to a place to implement a new initiative or you enter a new location you are sure that the other necessary programmatic components are there. This method has been achieved to some extent in implementing and coordinating the Peacebuilding Priority Plan.</p> <p>Catalytic Effect The staff interviewed by the consultant (from three JPs) mentioned that they have promises from donors to help them expand and replicate their work.</p> <p>Some of the UN employees interviewed believe that the project should have played a stronger role acting as a link between different PBF projects by analysing the various projects, sharing information on gaps, complementarities and generating lessons learned across the projects.</p> <p>In the consultant view, the project needs to work on strengthening joint outcome level monitoring to improve results reporting as an important enabler for achieving the projects' objectives and the overall PPP goals. Results oriented reports are strongly linked to the ability to mobilise resources from other donors and as such are necessary for serving the catalytic objectives of the projects.</p> <p>The PBF Coordinator role should shift towards a more strategic programmatic role with the ability to engage to overcoming challenges, build synergies to facilitate the achievement of the overall programme objective; without introducing additional burden to the projects.</p> <p>The Big Data Component The project achievements include the following: Radio and Facebook analysis toolkit and the relevant documentation. However, a key project stakeholder interviewed by the consultant doesn't see achievements for the project beyond delivering technology outputs in the form of social media analysis toolkit and radio analysis toolkit (not reaching the aim of the project).</p> <p>The major weakness of the project design which has affected its effectiveness is that the project has no link to in-country initiatives and frameworks. The component was designed without links to a specific UN peacebuilding project or programme. It seems that the component has been driven by necessity outside the country. Integration and linkages to a specific programme (i.e. using the big data component to collect data on specific indicators) should have been considered as a way to enhance the ownership of the project. Key informants from the UN are unaware about the project, and other insisted in distancing themselves from the project even though their entities are listed as implementing partners in the project document. A key project stakeholder stated that he concluded that the project did not bring an added value to his unit work and the unit stopped working with the project. The challenges facing the big data pointed to a serious gap in the coordination role. These problems should have been immediate red</p>	<p>combined with an evaluability assessment leading to the renewed request from the Federal Government of Somalia to the UN Secretary-General to remain eligible for PBF funding under the Peacebuilding and Recovery Facility. Furthermore, the PBF Coordinator has stressed the importance of interlinkages and coordination between PBF-funded projects throughout the development of a new generation of projects, expected to come online at the end of 2018. With a growing portfolio, the demands on the PBF Secretariat will increase, which is why a M&E Specialist will be recruited to support the implementing agencies in joint outcome level monitoring and reporting.</p> <p>The findings on the Big Data Component are noted and the response echoes the comments provided above.</p>

#	Findings	Management Response
	flagged to the steering committee and to the PBF to be timely addressed to enable the project achieves its objective.	
4.	<u>Sustainability</u> : As discussed under relevance and effectiveness, the Big Data component of the project is not linked to in-country programme, UN frameworks or project and lacks ownership by the UN agencies in the country. The lack of integration with the UN programmes and projects had weakened knowledge about the project and resulted in weak institutional memory. As such, the project achievements are unlikely to be sustainable at least within the Somalia programmes.	Agreed.
5.	Given the project objectives, it is not possible to assess the impact of the project in isolation from the impact of the Peacebuilding Priority Plan. As discussed, under the sustainability of the Pilot Project, meaningful peacebuilding results emerge at a scale that is larger than the project duration.	Noted.

#	Recommendations	Management Response
	To the UNCT	
R1	Advocate for the use of the National Window. Future projects that will use the government systems should continue to integrate capacity development within the implementation framework focusing on institutional capacity at the FGS and the FMS as well. The National Window Guidelines should clarify the roles of FGS level vis-à-vis FMS as needed so that roles and expectation are clear, and capacity/ testing of the systems is extended to the member states.	Since 2017 and 2018, activities being implemented through the use of country systems (MPTF National Window) have become integral part of the existing or new joint programmes and not isolated activities. The RCO/RMU has initiated revision of the National Window Guidance document to clarify the roles of the FGS and FMS representatives.
R2	Consider funding a realistic and affordable oversight mechanism for the National Window stream projects: It should encompass financial oversight as well as programmatic oversight and support. The cost of the oversight role could be based on cost-sharing across the UN projects and should be factored during the project planning.	Implementation of this recommendation is ongoing. Oversight cost has been factored as cost sharing across different funds and projects having the national funding stream as implementation mode of the project. The RCO/RMU still provides guidance and support on oversight, risk management and capacity development through the Enablers Joint Programme.
R3	Future infrastructure projects should be planned within the context of a programme area (not as standalone) and vetted more carefully prioritising projects that have higher potentials to contribute to specific UN outcomes.	Implemented and will be taken into consideration in the future projects/programms and activities being implemented through the country systems.
R4	It is recommended that current collaborative risk management within the framework of the JRMS continues and further strengthened building on the work done and the lessons learned so far. The RCO is uniquely qualified to coordinate and lead this cooperation because of its position and role within the UN and with other development actors. Coordination with other similar initiatives is also necessary for implementing joint risk monitoring activities to reduce the high monitoring cost in Somalia.	Implementation of this recommendation requires commitment from different partners. The RCO/RMU is encouraging a broader participation within the UN and other actors on a collective approach on the implementation of JRMS, disseminating best practices within Somalia aid community and other countries such as Afghanistan, Syria, South Sudan and supporting development of

		the Risk Management Strategy for UN Integrated Strategic Support for Sahel Countries.
	To the PBF	
R5	Strengthen the capacity for developing M&E frameworks, indicators selection and outcome monitoring. These skills place the foundation for good reports and supports mobilising resources from other donors and as such are necessary for serving the catalytic objectives of the projects.	A strengthened PBF Secretariat in Somalia will have increased capacity to support implementing agencies refine their programme design, M&E approaches and reporting. Several measures are planned in this regard, including the holding of design workshops with members of the UN Country Team, as well as ongoing support throughout the implementation period of the projects. The portfolio evaluation and eligibility assessment in 2019 will also present an opportunity to further refine the approach and make sure the next generation PBF-funded projects benefit from an early stage.
R6	Fund initiatives to collect outcome level data for the portfolio to enable systematic outcome assessment and improve programme management and enhance results reporting.	The PBF Secretariat will work together with implementing agencies to strengthen the approach.
R7	The Coordinator role should shift towards a more strategic role at the programme level with the ability to engage early to overcome challenges, build synergies and share lessons learned	The decision by the DSRSG/RC/HC and the PBSO to upgrade the PBF Coordinator to P4-level and relocate the post to Mogadishu reflects the acknowledgement that with a growing portfolio of projects the PBF Coordinator needs to play a more strategic role vis-à-vis both UN implementing agencies and government counterparts.

**Evaluation of three project funded through the Immediate Response
Facility (IRF) of the Peacebuilding Fund for Somalia**

**Final Evaluation Report
31 October 2018**

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Evaluation Consultant**

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Acronyms

AfDB	African Development Bank
FGS	Federal Government of Somalia
FMS	Federal Member States
IRF	Immediate Response Facility
JP	Joint Programme
JRMS	Joint Risk Management Strategy
MA	Monitoring Agent
MoF	Ministry of Finance
MPTF	UN Multi-Partner Trust Fund
NDP	National Development Plan
NPS	New Partnership for Somalia
PBF	United Nations Peacebuilding Fund
PIU	Project Implementation Unit
PPP	Peacebuilding Priority Plan
PRF	Peacebuilding Recovery Facility
RCO	UN Resident Coordinator Office
RMG	Risk Management Group
RUNO	Recipient UN Organisation
SDRF	Somali Development and Reconstruction Facility
SFF	Special Financing Facility
ToR	Terms of Reference
UNCT	UN Country Team
UNDP	United Nations Development Programme
UNSOM	United Nations Assistance Mission in Somalia
World Bank	WB

Executive Summary

This report represents the final evaluation of **three projects** that were funded through the Immediate Response Facility (IRF) of the Peacebuilding Fund (PBF) for Somalia.

The first project is the **Pilot Project to Strengthen Service Delivery through Federal Government Systems**. The project was designed to enable the Federal Government of Somalia (FGS) to deliver tangible services to its citizen to improve the legitimacy of the government. The project was also meant to test the use of the National Systems and build the government capacity to manage funds effectively.

The second project is the **Risk Management Support** project which was funded to support the implementation of the Joint Risk Management Strategy (JRMS). The main project objective is to enable the Somali Development and Reconstruction Facility (SDRF) Trust Fund provides an effective contribution to Somalia Peacebuilding and State-building priorities.

The third project is the **Coordination Support for the Implementation of Peacebuilding Priority Plan and Measures to Pilot Studies of Public Response to Peace- and State Building Efforts in Somalia**. The project has two distinct components. The first component is intended to provide technical capacity on designing, implementation, monitoring and reporting to enable achieving the Peacebuilding Priority Plan objectives. The second component, implemented by the UN Global Pulse, focuses on using Big Data technology to measure Somalia public perception of the ongoing peacebuilding and state-building processes.

The **purpose** of the evaluation is accountability and learning. The primary users of the evaluation are the UN Country Team (UNCT) in Somalia and the PBF who will use the findings to inform the design of future programmes and projects.

The **methodology** used is predominantly a qualitative assessment mainly documents review and Key Informant Interviews with selected stakeholders of the three projects.

Findings

Relevance

Overall the three projects are relevant: the projects are in line with the Somalia development priorities, aligned to the country context and address the needs of the beneficiaries including the benefiting government institutions and UN agencies. However, the big data component has some weakness in the design which has undermined its relevance; any future projects need to address such weaknesses.

