



ILO EVALUATION

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This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the ILO Evaluation Office

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ABBREVIATIONS AND ACRONYMS

CO	Country Office
CORE	Community Road Empowerment
DRC	Danish Refugee Council
EIIP	Employment Intensive Investment Programme
FGD	Focus Group Discussion
IDPs	Internally Displaced Persons
ILO	International Labour Organisation
IOM	International Organisation for Migration
SOM	Somalia
JPN	Japan
KAB	Know your Business
KII	Key Informant Interview
LA(s)	Local Authority (ies)
MMCI	Modern Management Company International
NRC	Norwegian Refugee Council
SYB	Start Your Business
UN	United Nations
UNHCR	United Nations High Commission for Refugees
USD	United States Dollar

ACKNOWLEDGEMENT AND DISCLAIMER

This is a report of the independent final evaluation of the Japan funded project on ‘*Durable Solutions for Somali refugee returnees and IDPs in Baidoa through promoting immediate and sustainable livelihoods.*’ The evaluation was carried out by Munene Charles of Esmarch Company Limited with support from Mohamed Yunnis, Abdullahi Adow and Abdinasir Yahye all based in Baidoa.

The evaluation team remains unreservedly thankful to International Labour Organization (ILO)-Somalia office and the regional office in Abidjan firstly, for their technical inputs in the preparation of the final evaluation and secondly for their undivided support during the execution of the evaluation. This was despite the challenges of working in Baidoa. The ILO office in Somalia and the partner organisation, Modern Management Company International (MMCI), worked around the clock to make sure that the evaluation was a success. For this, we remain truly thankful.

We met and spoke to many people in Kenya and Somalia including representatives from the ILO, Community Road Empowerment (CORE), local government officers, UNHCR representative and project beneficiaries, who shared with us invaluable information, upon which the synthesis, conclusions and recommendations of this report are drawn. These respondents own the information used in the preparation of this report. They slotted our presence into their daily schedules to give us unlimited attention. Without their inputs, this assignment would not have come to fruition

We have tried to observe objectivity in writing this report. However, shortcomings, and errors in interpretations are inevitable. They however, do not necessarily reflect the views of the ILO, MMCI, CORE, other project partners and all other stakeholders and respondents that were interviewed, as the author takes responsibility for them all.

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EXECUTIVE SUMMARY

This is a report of the independent final evaluation of the Japan funded project on ‘*Durable Solutions for Somali refugee returnees and IDPs in Baidoa through promoting immediate and sustainable livelihoods.*’ The evaluation focuses on the implementation period 1st April, 2015 – 31st July, 2016. It assesses all key outputs that have been produced since the start of the project by all implementing partners. The evaluation was carried out in the months of August to September 2016.

Background and context: Summary of project purpose, logic and structure

The voluntarily repatriation of refugees from Kenya to Somalia, deterioration of the protection space in the host countries and relative peace in parts of towns in south central Somalia have resulted to a change in the trends, whereby many Somali nationals are increasingly streaming back home. Most of these returnees and the host community face high levels of unemployment and lack of alternative income earning opportunities. This was partly because of limited investments and low capacity of the Local authority (LA) to support an enabling environment for business investments.

This situation results to strains in service provision and increases the competition for resources and available opportunities which is a recipe for conflicts particularly between the host community and the returnees. One quick way to cushion the returnees and the host community was to offer short term employment opportunities and unconditional cash grants, and in the medium to long term, build the capacity of the communities to participate more in the market and restore income stability among them.

Project rationale

The number of returnees moving back to Somalia was expected to remain on an upward trend. This is amidst a relatively less prepared Somalia, whose economic infrastructure is weak and hardly able to support the growing population. This project therefore, essentially sought to support the economic reintegration of returnees as well as the internally displaced persons in Baidoa through a diversified and community based approach.

Project situation at end-line

Activities under output 1 had been accomplished as per the set plans. Six hundred meters of one economic infrastructure (Ali Salaamey road) had been repaired as at the time of this evaluation. Skills transfer on 'Do Nou' technology had benefited an estimated 134 people. Beneficiaries had been equipped with road construction skills and some had been able to secure jobs with other road construction companies. Overall, from the implementation of activities under this output, 2,814 man days were created.

Activities under output 2 had also been fully accomplished. The target number of 320 beneficiaries was reached, 67 percent female and 23 percent male. They were trained on various vocational skills including, beauty salon, hairdressing, tailoring and electrical installation. Training in the skills was facilitated by qualified and practising artisans using ILO manuals, which were translated into Somali language. Half the beneficiaries were awarded grants of USD 500 following a business plan competition, in which all the 320 caseloads participated. Of the total 320 graduates, 235 graduates secured employment, while 85 graduates were unemployed as at the close of the project.

Purpose, scope and clients of the evaluation

The evaluation serves two main purposes. First was to give an independent assessment of the project in achieving project objectives and delivery of results, strategies and implementation modalities chosen, partnership arrangements, constraints and opportunities and second was to provide recommendations for future similar projects in terms of strategies and institutional arrangements. The primary clients are the donor, the implementing organisations, partners as well as other relevant stakeholders.

Methodology of the evaluation

The evaluation reviewed all project materials and undertook field level consultations with project beneficiaries, staff of the implementing organisations, and local level stakeholders¹. Consultations with beneficiaries were done using focus group discussions and in-depth interviews with selected beneficiaries. Other stakeholders were interviewed as key informants².

¹ A more detailed list of all people interviewed is appended to this report

² A checklist of issues that guided data collection is appended to the report

A total of 72 beneficiaries, 42 female and 30 male were interviewed in the focus group discussions, while 15 people were interviewed as key informants. The field mission took place from the 13th of September to 26th September 2016. Field data collection was carried out by local level research specialists, all well-grounded in qualitative research methods and conversant with the context of Somalia and specifically Baidoa. Data from the field was thematically analyzed and fed into the project outputs, the set indicators and evaluation criteria.

Main findings and conclusions

Documentary reviews and discussions with stakeholders show that the project design was adequately informed by the context of Baidoa and most importantly by lessons learnt from the initial returnees' project in Baidoa. Indeed, it was reported that the initial proposal for this project was put forth by community elders when they realised the gaps that had been left following the closure of the initial returnees' project. As such, the project interventions were structured towards addressing the specific needs of refugees, IDPs and the host community. A stakeholders' mapping that was carried out at the beginning of the project was instrumental in ensuring that all relevant individuals and agencies were brought on board the project.

Synergy between the project and relevant government agencies and UN bodies was strategic in ensuring efficiency in the implementation of the various interventions. This, saw the successful completion of the screening and profiling exercise which would otherwise have been riddled with competing interests. UNHCR was instrumental in ensuring accuracy in screening and profiling, while the line ministries focused on fairness in distribution of opportunities across all categories of beneficiaries.

The project was well managed, with ILO offering overall technical oversight. The partner organisations were carefully identified and well versed and experienced in the areas they contributed in. MMCI was particularly a strategic partner given its local experience and adequate infrastructure, which made the skills training efficient and cost effective. CORE was on top of the game in delivering the 'Do Now' skills transfer, which was cost effective and made use of locally available technology. Project staffs based in the field were reported to have been very helpful in supporting the project especially on matters that touched on the community,

while Nairobi and the regional office staff offered effective technical oversight and overall project management. A basic review of budget lines depicts prudence in utilization of funds, while the overall management and project governance was effective.

Evaluation findings show that all the planned activities under each of the two outputs had been successfully completed and in some cases surpassed. Training of beneficiaries in vocational skills and on the 'Do Nou' technology was done. A total of 600 meters of 'Ali Salaamey' road repairs were planned but 624 meters including a 10 meter drift were achieved. With standard maintenance, this road was expected to last in good shape for a minimum of 7 years. Beneficiaries and stakeholders were generally satisfied with the work done. The improved road created a link to an additional 900 meters of road which linked to the Main Baidoa market.

In relation to skills development and job creation, a total of 134 people were trained on the 'Do Nou' technology against a target of 129 people. Among the 134 were 5 engineers from the host community. This difference was as a result of efforts to ensure fairness in selection of beneficiaries across all villages in Baidoa. A total of 2,814 man days were created against a target of 3,900. The shortfall was attributed to reduced scope of work, which shortened the project number of days. Short term employment and induced employment was also created. Some of the trained beneficiaries had already secured jobs with some construction companies in Baidoa.

A total of 320 people were selected for training in various vocational skills. They comprised 160 refugees, 96 IDPs and 64) were host community. A rapid skill gap assessment was carried out to identify the labor market demands so as to provide youth with information on market trends and needs to facilitate their identification of skills of interest. Most skills were on demand, with the repair and sale of mobile phones and beauty salons topping the list. Repair of mobile phones and hairdressing further topped the list of the opportunities that offered the best opportunities for doing business. The two also topped the list if skills whose local demand exceeded local supply. Despite this, a majority of the beneficiaries (78 percent) selected tailoring and beauty salon, which was contrary to what would have been expected.

Based on the findings of the market assessment, it would have been expected that most beneficiaries would have chosen to pursue mobile phone repairs and hairdressing as they were rated highly under the three levels shown above.

Training was done by trainers involved in the respective skill trades. ILO training modules and manuals, translated into Somali Language were used in the training. The training also entailed mentorship talks from established business people, and internship opportunities. The evaluation notes that the training not only impacted skills among the beneficiaries, but it also promoted integration and peaceful coexistence between the three groups.

All 320 beneficiaries were also trained on business entrepreneurship skills utilizing the ILO entrepreneurship modules that cover concepts such as Know About Business (KAB) and Start Your Business (SYB). A business plan competition was consequently done and all the 320 beneficiaries submitted their business ideas. A total of 160 or 50 percent of the beneficiaries were picked for business grants support of USD 500 each. Half the grantees were refugees, 30 percent IDPs and 20 percent were host community. Most grantees (80 percent) were male and 20 percent female.

Findings show that most grant beneficiaries chose to invest in other businesses besides what they had trained in. This affirms the earlier finding on selection of skills to train in. This notwithstanding, of the 320 beneficiaries trained, 235 or 73 percent were reported to be employed as at the time of this evaluation. Of these, 165 or 70 percent were self-employed and 30 percent or 70 beneficiaries were in wage employment. Overall the performance of interventions in this project was satisfactory and based on a clear understanding of the underlying challenges and issues. The set targets were met subject to the few amendments in the 'Do Now' technology skills transfer component which were explained.

The pointers to impact were emerging in the number of beneficiaries in wage and self-employment and from the reported developments that were taking place along the developed road. Skills gained will be sustained and will remain useful to beneficiaries in their lives. The

reported number of beneficiaries, who were already working, either wage or self-employment is a clear indication of the sustainability potential of the project interventions.

Good practices and lessons learnt

In any project, there are strategies, activities, and processes or part of them that really work well and immensely contribute to the overall project objectives. Their identification does not require the project objectives to have been fully achieved. Rather, they only need to have been tried and seen to have worked well. This section highlights some of the proposed good practices, which have potential for replication and in other similar interventions.

1. Involvement of relevant stakeholders and local leaders in most aspects of the project particularly the screening and profiling of beneficiaries avoided possible conflicts. Delicate balancing was effectively managed to the benefit of the project.
2. On the job skills transfer of 'Do Now' technology to stakeholders worked well as it involved them walking through the entire process with the experts. This facilitated on the job learning which laid emphasis on impacting practical skills, while delivering on an indicator within the project plan.

One key lesson was noted by stakeholders and beneficiaries interviewed. This is;

1. There is need to understand the underlying interests and dynamics in a context like Baidoa if the project is to be successful

Evaluation recommendations

1. Based on the finding that many grant beneficiaries did not invest in the skills they trained in, it is prudent to expand the scope of future market assessments to undertake a comparison of skills needs of potential trainees and their business interests. This will ensure consistency in matching support to the beneficiary interests and avoid situations where beneficiaries arbitrary enrol for training so as to gain access to grants which they use to set up their desired businesses.
2. It may be useful to delay issuance of grants for a while after the end of the training. This will allow youth assess their potential, capacity and interests, and make a more informed decision on what they wish to pursue. Preferably, grants ought to support

existing or conceived business ideas, among people that have already established some business ventures, while those who choose wage receive placement support.

3. The beneficiaries trained in '*Do Nou*' technology will need to be supported to establish strong linkages with other agencies that may be involved in infrastructure development. This will give them more opportunities for jobs and to further enhance their skills.
4. Besides the project progress reports sent by the implementing partners to ILO, it was not clear how evaluation findings were continuously shared amongst the broad range of other stakeholders. This would need to be clearly indicated in the project design.
5. All infrastructural projects ought to benefit from an initial feasibility study by the implementing partner to better focus the design and costing.
6. For sustainability of infrastructural works, mechanisms for maintenance ought to be established by the LA to ensure their sustainability.

1.0 INTRODUCTION

1.1 Project background and context

The protracted war in Somalia over the last several decades has placed the country in the third position of countries with the highest number of refugees in the world after Afghanistan and Iraq. The number of Somali refugees in the region was estimated to number over one million in 2013³. Most of these were hosted in Kenya, Yemen, Egypt, Ethiopia, Eritrea, Djibouti, Tanzania and Uganda. However, the continued outflow of Somali refugees into the neighbouring countries was slowly reducing owing to the recent developments where both Kenya and Somalia governments agreed to the voluntary repatriation of refugees from Kenya to Somalia. The emerging pockets of stability in southern Somalia and an increasingly deteriorating protection space in the countries of asylum were central factors to this voluntary movement of Somali nationals back to Somalia.

Amidst this scenario, Baidoa and other towns in south central Somalia report increasing number of refugees and Internally Displaced People (IDPs), with a high number of an estimated 40,000 IDPs reported. Related to this increase in IDPs, is the increase in demand for employment and income earning opportunities, which equally remain scarce for the host community. An influx in refugees returnees and IDPs can therefore only worsen the situation. It implies that the influx of returnees was resulting to strains and pressures in the labour and opportunities market. These strains and pressures were being felt by both the returnees and the host community. Notably, the consequences of such strains in the economy of Baidoa include inadequate service provision, increased unemployment, increased insecurity and possibly conflict. The capacity of the LA' and government to champion growth of the economy was generally low due to the weak structures. Equally low was the capacity of the private sector to spearhead economic growth.

The shrinking employment and job creation opportunities lead to frustrations and desperation among the population, especially among youth who form the majority of the labour force. To survive, youth seek alternative avenues to earn a living. This essentially makes

³ Project document

them prone and vulnerable and therefore easy targets for radicalisation. It was observed by stakeholders during the inception consultation meetings that groups such as Al-Shabaab entice youth and other vulnerable people with incentives which offer allegedly immediate solutions to the multitude of challenges youth face.

This project was funded by the Government of Japan over an implementation period of 16 months. A no cost extension of 4 months was approved by the donor. It was implemented by International Labour Organization (ILO) in partnership with LA, communities and local partners namely Community Road Empowerment (CORE), and Modern Management Company International. The project further worked in collaboration with refugee consortium partners namely (UNHCR, IOM, DRC and NRC). The total cost of the project was USD 1,000,000.