Efficiency

Efficiency has been relatively good for the three projects. For the Pilot Project to Strengthen Service Delivery, cost efficiency has been positively influenced by the fact that the Ministry of Finance (MoF) has an established Project Implantation Unit (PIU) working on implementing other donors' projects concurrently. Implementing using the government systems has created a strong sense of national ownership and developed the government capacity as well. The weakness of the Pilot Project has been the delays of project activities beyond the initial project duration. The delays resulted from the time spent coordinating activities and setting work arrangements at the project initial implementation stage which has not been factored during the planning. The prolonged elections period and the selection of the Cabinet of Ministers have further delayed the project.

All the three projects were extended beyond the IRF duration threshold of 18 months.

Effectiveness

The three projects showed good progress towards their overall objectives. There is evidence that the PBF has been catalytic and enabled the UN and the government to get donors funding. However, though some outputs were achieved, not all outputs were fully realised.

The Pilot Project to Strengthen Service Delivery implemented some small-scale infrastructure projects that support service delivery, in five member states. The projects have been delivered using the government systems providing an opportunity for testing the national system and building the capacity of the FGS to manage funds. However, local communities' satisfaction with the constructed infrastructure projects; a key component of the project theory of change; was not tracked or measured.

For the Risk Management Support Project, achieving the objectives of the JRMS depend on how the Risk Management Group (RMG) succeeds in its efforts on revising the JRMS strategy and adopting a revised approach.

Sustainability

The projects have varying levels of sustainability. Each project faces different sustainability challenges.

The Pilot Project to Strengthen Service Delivery has two fundamental elements of sustainability: a strong sense of national ownership and has invested in developing the capacity of the government staff. However, the individual level capacity (government staff) may face sustainability challenges if donors/international partners' funding ceases.

The big data component achievements are unlikely to be sustainable, at least within the Somalia programmes, mainly because of the weakness in the project design.

Impact

The assessment of the projects' impact was not possible: the projects last for less than three years and peacebuilding results emerge at a scale that is larger than the project duration. It is also difficult to assess the impact of the projects in isolation of the overall peacebuilding interventions. Assessment of the **potential impact** is limited by data availability (no data available beyond the output level results).

However, it is worth noting that some of the people interviewed have reported an observed impact for the solar streetlights in Bandiiradle. The streetlights have improved the security, extended the working hours in the market and increased the district revenues. The consultant believes this point needs to be reported even if it cannot be substantiated.

Lessons learned

Based on the analysis of findings obtained through the discussion with the stakeholders and from the desk review, the evaluation drew four key lessons from the three projects implementation:

Lesson 1: Establishing systems and supporting new institutions is a lengthy process and takes time to achieve. Projects' designers need to consider these points in estimating how long it takes to build capacity, what level of inputs are required and for how long.

Lesson 2: In Somalia context, there are always some conditions and requirements to be set at the initiation phase for successful projects' delivery

and implementation. These requirements need to be examined carefully at the inception and factored in the plans of the project.

Lesson 3: Initiatives without linkages to agencies frameworks and projects face high failure risk and weak ownership regardless of how innovative the initiative is and how valuable its objectives are. It is therefore critical for the success of a new initiative; its design accounts for the local context and its implementation framework are linked to the programmatic frameworks following rigour programme discussion at the technical level to secure ownership.

Lesson 4: The context of Somalia includes a wide range of risks, and the government systems are not yet mature, a strong UN oversight and programme support to projects implemented by the government proved to be successful in building government capacities, mitigating risks and strengthening the partnership with the government.

Recommendations

In future the UN programmes, may consider the following seven recommendations:

To the UNCT

Recommendation 1: Advocate for the use of the National Window. Future projects that will use the government systems should continue to integrate capacity development within the implementation framework focusing on institutional capacity at the FGS and the Federal Member States (FMS) as well. The National Window Guidelines should clarify the roles of FGS level vis-à-vis FMS as needed so that roles and expectation are clear and capacity/ testing of the systems is extended to the member states.

Recommendation 2: Consider funding a realistic and affordable oversight mechanism for the National Window stream projects: It should encompass financial oversight as well as programmatic oversight and support. The cost of the oversight role could be based on cost-sharing across the UN projects and should be factored during the project planning.

Recommendation 3: Future infrastructure projects should be planned within the context of a programme area (not as standalone) and vetted more carefully prioritising projects that have higher potentials to contribute to specific UN outcomes.

Recommendation 4: It is recommended that current collaborative risk management within the framework of the JRMS continues and further strengthened building on the work done and the lessons learned so far. The RCO is uniquely qualified to coordinate and lead this cooperation because of its position and role within the UN and with other development actors. Coordination with other similar initiatives is also necessary for implementing joint risk monitoring activities to reduce the high monitoring cost in Somalia.

To the PBF

Recommendation 5: Strengthen the capacity for developing M&E frameworks, indicators selection and outcome monitoring. These set of skills place the foundation for good reports and support mobilising resources from other donors and as such are essential skills for serving the catalytic objectives of the PBF projects.

Recommendation 6: Fund initiatives to collect outcome level data for the portfolio to enable systematic outcome assessment, improve programme management and enhance results reporting.

Recommendation 7: The Coordinator role should shift towards a more strategic role at the programme level with the ability to engage early to overcome challenges, build synergies and share lessons learned.

Introduction

Country Overview and Context

Over the last six years, Somalia has made significant progress in the field of politics following more than two decades of conflict. The country has undergone a real transformation, progressed in the state formation with the establishment of the Federal Member States (FMS) and the peaceful transition of power in 2017. The Somalia National Development Plan 2017-2019, the country first National Development Plan (NDP) in 30 years, articulates the country priorities for national recovery and development. Somalia's international partners have committed to aligning behind Somalia's NDP. The international community plays a critical role in supporting the Federal Government of Somalia (FGS) and the FMS in the stabilisation efforts, implementing development priorities to enable the decentralisation processes. The support is crucial for the state and district authorities to establish their presence, improve the capacity and effectiveness of their institutions and to enable them to provide tangible improvements to the Somalis lives.

Following the London Somalia Conference in May 2017, Somalia and the international community endorsed the New Partnership for Somalia (NPS) as a framework for mutual accountability and accelerated progress. The New Partnership for Somalia sets out how Somalia and the international community will work together to meet Somalia's most pressing political, security and economic needs and aspirations, as set out in the National Development Plan. The NPS, informed by an independent review of the Somalia Compact in 2016, defined eight thematic areas and associated high-level goals that the Somali Government and international community commit to working together to achieve. The eight thematic areas are political settlement, security, rule of law and human rights, rights of women and girls, youth empowerment, financial and economic management, growth, economic recovery and resilience and inclusion and regulation. The NPS retained the critical elements of the Somalia Compact, reframing them based on the lessons learned. The NPS carried over six partnership principles¹ from the Compact and aligned these principles to key joint enabling actions necessary for the realisation of the NDP. The High Level Partnership Forum and the Somali Development and Reconstruction Facility

¹ The NPS engagement principles are; a) Development is Somali-owned and Somali led and aid is aligned with government priorities b) Aid operations are designed and delivered in partnership with government institutions, c) Aid is provided in line with the government budget cycle and channelled through preferred instruments of the government, d) Aid supports institutional capacity development; e) Aid is provided in a coordinated, flexible transparent and predictable manner and f). Aid is provided in a conflict sensitive manner and g. Aid programmes addressing humanitarian and development needs must be complimentary Frameworks.

(SDRF), the key drivers of the Somali Compact, were retained as the principal bodies for NPS and NDP implementation. The SDRF bring together several funds windows (the UN, the World Bank (WB) and the African Development Bank (AfDB)) under common governance arrangements.

Evaluation Subject

Peacebuilding Fund Interventions in Somalia

The Peacebuilding Fund (PBF) addresses immediate needs in countries emerging from the conflict at a time when sufficient resources are not available from other funding mechanisms. The fund supports interventions of direct and immediate relevance to the peacebuilding process by addressing critical funding gaps. The PBF provides quick, flexible and risk-tolerant financing to UN efforts to supporting solutions aimed at preventing the lapse and relapse into conflict. The PBF programmes feature innovation and catalytic traits through Kick-start new peacebuilding initiatives that will eventually get funded by other donors or accelerate an existing blocked peacebuilding effort.

The PBF allocates fund through two funding facilities, the Immediate Response Facility (IRF) and the Peacebuilding Recovery Facility (PRF). The IRF is project-based financing (projects up to 18 months duration) designed to jumpstart peacebuilding and recovery needs where quick actions are required for immediate peacebuilding and recovery needs. The PRF is a programme-based financing mechanism provides up to three years of support to a structured peacebuilding process and priorities driven by national actors based on a joint analysis of needs with the partners.

The Somalia Peacebuilding Priority Plan (PPP) was jointly elaborated by the Government of Somalia and the United Nations in collaboration with international partners. The plan was approved by the Peacebuilding Support Office endorsing the PBF contribution to peace and stability in Somalia. The plan prioritised programmatic solution under the following two outcomes:

1. Government structures and institutions at federal, regional, district and community level are strengthened, more accountable and transparent and better able to listen and respond to the various needs of populations in newly recovered areas of South and Central Somalia.
2. Communities in South and Central Somalia generate the demand for and benefit from, local governance, security, justice, social and economic solutions.

The Projects under the Scope of the Evaluation

The three projects that are the focus of this evaluation are funded through the IRF of the PBF for Somalia. From the PBF perspective, the three projects are intended as fast, flexible financing for addressing critical and urgent peacebuilding needs in Somalia. The projects are intended to be catalytic meaning eventually funded by other donors or integrated within the UN existing structures. The three projects are designed to support the PBF Priority Area 4 that focus on re-establishing essential administrative services (namely 4.2 and 4.3).

The next section provides a brief summary of each project.

Pilot Project to Strengthen Service Delivery through Federal Government Systems

The project was designed to channel funds through the national window to be used to implement small-scale infrastructure projects. The main objectives of the project are: a) to enable the Federal Government of Somalia, considered as the Recipient UN Organization (RNOU) for the project, to independently deliver tangible services to its citizens and develop its capacity to conduct community consultations and b) Testing the use of national systems and build the capacity of the FGS to effectively manage funds and to pave the way for other donors to use government systems. The project design included UNDP as the second RUNO responsible for the oversight function by contracting and administering an Independent Monitoring Agent (MA).

The project results structure is as below:

Outcome 1: Somali citizens in the target locations perceive their Regional Authorities and the Federal Government of Somalia as being more legitimate thanks to the improvement of infrastructures in their communities. The following are the outputs under outcome:

- The Project Implementation Unit (PIU) of the Ministry of Finance (MoF) successfully managed the rehabilitation / construction of two² small-scale infrastructures in two Member State / Interim Regional Administration.

² The project document indicates two project and propriety plan talked about three projects

- The Project Implementation Unit developed a successful communication campaign to promote the work of the FGS/IRAs in rehabilitating infrastructures
- PIU and IRA civil servants use a participatory monitoring tool to measure the satisfaction of citizens with the rehabilitated infrastructures.

Outcome 2: National systems strengthened with the Ministry of Finance's PIU established as a sound project management model able to deliver tangible deliverables thereby improving its credibility with the donors. The outputs under outcome 2 are:

- The PIU's project cycle management and financial management systems are strengthened through tailored training and on the job coaching.

The project theory of change is that the delivery of small infrastructure projects by the government has dual benefits:

1. Channelling the fund and managing the project will enable testing the government systems. It will improve the government fund management capacity as well as its capacity to plan, manage and implement projects and will encourage donors to use the government systems.
2. The infrastructure projects will increase citizens' trust of the government. The process of the design and construction the projects will create good collaboration between FGS and FMS and with the local communities.

Risk Management Support project

The objective of the Risk Management Support project, as stated in the project document, is to enable the SDRF trust fund provides an effective contribution to Somalia peacebuilding and state-building priorities due to better mitigation in the design and implementation of support initiatives. The project was designed to deliver the following outputs:

- Risk Management Strategy implemented.
- Technical assistant to Government counterparts.
- All the UN Multi-Partner Trust Fund (MPTF) Joint Programmes (JPs) apply do-no-harm/conflict sensitivity principles at formulation and implementation stages.

UNDP is the RUNO and the PBF primarily used to fund the position of MPTF Risk Manager to enable the UN work jointly with the WB and AfDB, donors and Government of the implementation of the RM Strategy for SDRF funds.

Coordination Support for the Implementation of the Peacebuilding Priority Plan project

The project has two components. The first component is intended to provide technical capacity on designing, implementation, monitoring and reporting to enable achieving the Peacebuilding Priority Plan objectives. It was also intended to help transfer conflict analysis and peacebuilding programming knowledge to the national counterparts. UNDP is the RUNO of the project and the fund allocated is the budget of the Peacebuilding Coordinator role needed to extend the technical capacities at the Integrated Office of DSRSG/HC/RC. The second component, implemented by the UN Global Pulse, focuses on using big data technology to gauge Somalia public perception of the ongoing peacebuilding and state-building process without exposing the UN personnel to security risks. The key stakeholders of the big data component are United Nations Assistance Mission in Somalia (UNSOM), United Nations Department of Political Affairs (DPA), UNDP Somalia, UNDP Uganda, UN Resident Coordinator Office (RCO) Somalia.

The project results were framed around the following two outcomes:

Outcome 1: The Peacebuilding Priority Plan will provide an effective contribution to Somalia's peacebuilding and state-building priorities due to effective coordination support in the design and implementation of the PRF projects. The following are the outputs under outcome 1:

- PPP Relevant stakeholder buy-in and proper needs assessment among potential users
- Project outcomes achieved as agreed in the project plan and memoranda of understanding
- Scale up of current to provide more analysis

Outcome 2: Support efforts to remotely monitor Somali public perceptions and behaviours relevant to the ongoing peace- and state-building processes. The project document stated the following as the outputs under outcome 2:

- PRF project proposals developed
- Technical assistance provided
- PPP implementation coordinated

Evaluation Purpose and Scope

The purpose of the evaluation (as stated in the ToR) is to assess the relevance, effectiveness and efficiency of the projects. According to the evaluation ToR, the evaluation will also assess the potential impact of the activities of the project on beneficiaries and the sustainability of results including capacity building results. The evaluation is expected to identify lessons learned and make recommendations that projects partners and stakeholders might use to improve the design and implementation of other related projects.

The scope of the evaluation is the programmatic assessment covering the outputs and outcomes of the three projects from the inception of each project to the evaluation time. The scope covers assessment of the interventions undertaken by the RUNOs and the FGS within the scope of the three projects. The evaluation scope covers assessment of OECD/DAC evaluation criteria of Relevance, Effectiveness, Efficiency, Impact and Sustainability.

Evaluation Methodology

The methodology was agreed with the RCO as the commissioners of the evaluation, in the inception report which can be found in Annex 2. The evaluation employed a qualitative analysis covering desk review, semi-structured interviews, and observations. The inception reports also include detail of the methods used for each evaluation criteria.

The consultant acknowledges that there are some unique elements of peacebuilding interventions needs to be considered in doing an evaluation. The evaluator recognized the uniqueness of peacebuilding interventions while applying the evaluation discipline practices, process and criteria.

The data collection and analysis were based on the evaluation matrix presented in the inception report. The matrix was aligned with the OECD-DAC criteria, and the consultant used the OECD-DAC definitions of relevance, effectiveness, efficiency, sustainability and impact and tailored the criteria where peacebuilding nature necessitates adjustments. Almost the same questions, data collection tools and analysis used for the three projects to ensure that consistency in the application of the methodology.

Evaluation Limitations

Evaluations, as well as other programme interventions in Somalia context, are highly constrained by the prevailing conditions in the country, namely security and its implications on work arrangements in Somalia. The UN

security regulations limit where and when the consultant can travel and where stakeholders can be consulted. Availability of key stakeholders for interviews is also a challenge in Somalia. There was movement restriction in Mogadishu during the in-country mission, which limited the consultant ability to meet and conduct interviews with government stakeholders. The only government staff interviewed are the PIU staff who came to the UN compound. Additionally, the consultant was not able to undertake the site visit for the Pilot Project site in Kismayo, as was initially planned, due to UN security restrictions.

A particular limitation of this evaluation was the fact that the evaluation is conducted with only one consultant and planned for a maximum of 30 days including only 10 days field trip³ (5 in Nairobi⁴, 5 in Mogadishu). The time is inadequate for evaluating three projects in a complex context such as Somalia.

The evaluations limitations were partially mitigated through the following:

- The consultant focused the evaluation scope by being selective about the issues to be assessed prioritising subjects that most likely present potentials for learning.
- Skype calls were used to interview some of the projects' stakeholders instead of face-to-face interviews.
- While the planned site visit to one of the Pilot Project sites was not accomplished, interviewing some UN staff from another project (UNDP RoL) who are not engaged in the project who have visited the site provided reasonably reliable information.

Evaluation Findings

This section presents the evaluation findings based on the analysis of the data and the information obtained from the documents reviewed and interviews with projects' stakeholders. The findings are presented for each project separately. The DAC evaluation criteria are used as the framework to discuss the evaluation findings.

This section provides a brief description of how each criterion examined in this evaluation.

³ The filed mission took place between 22-30 September 2018

⁴ The Nairobi mission was shortened due to the unavailability of stakeholders during the mission and Skype interviews were used.

Relevance is concerned with assessing whether projects are in line with local needs and priorities and are in line with the policies and priorities of the recipients and the donor. For this evaluation, the relevance criterion assesses the extent to which the project addresses the Somalia priorities, is aligned to the peacebuilding and State-building priorities, adapted to the context and is in line with the PBF policies.

Efficiency within the context of peacebuilding interventions intends to assess if the project used the most efficient option considering the context and the project's objectives. It also assesses how well the project used the opportunities to synergise and build complementarities when possible.

Effectiveness measures the extent to which the project or activity achieved its objectives, or whether this can be expected to happen given the outputs delivered. Under the effectiveness criterion, the evaluation also assessed if the project has been **catalytic**, i.e. triggered resources from other donors for the project or similar project.

The evaluation considered **innovation** as a broad term meaning any attempt to offer a new programme solution or approach that is more effective, efficient and sustainable than the previous/ current solutions. Hence innovation is assessed within the framework of efficiency, effectiveness, and sustainability.

Sustainability is concerned with assessing whether the benefits of the project are likely to continue after the project cycle.

Impact looks for the positive and negative changes produced by the interventions, directly or indirectly, intended or unintended.

Pilot Project to Strengthen Service Delivery through Federal Government Systems

Relevance

The project is relevant to the Somalia national priorities and features strong ownership by the government. The project is in full alignment with the Somalia Compact/ NPS, SDRF and the Peacebuilding Priority Plan. Specifically, the project is aligned to PB Focus Area: 4.2 which is concerned with the extension of state authority/ local administration. The output 2 of the project was designed to build the capacity of the PIU of the MoF, is aligned with the Peacebuilding Priority Plan outcome 1: "Government structures and institutions at Federal, regional, district and community level

are strengthened, more accountable and transparent and better able to listen and respond to the various needs of populations in newly recovered areas of Somalia". Additionally, the project infrastructure activities target the recovered areas and as such are aligned to outcome 2 of the Peacebuilding Priority Plan and subsequently aligned to the NDP's priorities.