1.2 Project rationale

The number of returnees and IDPs in Baidoa will continue to soar especially with the agreement on voluntary repatriation between the governments of Kenya and Somalia. The new arrivals will further strain an already overstretched economy and socio-economic infrastructure of Baidoa. The limited capacity of the LA's and low participation of the private sector limits the range of opportunities and complicates matters more. One quick way to cushion the returnees and the host community was to offer short term employment opportunities and conditional and unconditional cash grants and in the medium to long term, build the capacity of the communities to participate more in the market and restore income stability among them.

It is further observed that, the dilapidated infrastructure in Baidoa had discouraged investments in economic opportunities that could create jobs. Road connections within the towns remain impassable. Based on the previous work that ILO had done in the region, it had been proven that improvement of economic infrastructure triggers investments in economic activities which in turn lead to more jobs and income earning opportunities. A road improvement in a section of the town would not only improve connectivity within the city but it would also attract investors to open up businesses along the developed roads.

This project therefore, essentially sought to support the economic reintegration of returnees to Somalia as well as the internally displaced persons in Baidoa through a diversified and community based approach. The project aimed at establishing enabling conditions for returnees, IDPs and their communities to access basic needs and restore their livelihoods with dignity. This was to be achieved through short term employment opportunities, skills training, cash grants and improvements in economic infrastructure. Further, improved employment and job opportunities would essentially increase harmony between the three groups and significantly reduce possible conflicts and vulnerability among this population.

1.3 Project objectives and activities

The immediate objective of this project was to create immediate employment opportunities and improve economic infrastructure. The labour intensive works in roads construction were meant to provide quick incomes, which could inject cash flow into the economy and allow beneficiaries of the labour intensive works to meet their basic needs. The improved infrastructure provided an enabling environment for enterprise providing additional employment opportunities through self-employment.

The project had two outputs and a number of activities under each output.

1. Output 1: Provide immediate incomes and improve access to economic opportunities and social amenities.

The output focused on implementation of small scale local economic infrastructure projects (roads) using labour based technologies. These were to provide immediate employment opportunities and consequently incomes to the beneficiaries, which would result to injection of cash to the local economy. Selected returnees were also trained on construction skills with a long term objective of promoting an environmentally, technically and financially sustainable local construction industry through skills enhancement, employment creation, self-reliance on locally available building materials and application of appropriate technologies for public infrastructure.

The specific activities under this output were;

- i) Capacity building for LA and relevant stakeholders on supervision of employment intensive projects incorporating labour standard principles, technical standards, tender procedures
- ii) Train beneficiaries in construction skills and provision of tools to assist entry into productive employment in the construction sector.
- iii) Train beneficiaries on use of the 'Do Now' technology business/entrepreneurial skills using ILO tools
- iv) Rehabilitation/construction of economic infrastructure using 'Do Now' technology
- v) Work Supervision

2. Output 2: Provide skills and entrepreneurship development for livelihoods support

This output dealt with business management and entrepreneurial skills development. This entailed provision of economic reintegration packages dependent on the economic profile. These included entrepreneurship and business management trainings and small grants. Market assessments were used to identify demand driven vocational skills that were offered to the beneficiaries. The specific activities under this output were;

- i. Profiling of the beneficiaries(education/skills/employment history)
- ii. Provision of beneficiaries with business and entrepreneurial skills using ILO tools
- iii. Provision of start-up grants

Each of the activities had set indicators well stipulated in the project logical framework.

1.4 Purpose and scope of the evaluation

This evaluation assessed all the key outputs that have been produced by all implementing partners in the implementation period (1st April 2015-31st July 2016) which includes an additional 4 months no cost extension that was granted by the donor. The evaluation serves two main purposes;

- i. To give an independent final assessment of the project in achieving project objectives and delivery of results, strategies and implementation modalities chosen, partnership arrangements, constraints and opportunities.

- ii. To provide recommendations for future similar projects in terms of strategies, institutional arrangements, and any other area within which the evaluation team wish to make recommendations.

The evaluation team undertook a review of project documents, sought inputs from project stakeholders and staff in Nairobi, and Baidoa, undertook consultations with beneficiaries and other stakeholders in Baidoa and made field visits to some of the project beneficiaries. The primary clients of the evaluation are the donor, the implementing organisations, partners as well as other relevant stakeholders. The evaluation was participatory and sought to involve relevant stakeholders. The findings of this evaluation offer valuable lessons to the implementing agencies, stakeholders and other parties involved in the execution of this and other similar projects. The evaluation was carried out by Esmarch Company Limited.

2.0 EVALUATION METHODOLOGY AND APPROACH

The evaluation relied on both review of project materials as well as field level consultations with project beneficiaries, staff of the implementing organisations, and local level stakeholders⁴. Among the materials reviewed were the project proposal, the logframe, and implementation plan, the progress and final project reports. Consultations with beneficiaries were done using focus group discussions and in-depth interviews with selected beneficiaries. Other stakeholders were interviewed as key informants. Visits to some of the beneficiaries were made and their experiences with the project documented.

For discussions with the beneficiaries, all the caseload of 320 trainees 105 male and 215 and 160 business start-up beneficiaries formed the main sampling frame. A multi-level categorization of beneficiaries was done. At a broader level, target respondents comprised all primary project beneficiaries categorized as refugees, IDPs and host community. Beyond the three broad categories, beneficiaries were categorized by the nature of support they received. Sample selection mirrored the proportion of beneficiaries along the three categories as follows; Returnees 50 percent, IDPs 30 percent and host community 20 percent. In total, 72 beneficiaries were interviewed in the focus group discussions. Of these 30 were male and 42 female. This is shown in table below. In addition, 15 people were interviewed as key informants. The local project staff assisted to mobilize the beneficiaries.

Table 1: Schedule of interviews with sampled beneficiaries

Trade Skill	Total	Male	Selected sample	Female	Selected sample
Tailoring	141	34	1FGD	107	1 FGD
Beauty Salon	107	0		107	1 FGD
Electrical installation	22	22	1 FGD	0	
Electronics	30	30		0	
Carpentry & Joinery	20	19	1 FGD	1	
Total	320	105	3FGD	215	2 FGD
Category of beneficiary	Total	Male	Sample selected	Female	Sample selected
Returnees	82	21	1 FGD	62	1 FGD
IDPs	45	6	1 FGD	39	1 FGD
Host Communities	33	11	1 FGD	22	1 FGD
Total			3 FGD		3 FGD
Do Nou Technology Skills Transfer				134	1

⁴ A more detailed list of all people interviewed is appended to this report

The field mission took place from the 13th of September through to the 26th September 2016. Data collection was guided by checklists of issues⁵ that fed into the evaluation objectives. Field data collection was carried out by local level research specialists, all well-grounded in qualitative research methods and conversant with the context of Somalia and specifically Baidoa. Data from the field was thematically analyzed and fed into the project outputs, the set indicators and evaluation criteria. Any differences in the numbers planned against those that were targeted are explained. Quantitative data is also presented as appropriate.

Given the context of Baidoa, the methods chosen were considered to be valid in generating the desired results. Notably, the security challenges in Baidoa made it difficult for extensive field visits by an external consultant to take place. However, local research specialists, all external to the project, were hired to fill in for this gap. They were adequately trained on the tools and steady technical support was available to them while in the field. Simple, but comprehensive data collection tools were designed to respond to the objectives and the evaluation criteria. Triangulated methods were used in order to improve the validity of findings. This was achieved by interviewing several stakeholders on their perspective on the project, making visits to some of the project beneficiaries where possible and by reviewing the relevant project documents. Investigator triangulation was also used especially in analysing information from the reviewed literature. To avoid bias, objectivity and impartiality was maintained in carrying out all interviews.