On a strong positive note, the project uses the government systems and procedures and as such is fully in line with the principles of the New Deal for Engagement in the Fragile States that have been reaffirmed in the NPS. The project put into action the international community commitments to NPS principles. The NPS confirmed the international community commitments to channel aid through the government preferred instruments and to use aid to support the institutional capacity development.

Efficiency

Within the scope of the evaluation, the following points related to the efficiency of the project are noted.

The project channelled fund through the National Window. The Federal Government of Somalia was the recipient entity and the PIU at the Ministry of Finance tasked with the implementation. The project implemented using the government systems following the PIU work schedules. The project was running concurrently with the WB Special Financing Facility (SFF) for the Local development project. The WB supports the core staffing structure of the PIU during the implementation period of the project.

The use of the National Window proved to be efficient, and there are many advantages of implementing using the government systems (using the PIU at the MoF as implementation unit). In particular, it has been possible to implement the project using the government PIU⁵ that was established as a permanent structure and is used to implement other projects (mainly WB projects).

The fact that the MoF had a functioning PIU substantially enhanced the efficiency especially getting the activities implemented at relatively lower cost. The project generated savings from the lower implementation costs which had been used to implement additional infrastructure projects that are in line with the project objectives. The additional projects funded with the savings include installation of solar streetlights in Bandiradley, providing

⁵The PIU established with the Norwegian funds and with the starting up of the UN and the WB projects, the WB has been funding the PIU (SFF-LD Somalia Financial Facility for Local Development)

equipment for the two constructed facilities in Kismayo and North Galkacyo and installation of solar panels in the newly built district administration block in North Galkacyo.

The use of the National Window enabled better coordination with other projects funded by other partners (WB), improved not only the efficiency but also reduced possibilities of duplication of efforts. The national window allowed implementing projects in the most risky recently recovered areas. This would have been extremely difficult to be implemented by the UN taking into consideration the UN security restrictions.

The use of the National Window played a pivotal role in strengthening the government capacity (learning by doing) and in increasing government ownership.

The most significant inefficiencies noted is that the project activities did not conclude within the initial timeframe set by the PBF. According to the people interviewed from the UN and the government site, the delays are brought about by the slowdown start of the project. The UN, WB and FGS took long time to coordinate the intervention and to set an integrated approach for all the projects implemented by the government. These activities were not factored at the planning phase. The prolonged elections period and the selection of the Cabinet of Ministers have further delayed the project activities. The project progress reports showed that until the end of the first quarter of 2017 the delivery was mainly the cost of training, designing infrastructure projects and consultations and none of the infrastructure work was started on the ground.

The project design included using the service of an Independent Monitoring Agent, to be administered by UNDP, for the oversight of the project activities. UNDP was not able to find a qualified company at a reasonable cost. The lowest price received from a qualified company was above \$700,000.

The evaluation concludes that the use of the national window has not been less efficient in comparison with other models and has almost certainly been more effective than some. Overall, the advantages of implementing through the National Window outweighed the disadvantages.

Effectiveness

The project through the National Window mechanism delivered some small-scale infrastructure projects that support service delivery, selected through

government and community consultations, in five member states. The project targeted the weakest administration in the South and Central Somalia where government provision of basic services is essential for the legitimacy of the state.

A critical aspect of the effectiveness of the project is that services have been delivered by the government providing an opportunity for testing the national system and building the capacity of the FGS to manage funds. The project also offered an opportunity for collaboration between the Federal and Member States' authorities. The following infrastructure projects were completed following the standards: the construction and equipping of a Regional Court in Kismayo, Jubbaland State; Solar Streetlights in three streets in Banadir District Administration, Mogadishu; Administration Office with attached Courtroom and Solar Streetlights in Bandiiradley, Galmudug State and Construction of and providing equipment to the District Administration office, Puntland State.

Based on the reports produced by the project and interviews with the PIU team and UN/WB staff, it appears that PIU has acquired the substantial capacity for overall management of projects. A UN staff interviewed by the consultant, who is a Certified Project Manager, has stated that the PIU currently has the capacity to manage mid-size procurements. The staff also noted that the PIU is highly efficient on processing payments.

UNDP/RCO worked very closely with the PIU during the project implementation. Through training and on the job mentoring the PIU staff gained capacity in a) public procurement, bid evaluation and contractual management, b) financial management and reporting c) risk management and audit d) monitoring of projects, e) ethics and integrity in public procurement and management of public contracts. UNDP contracted engineer worked closely with the PIU in critical technical areas where the latter needed support. The PIU also delivered relatively well on improving government visibility promoting the government infrastructure projects through communication and public campaigns. The gender results are limited to the little participation of female in the construction work and the efforts of the PIU to promote women participation in project selection and to encourage female candidates to apply to projects' positions.

Notwithstanding the above successes and achievements, the expected project outputs were not fully achieved. Among some of the factors that contributed to this, is the fact that progress is not tracked for all planned objectives. For example, local communities' satisfaction with the constructed

infrastructure; a key component of the project theory of change; was not tracked or measured.

The consultant noted that the results in the progress reports do not always measure the intended change. This observation may indicate a problem with the selection of indicators without consideration of how the data will be collected, selecting indicators that are not sensitive to change or using indicators that are not appropriate to the result (the direct causal link between the indicator and the results).

The project did relatively well regarding process monitoring (input and activity reporting: monitoring of the construction work, reporting training activities), and little reflection on the output level results. The weakness on results level reporting is due to the quality of the results framework and monitoring challenge highlighted in the previous paragraph.

Last but not the least, although the pilot projects have been selected through community consultations to strengthen the community trust of the government; it was quite interesting to note that construction and providing equipment for administration offices were among the few priorities that were funded. The consultant does not wish to imply that these are not important or does not reflect community priorities. However, such projects may likely be interpreted as elite/politicians pushing for their preferences. The reality is that in a country in conflict or post-conflict there are vast needs and there will always be competing priorities. It is important to be careful not to select projects that in a way could be interpreted politically as favouring segment of the population. One approach to avoid selecting what can be perceived as “a political choice” would be limiting the work on standalone infrastructure projects. Work on infrastructure and equipment provision projects should be done within the framework of thematic programmes or projects (RoL, Stabilisation, Local governance). According to the UN RCO, new infrastructure activities have been considered within the framework of the thematic projects and will continue to be implemented through the national window. In the consultant view, integrating infrastructure activities within the thematic programmes ensures better vetting of the community priorities and contributes to better impact as well.

Catalytic Effect

The evaluation finds some evidence that the project has been catalytic.

An important point to note is that the pilot project targeted the newly recovered area representing high insecure and risky locations. These

infrastructure projects would probably not get funded through bilateral donors' agreements due to the high risk. Additionally, the pilot project has encouraged other donors to use the government systems. Currently, there are other projects signed agreements with donors including funds to be implemented through the National Window.

The following table includes funding from donors that are / will be channelled through the National Window subsequent to the implementation of "the Pilot Project to Strengthen Service Delivery through Federal Government Systems".

Project	Amount	Donor	Year
Rule of Law – Construction of Baidoa Prison	\$1,102,277(after deducting 1% Administrative Agent fee)	Government of Sweden	2017
Rule of Law – Rehabilitation of Supreme Court, Construction of Galkayo -National Somali University compound rehabilitation	Euro \$3,292,300 (approximately \$4m) FGS – \$3,463,443 UNDP - \$536,557	Government of Italy	2018
Rule of Law Construction of prison in Kismayo Construction of Bosaso court house	\$2,389,860 programmable amount (hybrid implementation with funds passing from MPTF to UNOPS to Government treasury) FGS - \$1,692,554 UNOPS - \$687,306	EU	2018

Sustainability

The Pilot Project to Strengthen Service Delivery has two fundamental elements of sustainability. The project has generated a strong sense of national ownership (as discussed under relevance and efficiency) and worked on developing the government capacity. However, the evaluation is not able to conclude if the PIU staff capacity will be sustained without donor funding. According to the RCO, the WB will stop funding the PIU and the cost of staff has been allocated as part of the UN new projects that will be implemented through the National Window.

It is widely known that Somalia government faces great challenges on paying government salaries⁶. It is important for projects that work on

⁶ In 2018 salaries of civil servants were not paid regularly and at times civil servants did not receive salary payments for successive months. The WB used to support salaries of 47 government department.

government capacity development to carefully consider how to sustain the capacity development efforts. The challenges facing the sustainability of government capacity development efforts are not specific to one project and should be addressed across the programme as early as possible.

For the sustainability of the created infrastructure, according to the PIU team; it has been agreed during the design of the projects that the maintenance of the infrastructure is the responsibility of the local authorities. The PIU team mentioned that some of the projects have local arrangements to cover the operation and maintenance.

Overall, it is difficult to come to a solid conclusion on sustainability in the current context.

Impact

The assessment of the project's impact is challenged by the following:

Firstly, the project lasted for less than three years and meaningful peacebuilding results emerge at a scale that is larger than the duration of the project.

Secondly, if the consultant considers assessing the potential impact, there is no data available beyond the output level results. It is also difficult to assess the impact of the project in isolation of the overall peacebuilding interventions and the overall context in the project targeted areas.

However, it is worth noting that some of the people interviewed have reported an observed impact for the solar streetlights in Bandiiradley. The streetlights have improved the security, extended the working hours in the market and increased the district revenues. The consultant believes this point needs to be reported even if it cannot be substantiated.

Risk Management Support project

Relevance

The Risk Management Project was developed to extend the capacity of the UNCT on risk management to implement the SDRF Joint Risk Management Strategy (JRMS). The project was intended to strengthen the strategic and operational collaboration between the UN, the WB, AfDB, donors and the government to enable achieving strategic objectives of the programmes within the risk context in Somalia. The project also was meant to complement the procedures and methods of the programmes funded under

the Peacebuilding Priority Plan. The Risk Management Group (RMG) was established as a platform to discuss and share information. Collaboration on risk analysis, dialogue, sharing of information and communication between organisations is not only an efficient approach but also enhance programme effectiveness. The RMG by bringing the various partners facilitates addressing multiple risks where each partner brings some degree of specialisation needed for addressing risks and all partners accept to share the residual risks. As such, collaborative risk management is highly relevant given the complexity of the project/ programme in Somalia. The RCO is uniquely qualified to coordinate and lead this cooperation because of its position and role within the UN.

The project has a strong component supporting the Pilot Project to Strengthen Service delivery. The project performed oversight role for the Pilot Project to substitute the function of the MA as UNDP did not manage to contract the MA due to the high cost. The engagement with the Pilot Project is relevant given the objective of the Pilot Project (testing the government systems) and the high risk in Somalia. However, the approach to oversight does yet come at the cost of slowing down Pilot Project implementation (especially at the initial stages of the implementation) as the risk management project followed a close accompaniment approach.

Efficiency

Collective risks management effort is, no doubt, a more efficient approach especially in the Somalia context given the high complexity and uncertainty. The dialogue and information share are necessary as multiple donors and agencies are involved in various projects in different geographical locations and with different partners. Collaboration on risk management expands the share of technical skills and reduces reinventing the wheel by the different programmes. However, people interviewed including key members of the RMG mentioned that the dedication of the members from the donors has declined compared to the strong commitment at the inception. The government, a key stakeholder for the project, has very limited involvement in the RMG.

In terms of the approach to risk analysis, most of the analysis documents were produced with limited collaboration mostly involving the MPTF Risk Manager and the WB/UN Coordinator. The interviews revealed that the members recognise the importance of collaborative risk management. However, translating that into commitment is a challenge as the government, donors and organisations human resources capacity are stretched among the competing priorities in Somalia complex context.

The RMG started to consider an alternative approach to improve collaboration and produce in-depth analysis of selected subjects to feed the programmes decision making machinery. In April 2018, the RMG started working on the analysis of Gender-Based Violence risk involving the Swedish Embassy (lead), UN and the WB.

In the consultant view, moving towards a web-based dashboard that can be accessed by all the members via an internet connection may be an efficient way for the regular/ routine updates.

The evaluation assessed the level of coordination between the project and the relevant stakeholders and projects as another indicator for the project efficiency.

The JRMS is built on complementarities with project level risks. Additionally, the JRMS framework has enabled closer collaboration (at least between the UN and the WB) especially on training and capacity development efforts. According to government officials and UN staff interviewed, the project used an integrated approach to technical capacity where issues related to risks are included as part of other training programmes which seems to be a more efficient approach.

Regarding collaboration with other relevant initiatives, the National Funding Stream Manual developed by the project in 2016, is based on the UN common principles under the Harmonised Approach to Cash Transfer (HACT). The manual used and referred to the HACT principles extensively. According to the MPTF Risk Manager, the project has made use of HACT in providing inputs when developing risk management and engagement plans. In the consultant view, seeking collaboration with the HACT members on implementation of joint assurance and monitoring activities (contracting Independent Monitoring Agent, coordination on spot checks etc.) should have been attempted as an efficient way for monitoring the pilot project activities.

Effectiveness

The project and the JRMS collaborative approach underpin the effectiveness of the project. The joint reviews, analysis and share of risk-related information have contributed to shifting the focus of risks management from fiduciary/compliance and risk avoidance towards broader programme quality assurance and mitigation. This represents great achievements that the UN and the partners need to build upon in the future.

The following results represent the achievements of the collaboration on risk management:

1. Risks Dashboard updates and information sharing;
2. Thematic Risks on the Impact of the Drought in Somalia over the SDRF;
3. Cross MPTF Funded JPs Risk Analysis;
4. The Use of Country Systems Road Map for Somalia;
5. SDRF Operational Manual
6. Operational Manual for the National Window.

As discussed under the relevance section, the project has a strong component of capacity support to the national window, especially in supporting the MoF implementing the pilot projects. All the PIU staff interviewed reported satisfaction with the support provided by the project including training, on the job coaching and mentoring and quality assurance of the PIU work. The partnership between UN and the MoF and other government institutions has also been strengthened as a result of the engagement.

The challenges facing the implementation of the JRMS are ensuring the continuous commitment to the collaborative work on risk management and producing more in-depth analysis that informs the programme decision making. The people interviewed by the consultant reported limited government participation; varying levels of dedication and technical experience of the members (change of staff representing the organisations) are among the challenges facing the group.

While the project delivered good results, strategic opportunity for developing a holistic risks management in Somalia was not fully utilised. A comprehensive risk assessment requires a wide range of technical skills and expertise. Therefore a meaningful collaboration among the partners is essential to achieving the JRMS objectives. Limited involvement of the government, the change of staff representing the participating agencies and competing priorities in Somalia complex context had an impact on achieving the objective of the JRMS.

In conclusion, achieving the objectives of the JRMS depend on how the RMG succeeds in its efforts on revising the JRMS strategy and its approach to be able to produce an in-depth analysis to inform programme decision-making.

Sustainability

The sustainability of the Joint Risk Management Strategy achievements depends on findings ways to bring collaboration on risk management to the partners' top priorities and producing in-depth risk analysis.

Coordination Support for the Implementation of the Peacebuilding Priority Plan project

Relevance

Similar to the risk management, the project is meant to increase the capacity of the UNCT to operate in the challenging environment of Somalia. The project provided an additional resource to enable the UN capacity that is particularly challenging to fund yet needed. The PBF Coordinator role is instrumental in achieving the outcomes of the Peacebuilding Priority Plan given the programme size, the number of UN agencies and the challenging conditions in Somalia.

Under the Big Data component, the project was intended to support the UN efforts to monitor Somali public perceptions on various issues related to the ongoing peace and state-building processes. The project has attempted, through the application of big data, to overcome data collection challenges mainly security and access challenges. The project used technology to extract and analyse data from social media and radio stations to generate information that is important for peacebuilding. The consultant acknowledges the significant role of citizens' perception of the peacebuilding process to peace and the UN and the partners' work in Somalia. However, the reality that there is limited use of social media and the coverage of radio stations partly undermined the relevance of the project. The project reports stated that project targeted eight radio stations that have reasonable quality in Mogadishu. There is no information on the estimated audiences of the radio station, their geographical distribution and the level of participation across the districts.

Additionally, the project has no links to any results frameworks of a peacebuilding and development programmes in the country, this major weakness of the project design, led the project to be mostly isolated and further undermined its relevance. Some stakeholders interviewed do not see the component on big data generates information that provides added value to the UN and the partners in Somalia. At this moment, a key stakeholder to the Big Data component does not recognise any achievements of the component that is relevant to them.

Efficiency

The distinct coordination role apart from the programming capacity is necessary given the size of the programme and the number of agencies involved. Programme coordination is essential especially considering the innovation and catalytic nature that necessitates across projects synergies and learning. Catalytic and innovative initiatives seek direction and benefit from learning and knowledge sharing. For these reasons, programmes wishing to be catalytic and to promote innovation should leverage collaboration and learning.

However, some of the UN staff interviewed perceive the PBF the current funding procedures and oversight mechanisms as an inefficient, imposing an unnecessary burden by introducing additional layers. In their views, as the PBF programmes and projects are within the frameworks of UN programmes, the PBF should use the existing governance mechanisms. Additionally, the programmatic approach (Joint Programmes) despite its benefits triggered some challenges. Some agencies reported were not able to get the remaining 20% of fund despite delivering the 80% of their fund as required by the fund policy.

The Big Data Component

The following points are noted regarding the efficiency of the project:

Efficiency assesses if there is a duplication of efforts. UN staff interviewed by the consultant stated that the social media analysis (Facebook) generated by the Big Data component does not provide added value to the UNSOM social media monitoring; neither on the scale or the content.

The project while considered designed based on consultations; the documentation and follow-up required for such a project environment were not adequate. According to a UN staff who was tasked to develop an internal brief about the project, seeking the involvement of government was mentioned in meeting's minutes and no evidence of any actions being taken – at least from minutes.

On the cost side, the evaluation did not manage to assess the cost efficiency of the project. Cost-effectiveness requires cost-benefit analysis as well as the assessment of the cost invested in producing toolkits (the technical outputs of the project) compared to similar toolkits.

Effectiveness

The project delivered on the commitment to review project proposals and reports before it gets to the PBF. Moreover, according to UN staff interviewed the BPF enabled the agencies to enter new locations and test new approaches. For some UN staff effectiveness in the Somalia context means ensuring that the programmatic approach is followed: when you go to a place to implement a new initiative or you enter a new location you are sure that the other necessary programmatic components are there. This method has been achieved to some extent in implementing and coordinating the Peacebuilding Priority Plan.

Catalytic Effect

The staff interviewed by the consultant (from three JPs) mentioned that they have promises from donors to help them expand and replicate their work.

Some of the UN employees interviewed believe that the project should have played a stronger role acting as a link between different PBF projects by analysing the various projects, sharing information on gaps, complementarities and generating lessons learned across the projects.