Overall, the field work and the entire evaluation progressed without any hitches. Virtually all the target categories of respondents were reached albeit, with lower turnout than expected in some of them and amongst the male beneficiaries, this was however not expected to affect the findings given that both male and female beneficiaries interviewed cut across all the categories of target beneficiaries. Availability of some of the key informants such as the Mayor, and other senior officers from the local government was a challenge given that the evaluation took place when the country was gearing up for national general elections.

⁵ A checklist of issues that guided data collection is appended to the report

3.0: EVALUATION FINDINGS

This section presents analysis of the main evaluation findings. Consultations with beneficiaries, implementing partners, stakeholders, review of relevant project documents, and findings of specific visits to select beneficiaries forms the basis of the analysis in this report.

3.1 Relevance and strategic fit of the project

With an increase in ‘pockets of peace’ across the southern central part of Somalia and surging numbers of returnees to Somalia, partly due to the voluntary rehabilitation of refugees from Kenya, towns such as Baidoa are increasingly feeling the pressure of population increases. Baidoa for example is estimated to have about 40,000 Internally Displaced Persons (IDPs). The focus on Baidoa for this type of project was ‘spot on’ in efforts to address the emerging needs of returnees. The town is amongst those feeling the pressures of returnees to Somalia and to the promising towns where most of people see prospects economic and social reintegration. Returnees therefore continue to flock Baidoa large numbers amidst weak socio-economic structures.

This increase in the population further strains the delivery of social services by LA. This results to high levels of unemployment and reduced access to job creation opportunities. On the other hand dilapidated infrastructures discourage investments meaning that participation by the private sector in economic growth is also limited. The increasing pressure in Baidoa resulting from lopsided increase in population compared to growth in economic infrastructures has potentially resulted to increased competition for scarce resources and opportunities which in turn could lead to conflict between returnees and the host community. These dynamics are well articulated in the project document.

This project sought to diffuse the potential for such conflicts while addressing the most pressing and relevant needs of the returnees, that is, the need to restore their livelihoods. Opportunities for income generation either through wage labour or self-employment remain a priority for returnees irrespective of where they return to. The short term jobs in infrastructure developments, specifically in the construction of the road, not only injected cash to livelihoods of the returnees and the host community and by extension the economy

but, it also gave the beneficiary returnees renewed hope for a promising future. Skills training on the other had equipped beneficiaries with basic expertise which they will use to access job and other income generation opportunities in their future.

The 'Do Now' skills transfer and capacity building of LA staff in construction skills was particularly relevant to the needs of Baidoa where skills availability was limited, and there is dire need for simple and practical approaches towards management of road infrastructure. The training of this target group essentially forms the genesis of a pool of skilled individuals that will continuously contribute to infrastructure maintenance and development in Baidoa. To facilitate their entry into employment in the construction sector, the beneficiaries were also provided with construction tools.

3.1.1 Relevance to the needs of target groups

Refugee returnees and IDPs: These include returning refugees and IDPs. As noted earlier their immediate need is to settle down and restore their lost and or disrupted livelihoods. With virtually nothing to fall back on, high incidences of unemployment and non-existent income earning opportunities, the returnees are a highly vulnerable lot. They are prone to internal conflicts occasioned by competition for opportunities and resources as well as the likelihood of joining radical groups such as Al-Shabaab if and when enticed with better or improved livelihoods. This was a risk formally recognised by the Baidoa local administration in the inception meetings. This project sought to offer simple yet viable and sustainable avenues for the returnees and reduce their likelihood to result to conflicts or join radical groups. This was achieved through short term job creation aimed at assisting them restore their livelihoods, and supporting them with skills that they will utilise to fend for themselves and their families in the future

Host community: Members of the host community were also targeted by the project. The primary motive for their incorporation into the project was to promote peaceful coexistence and facilitate full social reintegration with the returnees. In a context where unemployment is high and income generating opportunities limited, the host community was equally under pressure to provide for their needs. Additional people moving into their neighbourhood would naturally be viewed as an addition burden or threat to the host community. This perception needed to be diffused. Besides the social reintegration, most members of the host

community faced the same challenges that returnees faced including high unemployment, limited income earning opportunities and susceptibility resulting to conflicts or joining radical groups. The interventions under the project were therefore of direct benefit and utmost importance to the host community as much as they benefited the returnees.

Local authorities: Local Authorities (LA) hold the primary mandate to provide an enabling environment for investments and job creation through provision and maintenance of basic economic infrastructure. The absence of peace had over the years led to a sharp decrease in the capacity of the LA across Somalia to deliver on their core mandate. The country in general also suffered human capital migration leaving lowly educated and inadequately resourced people to manage most of the local level institutions. The management of LA was therefore reported to be under skilled.

Further, appointment to the LA was reported to be largely political, rather than merit based. The LAs are generally poorly resourced both in finances and technical capacity. This project incorporated the LA as a strategic partner, with the aim of firstly seeking their buy in and secondly to impart skills to LA staff. Skills transfer in construction of roads using locally appropriate technologies was for example, a significant contribution to building the capacity of the LA and its staff. Ultimately the LA was expected to take a lead role in construction and maintenance of roads in Baidoa.

3.1.2 Relevance to the needs of the country

Overall, the project served the needs of Somalia as a country and most specifically Baidoa town. Among the most pressing needs was to create an enabling environment for economic activities and job creation opportunities in Baidoa. This would contribute to the ability for returnees and the host community to earn incomes and support their households. Finally, Baidoa, like many other parts of Somalia suffered from lack of good infrastructure that could in return support growth in investments. This was partly addressed through the construction of the road and capacity building in road construction skills. The improved infrastructure was expected to attract investments especially by the private sector.

The impact of migration of citizens led to drastic brake-down of the socio-economic infrastructure of the country. This has for example been witnessed over the years, in the

limited capacity of LAs to provide basic services. Yet, it is noted, the capacity of LAs to provide basic services and develop basic infrastructure was key to attracting investments. The project sought to walk with the LA representatives in Baidoa throughout the project, so as to offer them an opportunity to learn skills in infrastructure development. It is envisaged that the skills gained will continue to be of use in supporting the LAs to deliver on their primary mandate.

Further, the project worked closely with UNHCR Somalia programme which was implementing the wider returnee integration programme for Somalia. The project was also supported by the ILO's EMP/INVEST unit which supports work on Employment –Intensive Investment programme (EIIP). Additionally, the project benefited from experiences drawn from the ILO and UNHCR joint project in Ethiopia for promoting livelihoods and durable solutions in Dolo Ado. By creating these synergies, the project was able to improve on its effectiveness in the implementation modalities and strategies. The project strategy was linked to the UN Joint Programme on Local Governance which supports the objectives of improving access and quality of basic service delivery. It also contributed to the Decent Work Country Programme through creation of sustainable and skilled jobs. This suggests that the project strongly sought to link and synergize with other existing interventions in and out of Somalia for more efficiency and effectiveness.

3.2 Validity of project interventions and design

This section reviews and analyses the validity of the project interventions and the project design. Project design literally looks at the extent to which the project interventions and the implementation modalities were consistent and compelling. The key question in relation to validity is whether the project interventions link with the project design in-order to produce the desired goal. The main aspects that have been explored here include 'adequacy, appropriateness, partners' roles and performance and linkages between inputs and outcomes among others.

3.2.1 Adequacy of project design process

A review of the project documents suggest that the project design was informed by a thorough understanding of the context in Baidoa and the situation faced by the beneficiaries. As noted in the project document (Prodoc), the design benefited from lessons learnt from the ILO's returns project in Baidoa. The design also benefited from ILOs past experience working on

similar projects in Somalia. Further, the project proposal was adequately shared and discussed with the shareholders during the launch of the project which was organised by ILO and the local partner MMCI. It is noted that a mapping exercise of potential stakeholders was carried out which led to the identification and incorporation of all relevant stakeholders into the project activities. Key among the stakeholders in the launch meeting was the local government and the UNHCR representative. This meeting marked the beginning of a participatory approach in the project.