In the consultant view, the project needs to work on strengthening joint outcome level monitoring to improve results reporting as an important enabler for achieving the projects' objectives and the overall PPP goals. Results oriented reports are strongly linked to the ability to mobilise resources from other donors and as such are necessary for serving the catalytic objectives of the projects.

The PBF Coordinator role should shift towards a more strategic programmatic role with the ability to engage to overcoming challenges, build synergies to facilitate the achievement of the overall programme objective; without introducing additional burden to the projects.

The Big Data Component

The project achievements include the following: Radio and Facebook analysis toolkit and the relevant documentation. However, a key project stakeholder interviewed by the consultant doesn't see achievements for the project beyond delivering technology outputs in the form of social media analysis toolkit and radio analysis toolkit (not reaching the aim of the project).

The major weakness of the project design which has affected its effectiveness is that the project has no link to in-country initiatives and frameworks. The component was designed without links to a specific UN

peacebuilding project or programme. It seems that the component has been driven by necessity outside the country. Integration and linkages to a specific programme (i.e. using the big data component to collect data on specific indicators) should have been considered as a way to enhance the ownership of the project. Key informants from the UN are unaware about the project, and other insisted in distancing themselves from the project even though their entities are listed as implementing partners in the project document. A key project stakeholder stated that he concluded that the project did not bring an added value to his unit work and the unit stopped working with the project. The challenges facing the big data pointed to a serious gap in the coordination role. These problems should have been immediate red flagged to the steering committee and to the PBF to be timely addressed to enable the project achieves its objective.

Sustainability

As discussed under relevance and effectiveness, the Big Data component of the project is not linked to in-country programme, UN frameworks or project and lacks ownership by the UN agencies in the country. The lack of integration with the UN programmes and projects had weakened knowledge about the project and resulted in weak institutional memory. As such, the project achievements are unlikely to be sustainable at least within the Somalia programmes.

Impact

The assessment of the impact of the project is challenged by the following:

Given the project objectives, it is not possible to assess the impact of the project in isolation from the impact of the Peacebuilding Priority Plan. As discussed, under the sustainability of the Pilot Project, meaningful peacebuilding results emerge at a scale that is larger than the project duration.

General Points

For both the Coordination Support and Support to Risk Management projects project delivery and timeline are not discussed as the main cost of the two projects is the staffing cost.

All the three projects were extended beyond the IRF duration threshold of 18 months.

Lessons Learned and Recommendations

Lesson Learned

L1: Establishing systems and supporting new institutions is a lengthy process and takes time to achieve. Projects' designers need to consider these points in estimating how long it takes to build capacity, what level of inputs are required and for how long.

L2: In Somalia context, there are always some conditions and requirements to be set at the initiation phase for successful project delivery and implementation. These requirements need to be examined carefully at the inception and factored in the plans of the project.

L3: Initiatives without linkages to agencies frameworks and projects face high failure risk and weak ownership regardless of how innovative the initiative is and how valuable its objectives are. It is therefore critical for the success of a new initiative; its design accounts for the local context and its implementation framework are linked to the programmatic frameworks following rigour programme discussion at the technical level to secure ownership.

L4: The context of Somalia includes a wide range of risks, and the government systems are not yet mature, a strong UN oversight and programme support to projects implemented by the government proved to be successful in building government capacities, mitigating risks and strengthening the partnership with the government.

Recommendations

To the UNCT

R1. Advocate for the use of the National Window. Future projects that will use the government systems should continue to integrate capacity development within the implementation framework focusing on institutional capacity at the FGS and the FMS as well. The National Window Guidelines should clarify the roles of FGS level vis-à-vis FMS as needed so that roles and expectation are clear and capacity/ testing of the systems is extended to the member states.

R2. Consider funding a realistic and affordable oversight mechanism for the National Window stream projects: It should encompass financial oversight as well as programmatic oversight and support. The cost of the oversight role

could be based on cost-sharing across the UN projects and should be factored during the project planning.

R3. Future infrastructure projects should be planned within the context of a programme area (not as standalone) and vetted more carefully prioritising projects that have higher potentials to contribute to specific UN outcomes.

R4. It is recommended that current collaborative risk management within the framework of the JRMS continues and further strengthened building on the work done and the lessons learned so far. The RCO is uniquely qualified to coordinate and lead this cooperation because of its position and role within the UN and with other development actors. Coordination with other similar initiatives is also necessary for implementing joint risk monitoring activities to reduce the high monitoring cost in Somalia.

To the PBF

R5. Strengthen the capacity for developing M&E frameworks, indicators selection and outcome monitoring. These skills place the foundation for good reports and supports mobilising resources from other donors and as such are necessary for serving the catalytic objectives of the projects.

R6. Fund initiatives to collect outcome level data for the portfolio to enable systematic outcome assessment and improve programme management and enhance results reporting.

R7. The Coordinator role should shift towards a more strategic role at the programme level with the ability to engage early to overcome challenges, build synergies and share lessons learned.

Annex 1: Terms of Reference for evaluation



TORs Project
Evaluation of 3 MPTF

Annex 2: The Consultant Inception Report

Inception Report⁷

Evaluation of Three Projects Funded through the Peace Building Fund for Somalia

Introduction

The evaluation is commissioned by the Head of the Integrated Office (HIO) of DSRSG/HC/RC Somalia and is concerned with the evaluation of three projects funded through the Immediate Response Facility (IRF) of the Peace Building Fund for Somali. The projects are:

1. Risk Management Support for UN Multi Partner Trust Fund (UMPTF) and Somalia Development and Reconstruction Facility (SRDF).
2. Coordination Support for the Implementation of Peacebuilding Priority Plan and Measures to Pilot Studies of Public Response to Peace- and State building Efforts in Somalia
3. Pilot Project to Strengthen Service Delivery through Federal Government Systems in Federal Member States and Interim Regional Administrations.

This inception report outlines the evaluation framework, the methodology and the evaluation work plan the evaluation consultant will follow for the evaluation.

Background and Context

Somalia has made significant progress in the field of politics, has undergone a real transformation and has progressed in state formation resulted in the establishment of the Federal Member States. However, the road ahead remains fragile and uncertain. The country has established a comprehensive aid architecture bridging peace, security, justice and development priorities. Some of the most contentious issues that remain outstanding are those dealing with fiscal federalism, power and revenue sharing.

The international community plays a critical role in supporting the Federal Government of Somalia in the stabilization efforts, implementing development priorities to enable the decentralization processes. The support is crucial for the state and district authorities to

⁷ Evaluation Consultant: Nuha Abdelgadir

establish their presence, improve the capacity and effectiveness of their institutions and to enable them to provide tangible improvements to the Somalis lives.

The Somali compact between Somalia and the international community made commitments for the reconstruction of Somalia, based on the New Deal Principles for Fragile States. The Somalia compact identified a set of key priorities for the reconstruction of Somalia under five Peacebuilding and State building Priorities (PSG).

As part of the Somali Compact, the Federal Government of Somalia (FGS) and development partners established the Somalia Development and Reconstruction Facility (SDRF) as a centerpiece of the New Deal partnership to enhance the delivery of effective assistance to all Somalis. The SDRF bring together several funds (“windows”) (the UN, the World Bank and the African Development Bank and the Special Financing Facility) under common governance arrangements.

Evaluation Subject

The three projects that are the focus of the evaluation are funded through the Immediate Response Facility (IRF) of the Peace Building Fund for Somali. The three projects are designed to support the **PBF Priority Area 4 that focus on re-establishing essential administrative services (namely 4.2 and 4.3).**

The objective of the **Risk Management Support project** is to enable the SDRF trust fund provides an effective contribution to Somalia peacebuilding and state building priorities due to better mitigation in the design and implementation of support initiatives.

The **Coordination Support for the Implementation of the Peacebuilding** Priority Plan project intended to deliver/ contribute to two outcomes namely 1) The Peacebuilding Priority Plan will provide an effective contribution to Somalia’s peacebuilding and state building priorities due to effective coordination support in the design and implementation of the PRF projects. 2) Support efforts to remotely monitor Somali public perceptions and behaviours relevant to the ongoing peace- and state building processes.

The ultimate Outcomes of the **Pilot Project to Strengthen Service Delivery Through Federal Government Systems** are 1) Somali citizens in the target locations perceive their Regional Authorities and the Federal Government of Somalia as being more legitimate thanks to the improvement of infrastructures in their communities. 2) National systems strengthened with the Ministry of Finance’s PIU established as a sound project management model able to deliver tangible deliverables thereby improving its credibility with the donors.