Soon after, a screening and profiling of potential beneficiaries was carried out in December 2015, in collaboration with the LA, Ministry of Resettlement and Diaspora Affairs and the UNHCR office in Baidoa. This suggests that the design allowed for a fairly transparent process under the circumstances. Additionally, a rapid skills gap assessment was done to identify potential skills that were on high demand in the market. This then led to the design and delivery of various vocational skills as well as entrepreneurship and business management skills using ILO developed tools. The use of ILO tools meant that the training was standardized in content and quality. Overall, the evaluation observes that the design of the project was adequate, logical and coherent with various activities sequentially leading into one another.

3.2.2 Appropriateness of project design process

While beneficiaries were not directly involved in developing the project proposal, the local leaders and community leaders were central to its development. Local administration and community elders mooted the need for additional fundraising to address the economic reintegration needs of the many refugees and returnees in Baidoa, who had not been reached by the initial returnees' project. This suggests that stakeholders at the local level were central to the development of the project proposal and the design. It was also noted from the project documents that the returns project laid the foundation for further interventions. The initial project highlighted the presence of many more IDPs and returnees above the 1,500 targeted in the initial project.

However, this prior understanding of the needs of the beneficiaries did not negate the need to carry out screening and profiling, as well as the skills gaps assessment in Baidoa. The design allowed for more open and evidence based processes with the Las and other partners and stakeholders taking a lead role. This suggests that the project design allowed for continuous

participation as well as capacity building of local level stakeholders, which contributes to sustainability of the scientific methods and approaches used.

This notwithstanding, the design of the infrastructural development could have been improved had there been an initial feasibility visit and assessment of the proposed road. Discussions with Community Road Empowerment (CORE) indicated that their technical designs could have been more accurate had they been able to make a pre-visit and assess the section of the road that had been earmarked for development. This was because circumstances on the ground in most cases do influence the design.

3.2.3 Project partners roles and performance

This project was implemented by ILO in partnership with MMCI as the local implementing partner, CORE, and other local level partners including the local authority, Ministry of Resettlement and Diaspora Affairs, Regional and District administration, Ministry of Education and Labour, UNHCR, beneficiary communities and the business community. ILO was the managing partner responsible for project coordination and reporting. ILO was also responsible for the quality delivery of all the project outputs by providing technical guidance in all aspects of the project. MMCI was the local implementing partner responsible for the delivery of vocational and business skills trainings, as well as creating linkages between the beneficiaries and the labour markets.

The LA, regional and district authority were ideally the hosts. Their mandate was on the administration and security of the town of Baidoa. The LA specifically had the responsibility over the development and maintenance of infrastructure and registration of businesses. It was therefore instrumental and an important beneficiary of some of the skills delivered such as the 'Do Now' technology. The LA therefore needed to own and be part of the project. The Ministry of Resettlement and Diaspora affairs is the mother ministry mandated to oversee matters relating to refugees, and IDPs, while UNHCR is the UN agency dealing with returnees refugee and IDPs affairs. The two organisations played an important role in screening and profiling of beneficiaries.

The South West Ministry of Education and Labour played a key role in certification of the trained beneficiaries, meaning that the training received was recognised and therefore relevant

across the region. This particularly provides beneficiaries with the distinct advantage of utilising their skills and exploring for opportunities across Somalia and beyond owing to the certification of the training. The business community not only contributed their thoughts in the rapid assessment of skills demands in the labour market, but they also mentored the trainees through motivational career prospects talks and role modelling. They further accommodated the trainees for internships in their businesses. Finally, the beneficiary communities were broadly part of the implementation and monitoring of activities, always offering feedback and inputs on issues that in different ways benefited the project. Their approval of the training and the implementation of interventions cannot, for example, be taken for granted.

It is noted that selection of the broad spectrum of beneficiaries was made possible by stakeholder analysis that was carried in the early days of the project. The mapping was able to exhaustively assess the contribution that each stakeholder would bring on board. This ensured that all relevant stakeholders were identified and incorporated into the project design, with clear identification of their role in the project.

3.2.4 Internal and external influences

Discussions with MMCI indicated that they implemented a different approach to managing transportation of trainees. Contrary to how they had managed it previously, where they gave beneficiaries cash allowance for transport to and from training, they instead picked and dropped the trainees to and from the training. This was initially not well received by a few beneficiaries who had been used to receiving cash. While some understood the logic and essence of the skills training and that the cash allowance was only meant to facilitate their movement to and from the training venues, and were therefore comfortable with the pick-up and drop off arrangement, a few decided to drop out. These were replaced.

It was also noted that illiteracy rates among the beneficiaries were high, a factor which affected their level of understanding during the trainings. This was managed at the training delivery level, with facilitators taking their time to explain matters, using Somali language and incorporation of talks by business people as well as internships so that people could also learn through practice.

Externally, insecurity remained the single most important threat. A suicide bombing incident, not directed to the partner, was reported. This affected the project by claiming the live of one case load in tailoring. A few were injured from the impact of the massive blasts. Throughout the project period, the staff as well as project beneficiaries had to go through logistical inconveniences to ensure their safety. The beneficiaries for example, opted not to wear the ILO and Japan branded t-shirts outside the training venues. They would carry them in their bags and only wear them when they arrived to the training rooms.

3.2.5 Linkage between outputs and outcomes

The project had one overall objective and two immediate objectives which led to two outputs. The overall objective was to provide sustainable livelihoods and employment support for the returnees, IDPs and host communities. The immediate objectives were to create immediate employment opportunities and improve economic infrastructure, while the second one was to develop entrepreneurial/business skills for self-employability. These objectives led to the following two outputs;

- i. Employment opportunities created and economic infrastructure improved
- ii. Business management/Entrepreneurial skills developed

These outputs resulted from a number of activities. Those under output one were a) capacity building for LA and relevant stakeholders on supervision of employment intensive projects incorporating labour standard principles, technical standards and tender procedures, b) training of beneficiaries in construction skills and provision of tools to assist entry into productive employment in the construction sector, c) training beneficiaries on use of the 'Do Nou' technology business/entrepreneurial skills using ILO tools, d) rehabilitation/construction of economic infrastructure using 'Do Nou' technology and e) work supervision

Activities under output two were three. These were a) profiling of the beneficiaries (education/skills/employment history), b) providing returnees with business/entrepreneurial skills using ILO tools and c) provision of start-up grants.

The evaluation observes that there was causal linkage between the various activities, outputs, immediate objectives of the project outcome and the development objectives. For example

activities under output 1 resulted to building of requisite skills for employment creation and actual development of economic infrastructure, which further contribute to the development objective. The use of 'Do Nou' technology was particularly useful and relevant to the Baidoa context. The same applies for output 2 whose activities involved identification and training of beneficiaries with business and entrepreneurial skills and further provision of start-up grants to some of them. This similarly contributed to the project outcome in terms of developing entrepreneurial or business skills for self-employability. This directly links to the development objective.

3.2.6 Project objectives, results and appropriateness of indicators

A review of the log frame shows that project indicators were clearly presented in the project logframe. This evaluation notes that the indicators were simple and easy to understand. The logframe went ahead to present the targets expected from the project which is additional welcome information at that level, which aided continuous comparison of results achieved against the set targets. The performance plan also clearly showed the milestones expected in each stage of the project

Overall, it is the view of this evaluation that the project design was relevant, contextual and strategic to the achievement of the project objectives. The inputs, activities and expected results were logically linked to each other. The set targets were realistic. A monitoring process was in place which involved submission of periodic progress reports to ILO as well as field visits by ILO to the project sites. Regular partners and stakeholder forums worked well to keep the project activities in check. This was particularly made possible by the participation of many different stakeholders. MMCI that was involved in training had in place monitoring and evaluation plans that involved assessing the progress of learners over time.

While this monitoring and evaluation system worked well, it fell short of the robust system envisaged in the project proposal which for example included a detailed monitoring and evaluation plan, and feasibility assessments for high impact projects. However, project monitoring worked well especially in a context where verbal discussions are more effective in resolving challenges compared to written reports.

3.3 Project effectiveness by expected outputs

The following section presents a detailed analysis of the effectiveness of interventions implemented in each of the outputs. These outputs directly fed into the immediate objective and into the development objective. The extent to which these outputs were met is discussed below.

3.3.1 Output 1: Employment opportunities created and economic infrastructure improved

The objective of the interventions under this output was twofold. On one hand, the interventions were aimed at improving economic infrastructure through road development or repair while on the other hand providing temporary employment for majority of returnees, refugees and members of the host community in Baidoa, as well as assisting them gain entry into employment in the construction sector. The road development adopted the Japanese technology known as '*Do-nou*' technology, which typically entails use of '*Do Nou*' (gunny bags) in reinforcing the base service of the road. This is an EIIP. Interventions under this output were implemented by Community Road Empowerment (CORE) with technical guidance from ILO and in collaboration with the local authority.

Several activities were planned to be undertaken to realise this output. These include, capacity building for LA and relevant stakeholders on supervision of employment intensive projects, incorporating labour standard principles, technical standards and tender procedure. The project also planned to train returnees, IDPS and host communities in construction skills and provision of tools to assist entry into productive employment in the construction sector, provide training to the above target on use of the '*Do Nou*' technology and finally, rehabilitation/construction of a road in Baidoa using '*Do Nou*' technology.

This evaluation explores the extent to which the project interventions realized the above targeted indicators for the output and in general how realization of the output indicator contributed to the greater objective of providing sustainable livelihoods and employment support for the returnees, IDPs and host communities.

'Do-nou' technology skill transfer

The project intended to train 130 returnees, refugees and IDPs on '*Do-nou*' technology. However, the project recruited and trained a total of 134 refugees, returnees and IDPs among them 5 engineers from the host community. The training was done in two stages. One was an in-house training which took 2 days and the other was on job training which lasted 20 days. The end of the project report notes that the total target was exceeded by 4 beneficiaries in efforts to ensure a fair distribution of beneficiaries from all the villages in Baidoa. The essence of skills transfer was to ensure that beneficiaries acquire the skills and use them not only to repair the targeted road but also utilise the skills in repairing other roads in Baidoa and the larger Somalia. Discussions with beneficiaries of the skills transfer observed that some were utilising the skills learnt and were confident to use the skills in future. However, the beneficiaries also noted that no additional roads besides the one supported under the project had been repaired using the technology.

Success of skills transfer was also noted, 5 out of the 10 beneficiaries of '*Do-nou*' technology skill transfer who participated in the FGDs reported that they had secured employment with other construction companies in Baidoa town. This was commendable as it offered long term solutions to such trained beneficiaries who were now able to source for jobs by themselves. Discussions with the partner however observed that, while the number of days the beneficiaries were trained was adequate, the beneficiaries needed more support in establishing linkages with other partners and opportunities, where they could further sharpen their skills.

Road repair using 'Do-nou' Technology

Under the project, 600 meters of *Ali Salaamey* road in Baidoa town were planned for but 624 meters were repaired and a 10 meter drift constructed. This achievement was mainly due to the hard work exhibited by the beneficiaries. This was able to link another 900 metres of other roads to the main Baidoa Market. Notably, the project partner observed that the absence of a project feasibility study meant that modifications such as drifts had to be done to ensure that it met the required standards.

Repaired *Al Salaamey* road, Drift constructed, *Do Nou* bags preparation and as laid on the road



Source, *Project report*:

Although the section of the road constructed had not lasted for long, participants in the FGDs noted that the road was of good quality and they expected it to last long. Discussions with the implementing partner noted that the road should last for minimum 7 years under normal usage and standard regular maintenance. Participants noted that the road was done in a very short period and used a simpler and replicable method contrary to other roads in the area which had taken long to be finalized. However, technical staff were wary that Baidoa lacked established structures for roads maintenance which put sustainability of the road repair works at risk.

The participants reported that following the construction of the road, new houses, shops and markets had begun to come up along the improved road. They further noted that the repair works had improved connection within the town. One of the remarkable comments from participants was that the construction of the road had created hope for the people of Baidoa that their country was on the development path. The length of the constructed road was short but the hope that the residents had that their country was on the right course to development was instrumental to the full and effective reintegration of returnees, who held the hope that their country would soon regain its stature.

Creation of short term employment

As indicated in the end of the project reports this project targeted to create 3,900 man days of job for 130 beneficiaries through road maintenance technology. However, 2,814 man days of job were created and 134 beneficiaries trained on ‘*Do-nou*’ technology. The shortfall in the target was a result of reduction in the scope of work. This led to a reduction in the number of days needed to undertake the road construction. Further two days initially planned for construction were taken up by profiling and screening of beneficiaries. Besides, the man days, a total of 134 returnees were employed during the construction period and earned income from their labour in the construction works.

Majority of FGD participants were generally optimistic that after gaining the skills they were in a position to seek work opportunities from different employers. This was already being reported, for example, by 5 out of the 10 beneficiaries of ‘*Do-nou*’ technology skill transfer who participated in FGDs, who reported that they had secured employment with some other construction companies in Baidoa town. Although this was not verified, it was encouraging to that the evaluation team noted the level of confidence amongst the beneficiaries of the anticipated prospects following the skills acquisition.

Observations on output 1

The delivery of the project deliverables under this output was generally satisfactory. Most important was the fact that this output laid ground for long-term benefits for the people of Baidoa both in relation to development of economic infrastructure and in capacity skills enhancement among beneficiaries and stakeholders. The evaluation has shown that benefits of the road development were already being realized through opening up of other developments along the constructed road. A few of the beneficiaries were already getting jobs with other construction companies which largely implies that Baidoa and the target beneficiaries were slowly drifting back to normalcy. Additional support in linking the trained beneficiaries with other organizations and projects involved in construction works and opportunities for further learning and sharpening their skills was necessary, if the beneficiaries are to fully benefit from the skills gained.

3.3.2 Output 2: Business management/ Entrepreneurial skills developed

Interventions under output 2 were implemented by MMCI with technical oversight and support from ILO. MMCI was the local implementing partner in Baidoa. Interventions were aimed at developing entrepreneurial/business skills for self-employability for the broader objective of providing sustainable livelihoods and employment support for the returnees, IDPs and host communities.

This evaluation explored the extent to which the project interventions were realized, self-employability and how specific indicators under this output were realized which included; number of beneficiaries who were able to gain business/entrepreneurial skills; number of start-up grants provided and number of long term jobs realised. Specific project interventions involved vocational training, entrepreneurial skills training and support for business grants.