The **project information and the programmatic scope for the** three projects (as reflected in the project documents and the amendments are as in Table 1:

Table 1: Projects Information and the Programmatic Scope

Project	RUNO	Timeframe From To		Budget	Results Framework Outcomes/ Outputs
1.Risk Management Support for UMPTF and SRDF	UNDP	15.07. 2015	30.06.2018	586,974	<p>Outcome 1: The SDRF trust fund provides an effective contribution to Somalia peacebuilding and state-building priorities due to better mitigation in the design and implementation of support initiatives.</p> <p>Outputs:</p> <p>Output 1: Risk Management (RM) strategy implemented.</p> <p><i>Indicators:</i></p> <p>1.1 : Risk analysis and RMG convened according to strategy (see risk management strategy)</p> <p>Output 2: Technical assistant to Government counterparts.</p> <p><i>Indicators:</i></p> <p>2.1 Number of trainings on risk management (related to trust fund strategy)</p> <p>2.2 Proportion of recommendations to offset emergent risks implemented.</p> <p>Output3: All MPTF JPs apply do-no-harm/conflict sensitivity principles at formulation and implementation stages.</p> <p><i>Indicators:</i></p> <p>3.1 % of projects implemented through Trust Fund that proactively manage potential risks to gender equality, and women’s empowerment</p> <p>a) of Trust Fund resources allocated to gender specific activities/interventions</p> <p>% of projects implemented through Trust Fund that routinely formally monitor stakeholder vulnerability/concerns</p> <p>Aligned to PB Focus Area: 4.3 Governance of peacebuilding resources (including JSC/PBF Secretariats).</p>
2.Coordination Support for the Implementation of Peacebuilding Priority Plan and Measures to Pilot Studies of Public Response to Peace- and State building Efforts in Somalia	UNDP	01.06.2017	30.06.2018	952,889	<p>Outcome 1: The Peacebuilding Priority Plan will provide an effective contribution to Somalia’s peacebuilding and state building priorities due to effective coordination support in the design and implementation of the PRF projects.</p> <p>Output 1: PRF project proposals developed</p> <p><i>Indicators:</i> Quality PRF project proposals developed, Target 3</p> <p>Output 2: Technical assistance provided</p>

Project	RUNO	Timeframe From To		Budget	Results Framework Outcomes/ Outputs
					<p>Output 3: PPP implementation coordinated</p> <p>Outcome 2: Support efforts to remotely monitor Somali public perceptions and behaviours relevant to the ongoing peace- and state building processes.</p> <p>Output 1: PPP Relevant stakeholder buy-in and proper needs assessment among potential users.</p> <p>Output 2: Project outcomes achieved as agreed in project plan and memoranda of understanding</p> <p>Output 3: Scale up of current to provide more analysis</p> <p>Aligned to PB Focus Area: 4.3 Governance of peacebuilding resources (including JSC/PBF Secretariats)</p>
<p>3. Pilot Project to Strengthen Service Delivery Through Federal Government Systems in Federal Member States and Interim Regional Administrations.</p>	<p>FGS/ UNDP</p>	<p>17.02.2016</p>	<p>30.06.2018</p>	<p>FGS 1,902,500 UNDP 159,581 2,062,0835</p>	<p>Outcome 1: Somali citizens in the target locations perceive their Regional Authorities and the Federal Government of Somalia as being more legitimate thanks to the improvement of infrastructures in their communities.</p> <p>Output 1.1: The Project Implementation Unit of the Ministry of Finance successfully managed the rehabilitation / construction of two small scale infrastructures in two Member State / Interim Regional Administration (IRA??).</p> <p>Output 1.2: The Project Implementation Unit developed a successful communication campaign to promote the work of the FGS/IRAs in rehabilitating infrastructures</p> <p>Output 1.3: PIU and IRA civil servants use participatory monitoring tool to measure the satisfaction of citizens with the rehabilitated infrastructures.</p> <p>Outcome 2: National systems strengthened with the Ministry of Finance’s PIU established as a sound project management model able to deliver tangible deliverables thereby improving its credibility with the donors.</p> <p>Output 2.1: The PIU’s project cycle management and financial management systems are strengthened through tailored trainings and on the job coaching</p> <p>Aligned to PB Focus Area: 4.2 Extension of state authority/ local administration</p>

Purpose & Scope of the Evaluation

The *purpose* of this evaluation (as stated in the ToR) is to assess the relevance, effectiveness and efficiency of the Projects. It will also assess the potential impact of the Projects activities on beneficiaries and sustainability of results including capacity building. It will further identify lessons learned and make recommendations that Project partners and stakeholders might use to improve the design and implementation of other related projects.

The *scope* of the evaluation is programme components covering all the outputs and outcomes of the three projects from the inception of each respective project to the evaluation time. The scope covers assessment of all interventions undertaken by the RUNOs and the federal government at the federal and regional levels. This is a vast scope (in fact three evaluations) for an evaluation that is further constrained by the evaluation time and the evaluation resources (only one consultant for 30 working days).

The evaluation methodology and questions have been carefully developed considering the constraints but still, meet the evaluation purpose.

Methodology

Considering the time, resources constraints and the scope of the evaluation, the methodology is predominantly a qualitative assessment. The evaluation will use a mixed-method approach for data-collection including the following:

- ✓ Desk review of relevant documents: Review of projects documents, amendments, progress reports, work plans (AWP), and any relevant documents and publications. The desk study will be conducted prior to the field mission so that interviews can build on existing knowledge and to maximize the benefits from the field mission.
- ✓ Key Informant Interviews with selected stakeholders of the three projects. The project stakeholders include UNDP, HIO, OBF joint Secretariat, PBSO RMU, UNOPS, UN, WB and AfDB, donors (Swedish SIDA, EU, DFID and Italy) and FGS staff and government officials at the member states). The consultant will use purposive sampling – i.e, the selection for key informant interviews will be based on availability of stakeholder, evaluation time-frame and the consultant/ evaluation manager judgment on the stakeholder interest to contribute to the evaluation and answering the questions.
- ✓ Field visits: Unstructured individual interviews and direct observation will be used. The evaluation consultant will discuss with the evaluation manager to select the sites to be visited.

The consultant will pay attention to **triangulation** and will compare information collected by different methods used for the evaluation.

Data Analysis

The consultant will start by analysing information from the desk review to draw initial findings, organize data into themes and extract information linked to the evaluation questions outlined in the inception report. During fieldwork, the consultant will review information gathered to identify and clarify themes to be compiled with findings of the desk review. As the fieldwork progresses, a review will be undertaken to assess whether the data gathered will be sufficient to answer the key questions.

The evaluation will look at how each project was planned, what activities were carried out, what outputs were delivered, how processes were managed and what monitoring systems were put in place. The consultant will ensure that the evaluation findings are complete and the different perspectives are considered and analyzed.

The findings will be generated for each project separately and recommendations will be sorted and addressed to the respective entities.

Evaluation Criteria and Questions

The evaluation will be conducted against the evaluation criteria as guided by the Development Assistance Committee's Criteria for Evaluation of Development Assistance. The ToR identified the **Relevance, Effectiveness, Efficiency, Sustainability** and **Impact** criteria as a framework for the evaluation. The ToR also required assessment of how cross-cutting issues namely, gender and human rights been given sufficient attention and if they been integrated into the project in an adequate manner.

Detailed evaluation questions against each of the criteria, methods and sources of data are provided in Table 2: Evaluation Matrix.

The Evaluation Matrix

Evaluation Criteria	Specific sub questions ⁸	Data Sources/ Collection methods/tools	Indicators/ Success standards	Methods for data analysis
<p><u>Relevance:</u></p> <p>General Questions</p> <p>To what extent do the intended outputs address national priorities, adapted to the Somalia context and to what extent are they aligned to Peacebuilding and State building Priorities?</p>	<ul style="list-style-type: none"> • Were the objectives reflecting the real needs and priorities of the implementing partners as well as of the intended beneficiaries (institutions/ people)? • Did the projects contribute to fulfilment of PSGs and the national priority plan? and how? • How relevant the systems set by the project to the MPTF national funding stream governance? • How has the project implementation adapted to the Somalia context? • What innovative or high-risk activities implemented and how risks were mitigated? • In which ways have gender 	<p>Desk review and Key Informants Interviews Observations</p>	<p>The extent to which the projects are aligned with PBP and PSGs.</p> <p>The extent to which the implementation/ methods adapted to the needs /context.</p>	<p>Qualitative analysis and output mapping /comparison against Theory of Change (TOC).</p>

⁸ The questions will be further tailored specifically to each project during the KIIs.

Evaluation Criteria	Specific sub questions ⁸	Data Sources/ Collection methods/tools	Indicators/ Success standards	Methods for data analysis
	and human rights as cross-cutting issues been considered?			
<p>Effectiveness:</p> <p>General Questions</p> <p>Have the projects successfully delivered on the results as identified in the project documents?</p>	<ul style="list-style-type: none"> • To what extent the expected results have been achieved?⁹ • How have corresponding results at the output level delivered by the projects affected the outcome, and in what ways have they not been effective? What are the challenges to achieving the outcomes? • What is the most significant change resulted from the interventions? • Are there any additional achievements of the projects (beyond the results in the project documents)? <ul style="list-style-type: none"> • How well cross cutting objectives have been incorporated? What are the gender achievements? • What are the lessons learned from the engagement in the three projects (specially in coordination and risk management)? <p>Innovation/ Catalytic Effect:</p> <ul style="list-style-type: none"> • To what extent were the choice and 	<p>KIIs with projects' managers, RUNO management and desk study (review of progress reports)</p>	<p>The results indicators as in the projects.</p> <p>The consultant measure of success (alternative indicators that have data).</p>	<p>Qualitative / quantitative analysis</p> <p>Assessing contributions of the outputs to the outcome and testing validity of assumptions.</p>

⁹ The questions will be further tailored specifically to each project during the KIIs.

Evaluation Criteria	Specific sub questions ⁸	Data Sources/ Collection methods/tools	Indicators/ Success standards	Methods for data analysis
	<p>the design of interventions considering the Somalia context and circumstances? -What innovative approach (planning, implementation and monitoring) were used? -What seems to be working and not working? -How is the larger system (SDRF, Government or MPTF) and environment responding to the innovation and how flexible the systems to adapting to changes? - Were there any risks or issues associated with the innovative approaches and how were they mitigated/ addressed?</p> <ul style="list-style-type: none"> -What other mechanisms or strategies used for promoting catalytic effects? Is there evidence that projects approach produced better results? 			
<p>Efficiency: General Question Assess the efficiency of implementation methods and if the resources/ funds efficiently used?</p>	<ul style="list-style-type: none"> Were the projects Implemented within deadline and cost estimates? Have the implementation arrangements enabled timely delivery of activities and achievement of ? What are the challenges to achieving the outputs? 	Klls with projects' managers, RUNO management and review of the financial reports	Performance against the annual workplans. Progress on activities No overlap with interventions delivered by other organizations	Qualitative analysis and quantitative data comparison wherever available.

Evaluation Criteria	Specific sub questions ⁸	Data Sources/ Collection methods/tools	Indicators/ Success standards	Methods for data analysis
	<ul style="list-style-type: none"> • Have the oversight and control mechanisms enabled meeting requirements? • Was there duplication of efforts among the interventions or overlap with interventions delivered by other organizations? Were the interventions coordinated with other similar projects if exist • Were there alternative implementation arrangements that would have been better for delivering value for money? 			
<p><u>Sustainability:</u> <u>General Question</u> Has the projects been designed /implemented in a manner to ensure that results achieved will be sustainable in the longer term?</p>	<ul style="list-style-type: none"> • How strong is the level of ownership of the results by the relevant government entities and other stakeholders/ benefiting communities? • How likely the benefits to continue after donor funding ceases? What systems and tools created by the project? How likely the system will continue after the projects? • Do the projects have an exit strategy? What will happen at the end of the project? What could be done to strengthen sustainability? <p><u>Innovation/ Catalytic:</u></p> <ul style="list-style-type: none"> • Are there any catalytic effects of the projects? Were the projects 	KIs and review of reports.		Qualitative / quantitative analysis

Evaluation Criteria	Specific sub questions ⁸	Data Sources/ Collection methods/tools	Indicators/ Success standards	Methods for data analysis
	<p>able to leverage additional financing from other sources? Is there any evidence for or potentials for projects' scaling-up, expansion of activities or the use of the projects 'methods by others?</p> <p>-Can the innovation methods be adapted to other projects/ programs (can they be replicated. has innovation methods created/ supported catalytic effect)?</p>			
<p>Impact: What are the potentials for long-term impacts of the intervention?</p>	<ul style="list-style-type: none"> • Did the project effectively develop adequate institutional capacities? • To what extent the project implementation integrated and embedded in national systems? 	<p>KIIs and review of reports.</p>		
<p>Cross-Cutting: How have the projects incorporated gender equality, rights based approach and human rights priorities in planning and implementation?</p>	<ul style="list-style-type: none"> • To what extent and in what ways has UNDP addressed Gender issues in the project? • What gender results have been achieved? 			

Evaluation Time-frame

Phase I: Inception Phase

This phase encompassed a **rapid desk review** of projects documents and progress reports and aimed to clarify scope and focus. It concluded with the development of the inception report and evaluation plan.

- ✓ Inception report by 10 August.

Phase II: Fieldwork & Data Collection

This comprises a comprehensive document analysis and interviews in Nairobi, Mogadishu and select districts. Because of the short time in-country, the comprehensive desk review and the interviews of the managers of the projects will be conducted from home before the field mission so to maximize the benefits from the field mission building on knowledge gained before the field trips.

- ✓ Comprehensive desk review and Skype calls 11- 26 August
- ✓ Field visit
a- Nairobi -Somalia 27-31 August / 01-05 September

Phase III: Analysis & Report Writing

Upon the conclusion of fieldwork, the consultants will finalize the analysis of the data and report writing which will be completed home-based.

- ✓ Submission of the first draft of evaluation report by 11 September
- ✓ Comments and feedback on draft (by HIO and partners) by 20 September
- ✓ **Submission of the final report** by 27 September

Evaluation Report Format

The final report will cover findings; judgments made following the evaluation criteria and questions based on the analysis of qualitative and quantitative. The following is the proposed format for the report:

- Title Pages
- List of acronyms and abbreviations
- Executive summary
- Introduction: Purpose and Methodology of the Evaluation and Description of the interventions (three projects)
- Findings of the Evaluation per project
- Assessment Against OECD/DAC Criteria
- Recommendations and Lessons learned
- Annexes: TOR, Inception Report data collection tools - field visits report, people interviewed, documents reviewed, etc.

Annex 3: List of Key Informants

Federal Government

Name	Title	Organisation
Ali Haji Aden	SFF-LD Coordinator	Ministry of Finance
Amir Sirad	M&E Officer	Ministry of Finance
Eng Abdinur Farah	Project Engineer	Ministry of Finance
Fatima Ahmed	Procurement Officer	Ministry of Finance

UN Agencies/ Funds in Somalia

Name	Title	Organisation
Peter de Clercq	DSRSG/HC/RC	UNSOM
Franco Sanchez	Head of Integrated Office of DSRSG/RR/RC	RCO
Merita Jargo	MPTF Risk Manager	RCO
Peter Nordstrom	Peacebuilding Fund Coordinator	RCO
Fatuma Kuno Muhumed	Programme Analyst-Youth	UNFPA
Peter Opio	Programme Officer: Somalia Refugees Cross Border Peacebuilding Pilot Project	UNHCR
Valerio Bosco	Head of the Integrated Analysis Team	UNSOM
Marilynne Marshall	Risk Officer	RMU/ RCO
Ruth Pfeleiderer		RoL/UNDP
Doel Mukerjee	Head of RoL Programme	UNDP
Yasir JAMAL	Civil Engineer, QA Specialist	Integrated Office of DSRSG/HC/RC
Abdullahi Hudow OSMAN,	Project Officer, Support to Stabilization	UNDP

UN Peacebuilding Fund

Name	Title	Organisation
Marcus Lenzen	Peacebuilding Policy and Programme Advisor	Peacebuilding Support Office
Patrice Chiwota		
Ayham Al Maleh		Policy Branch, PBF
Marc Jacquand		
Chanil Jung	Programme Analyst	UN Global Pulse Lab

Other

Name	Title	Organisation
Christina Dahlman		Swedish Embassy
Sarah Cramer,	WB/UN Coordinator	World Bank

Annex 4: List of Documents Reviewed

General

- ✓ A New Partnership for Somalia for Peace, Stability and Prosperity: A Framework for Mutual Accountability and Accelerated Progress.
- ✓ United Nations Somali, Integrated Strategic Framework 2014-2016
- ✓ United Nations Peacebuilding Support Office, Peacebuilding Priority Plan for Somalia (2016).
- ✓ Somalia UN MPTF Project to Enable Safe, Coordinated, Transparent and Gender Sensitive Delivery of International Assistance through Somalia in Support of all PSG Priorities and Milestones -Progress Reports for 2016 & 2017.

The Pilot Project to Strengthen Service Delivery through Federal Government Systems

- ✓ PBF-IRF-_SOM PRODOC: The Pilot Project to Strengthen Service Delivery through Federal Government Systems.
- ✓ Project No cost extension.
- ✓ Quarterly and Annual Progress reports (2016, 2017 & 2018).
- ✓ Report No. 5 (2018) -ECHOTECH Construction Supervision: Engineering Consultancy Services For The Development of Preliminary and Detailed Engineering Designs & Supervision of Civil Works for The Ministry Of Finance - Federal Government Of Somalia.
- ✓ PIU projects' weekly monitoring reports.
- ✓ UNSOM Monitoring Mission Report National Window Projects (2018).
- ✓ SFF-LD Work Plan.v1 for October 2017 - March 2019.
- ✓ PIU construction projects' launch notes for 1) Kismayo Regional Court project and 2) Phase II projects.

The Risk Management Support Project

- ✓ PBF-IRF_SOM PRODOC: The Risk Management Support for the UN MPTF Somalia and Somalia SDRF
- ✓ Project extension
- ✓ Progress reports (2016 & 2017) Risk Management Support for the UNMPTF and SDRF

- ✓ Joint Risk Management Strategy for the SDRF funds draft (2015).
- ✓ Revised Joint Risk Management Strategy for the SDRF funds (2018)
- ✓ JRMS for SDRF Funds: Strategic Way Forward (PPT 2018)
- ✓ Update on the Joint Risk Management Strategy Draft – 28 September 2016,
- ✓ Risk Monitoring Plan Dashboard - risk update (November 2017 Meeting)
- ✓ UN MPTF for Somalia Monthly Donor Briefing Nairobi – June 2016
- ✓ MPTF Funded Projects Risk Analysis (ND)
- ✓ Drought Risks RMG revV2
- ✓ National Funding Stream: Manual (2016)
- ✓ Use of Country Systems: Roadmap for Somalia (April 2017)

The Coordination Support for the Implementation of the Peacebuilding Priority Plan project

- ✓ PBF-IRF-_SOM MPTF_PRODUC: Coordination Support for the Implementation of the Peacebuilding Priority Plan and Measures to Pilot Studies of Public Response to Peace- and State building Efforts in Somalia.
- ✓ Project No cost extension.
- ✓ Annual Report (2017) for Coordination Support for the Implementation of the Peacebuilding Priority.
- ✓ Pre-secretariat & Global Pulse, first Bi-Annual report (2016).
- ✓ Big Data Project Half Yearly Progress updates January – June 2016
- ✓ Project Completion Report (2018): Exploring the use of Big Data in Peacebuilding, UN Global Pulse.
- ✓ Progress Report (2018): Youth Political Empowerment: Enabling Somali young women and men to meaningfully engage in governance, peacebuilding and reconciliation efforts.
- ✓ Project updates (2018): Kenya - Somalia Refugees Cross Border Peacebuilding Pilot Project for Voluntary Return, Co-existence and Sustainable Reintegration for Baidoa Returnees.