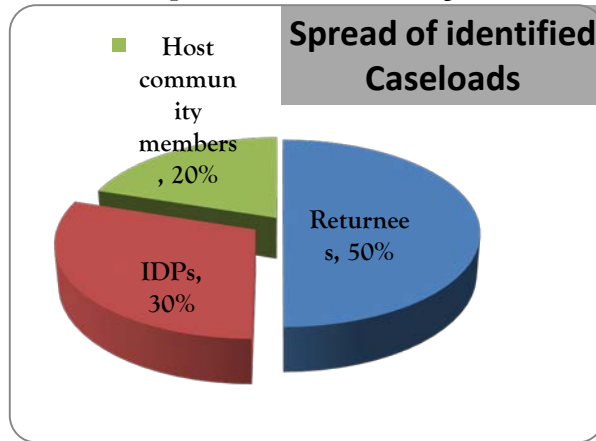
Activities under this output commenced with recruitment of project team which included the project manager and support staff. The project further held a workshop where staffs recruited were inducted through the organizational procedures as well as project design and objectives. Consultation with relevant stakeholders who included South West Administration Officials, Ministry of Resettlement and Diaspora Affairs, Regional and District Administration and UNHCR Baidoa Office were also held. Proposed interventions and other details of the project such as the scope and overall work plan were shared with the stakeholders, information on number and variety of stakeholders was also shared and discussed in this meeting.

Vocational skills training, Beneficiaries' identification

Following the induction activities in collaboration with local administration and Ministry of Resettlement and Diaspora Affairs and UNHCR identified 450 youth from host communities, refugees and IDPs. Out of these 320 youth were identified for support in vocational skills training in the following proportions 160 or 50 percent refugees, 96 or 30 percent IDPs while 64 or 20 percent were host community members. This is shown in the figure below. The balance of 130 benefited from skills transfer on *Do Nou* technology.

Figure 1: Proportion of caseloads by category of beneficiaries

The screening was done with help of a tool which was developed by MMCI and ILO.



Participation of stakeholders in profiling and screening of the cases was noted from report as well as from discussions with key informants. About 4 of the stakeholders interviewed including Deputy Regional Humanitarian Affairs for Bay region, Regional and District Administration, Baidoa District Social Affairs and Ministry

of resettlement and Diaspora affairs confirmed that they were actively involved in the profiling of cases identified. This was commendable and a good effort towards making the beneficiary identification process inclusive, transparent and accurate.

Rapid skill gap assessment

Upon selection of beneficiaries for vocational and entrepreneurship skills training, a rapid skill gap assessment was carried out to identify the labor market demands so as to provide youth with information on market trends and needs to facilitate their identification of skills of interest. Demand driven skills were identified during the assessment and the results were used during the vocational skills orientation exercise to guide the selected youth in understanding the labor market needs. The rapid assessment sought to identify skills, at the local level, that were most on demand, opportunities that existed for doing business and those that existed beyond gender roles and the marketable skills where local demand exceeded local supply.

Further, the evaluation sought to establish if the outcome of the rapid assessment in anyway informed the selection of skills areas by the target caseloads. The table below highlights five major outcomes on each of the three categories. It shows the analysis of skills which rated as highly on demand in the target areas, skills areas that posed high levels of opportunities for business and marketable skills and those whose local demand exceeded local supply.

Table 2: Analysis of demand skills, opportunities for doing business, and demand vs. supply of skills

	Skills in demand (percentage)	Opportunity for doing business (Percentage)	Whether local demand exceed local supply (Percentage)
Demand/Repairs etc. for mobile phones	88.5	71.2	88.5
Beauty salons	88.5	69.2	73.1
Hairdressing	84.6	76.9	82.7
Tailoring	84.6	75	65.4
Electrical installation/repairs	84.6	67.3	76.9

The report observes that skills related to mobiles phones (repair, sales etc.), beauty salons and hairdressing were highly on demand in the market as per the market assessment report. The report further notes that hairdressing; tailoring and demand for skills in mobile phones offered good opportunities for business ventures. This observation is affirmed by the analysis of skills whose demand exceeded local supply. The report noted that demand for mobile phones repairs and sales, hairdressing and electrical installation and repairs were rated as the top skills whose demand exceeded the local supply.

The report notes that majority of the beneficiaries (78 percent) selected tailoring and beauty salon. This was contrary to what would have been expected. Based on the findings of the market assessment, it would have been expected that most beneficiaries would have chosen to pursue mobile phone repairs and hairdressing as they were rated highly under the three levels shown above. The report however observes that the selection of skills may have been more likely influenced by its likelihood to offer opportunities for doing business. Further, this could have been influenced by the expectation of business grants. Although many youth in the FGDs mentioned that they were satisfied with the skills they selected, a good number reported that their choices were highly influenced by advice received from different stakeholders. As will be seen later in the report, the two most popular skills were also the key type of businesses that beneficiaries had established.

Table 3: Number of trainees by sex

No.	Skill	No of trainees	M	F
1	Tailoring	141	34	107
2	Beauty Salon	107	0	107
3	Electrical installation	22	22	0
4	Electronics – Mobile phone repair	30	30	0
5	Carpentry & Joinery	20	19	1
	Total	320	105	215

The report further observes that culture and religion continue to play a key role in the choice of skills by beneficiaries. Despite hairdressing being rated highly in three parameters shown in table 1 above, no male beneficiary chose to train in hairdressing. Similarly, only one female selected a different skill from tailoring and hairdressing. This was largely influenced by cultural and societal expectations where certain jobs were generally viewed as befitting a certain gender.

Vocational and entrepreneurship skills training

To facilitate the skills training, trainers were recruited for skill trades chosen. The selected beneficiaries were placed under entrepreneurship and vocational skills training covering a period of three months at the MMCI training center in Baidoa. The training was delivered in weekly lessons on the 5 courses selected as shown in the table 2 above. ILO tools and manuals, translated into Somali language, were used to guide the training. It is noted that the training not only improved skills acquisition among youth but also facilitated integration of the returnees who interacted freely with the IDPs and host communities. This gave them opportunities to bond and to realize that they were not different and that they faced similar challenges in their lives.

As noted in the project's final report the interaction led to better understanding between the beneficiaries and fostered improved sense of harmony and acceptance within the groups. Majority of the beneficiaries in the FGDs and KII noted that community integration as well as self-confidence among them was notable after the training. The integration was not only noted among the direct beneficiaries but also within the communities. One of the key

informants noted that people who otherwise would not have received goods on credit from wholesalers were doing so and this had improved business in the area. Receiving goods on credit was only possible where there was mutual trust between the buyer and the seller.

THE CASE OF AN ENTREPRENEURSHIP SKILLS GRADUATE

Maalim Adem (not his real name) was born in Gofgaduud village in Baidoa. He is married with 4 daughters and a son. What was seemingly a bright future with his family took an ugly turn in 2011 when Adem lost all 50 goats to famine. He and his family thereafter moved to Baidoa as IDPs, hardly able to fend for his family. While working as a hawker in Baidoa, a friend informed him of the training opportunity at MMCI. He promptly applied for a chance and luckily he was among those shortlisted for training. He enrolled for entrepreneurship which he pursued between February to June 2016.

“This gave me motivation, taught me the qualities of an entrepreneur, methods of product selection, managing an enterprise and marketing.I interacted with resource persons and cleared all doubts on how to start a business, the formalities, approvals and licenses needed, taxation and current market trends. Upon completing the training my confidence in starting a business was raised’. Adem reported.

He further observed that given the knowledge and raised spirits, Adem invested the grant amount and borrowed an additional USD 500 worth of goods from a family member to set up a clothes and foot ware shop. He operated from rented premises where he pays USD 30 each month from his earnings which average USD 250 each month. He reports that he was able to fend for his family.

Entrepreneurship trainings

Business and entrepreneurship training was envisioned as a key factor in transitioning people and especially youth into self-employment. Outcome of supporting beneficiaries to be self-employed was two-fold, on one hand beneficiaries were able to secure sustainable incomes for their livelihoods while on the other hand, growth in businesses and other entrepreneurial activities not only served the growing demand but also improved the economy of Baidoa. Licenses and business permits levied by the LA should enable the authority to improve on its service delivery including provision of supporting environment and infrastructure which in turn attract investments which lead to job creation and improved welfare of the population.

To this end, the report sought to establish how many youth benefited from skills training on entrepreneurship, those who received business grants and how this support had been helpful not only in establishing own business but also in increasing incomes for individual youths. All the 320 trainees who had been through skills training were trained on business skills courses utilizing the ILO entrepreneurship modules that cover concepts such as Know

About Business (KAB) and Start Your Business (SYB). Following the training, MMCI organized and conducted business plans competition. All the 320 trained youth presented different project ideas. An assessment and evaluation of the submitted proposals was done by representatives from different stakeholders. Following the evaluations, a total of 160 businesses were selected and provided with start-up grants of USD 500 each.

The end of project report observes that of the 160 grantees (82) or 50 percent were refugee (33) or 20 percent were from the host communities and (45) or 30 percent were IDPs. Further review of the report shows that of the 160 grantees, 20 percent were male and 80 percent were female. This means that only 32 male were eligible for the business grants, leaving a majority 128 female to take up the rest. This trend was also observed in the beneficiaries who turned up for the FGDs during the evaluation mission. The final report further observes that majority of the grantees opted for agri-business which constituted production and/or selling agriculture products like vegetables, fruits, sorghum, bee keeping, poultry farming as shown in the table below.

Table 4: Business ideas where grants were invested

Business Idea	Total number	Percent
Agribusiness	67	42
Trading of local and imported good	48	30
Provisions of services like mobile phone repairing, renting of tools etc.	32	20
Hairdressing beauty and tailoring, mobile vending etc.	13	8

What also this implies is that majority of the youth did not select business ideas related to the skills they had trained in. This is affirmed by findings from the focused group discussions. About 5 groups of business grants beneficiaries were interviewed, 3 FGDs out of 5 had majority of their participants reporting they received either tailoring skills or hairdressing skills. It is worth noting that while a majority of the beneficiaries cited that entrepreneurial skills they received were adequate to help establish businesses, a good number of youth interviewed cited that the grants provided were not adequate to facilitate establishment of business. This is the reason why majority opted to venture in small scale business which required small capital outlay to start such as selling vegetables, selling clothes, hawking

THE CASE OF TRAINED TAILOR

Abdulrahman Ali (not his real name) is a father of 8, a native of Bardale District of Bay region. He had since moved to the neighbourhoods of Baidoa. Taking care of his large family was a tall order. He would work as a night guard and labourer in the local market by the day, but would still struggle to fend for his family given the meagre income. Ali got wind of the training through his contacts in the local authority, and on selection he opted to study tailoring and dress making. The training lasted 4 months from February 2016 to June 2016.

‘I learnt the techniques of stitching, usage of machinery, stitching, patterns for different designs of Garments etc. under the keen supervision of the teaching staff I gained confidence and learnt to handle my job independently’ he noted. ‘I was also trained on business entrepreneurial skills on how to establish and develop a small business and effectively manage my enterprise and thereafter received a capital’.

At the time of this evaluation Ali was running a tailoring shop. He reported that ‘after receiving a grant capital of \$500, I purchased 1 fashion maker sewing machine. I currently get around \$150 monthly which is 3 times what I used to get before the training. This enables me to support my family while growing my skills as well as teaching my children new skill. “I am very grateful to the sponsors of this project and MMCI in Baidoa for having given me the opportunity to acquire necessary skills that enabled me start a tailoring job”.

etc. as discussed in the section below.

Training outcome:

All the 320 trainees completed training in different skills as seen in the table above. There were no reported cases of drop out within the three months of training. Further, 63 beneficiaries (32 male and 31 female) out of the total trained number trained were immediately placed in 18 different companies for job attachment or practical work experience with the potential for eventual employment. Towards this end, the project report notes that 12 youth were able to secure employment, of whom 8 were male and 4 were female.

Employment status of trained youth

According to the final project report, of the total 320 graduates, 235 graduates or 73 percent found employment, while 85 graduates or 27 percent were unemployed as at the closure of the project. **A quick analysis of numbers trained and those employed by the type of employment is shown below.**

Table 5: Skills trainees by skill and type of post training employment

From the above analysis, it is evident that more cases of self-employment were realized compared to wage employment. This

Course	Number trained	Type of employment	
		Wage	Self
Tailoring	141	17	71
Carpentry	20	10	9
Beauty Saloon	107	26	60
mobile repairing	30	13	16
Electric installation	22	4	9
Total	320	70	165

might have been as a result of access to business grants which were provided to 160 beneficiaries giving them an opportunity to

venture into business. For instance, out of the 107 youth trained in hairdressing, 60 were self-employed as shown in the report. Similarly, of the 141 people trained in tailoring half of them (71) were self-employed.

Notably, Baidoa was a growing town which presents greater opportunities for youth to advance their business ideas. This finding suggests that it was more likely to secure self-employment as compared to wage employment. It is therefore likely that business startup opportunities seem to be the pull factor which attracts many investors into business. Support for more youth to access business grants and initiate business is thus highly recommended.

A follow up conducted after the training by the implementing partner found out that, 104 beneficiaries had established business as shown in the table below. The follow up further established that the majority of those with businesses were engaged in small scale business. This confirms the earlier findings where beneficiaries observed that the amount of grants they received could only allow them to start business that did not require huge capital.

The beneficiaries reached in the course of this evaluation called for broadening of the range of skills on offer to include others such as driving, tie and dye, mechanics, masonry, ICT skills among others.

Table 6: Number of youth by type of business started

Business type	Number of youth
Tailoring/Garment making businesses	12
Small-scale businesses	58
Grocery/vegetable businesses	18
Livestock trade businesses	16
Total	104

This information is further mirrored by findings from FGDs which show that about 53 percent of the interviewed beneficiaries had established own business. Further discussions with them revealed that most of them began with small businesses and a number had progressively invested in larger businesses such as salons.

About 13 respondents in the FGDs mentioned that they have established salons besides the small-scale businesses established using the grants received. This means that although the grants might not have been sufficient to support a business idea related to the skills trained on, it was still possible to grow a business and later pursue the larger idea such as owning a salon or tailoring shop.

Observations on output 2

Interventions under this output were well prepared for and satisfactorily executed. The quality of training and internship support worked well in equipping the youth with hands on experience in the real life and actual on-goings of the labour market. The grants were also welcome although most beneficiaries reported that the amounts were low to start larger scale businesses which most wished for. However some started small and they were able to gradually establish the larger businesses that they wished to have, as depicted on some of the cases presented above. What captured the evaluators' attention was the tendency for people to use the grants in other business opportunities than they had been trained on. This calls for broadening of the scope of the market assessments to explore additional and emerging skills that could be supported and nurtured and to try establishing if beneficiaries' skills interests matched their business interests.

Further it may be strategic to link business ideas with the amount of grants given. Not all businesses require the same capital outlay. In cases where some business ideas need more

The case of the housewife turned shopkeeper

Fauziya Sabine (not her real name) is a 26 year old mother of 4. She was born in Awjab village in lower Shabelle in South West State but a member of the target host community. She supports her sickly mother and her jobless husband besides feeding for her 4 children. Prior to the engagement with the project she was a housewife, solely depending on her husband, whenever he got something.

When she was finally selected as one of the beneficiaries, she opted to learn tailoring and garment making. Fauziya rates the support she received highly because it enabled her get her dairy bread. Although she was trained in tailoring she opted to open a shop in her neighbourhood from where she reported average weekly incomes of 30-35 USD. She observed that during the training she interacted with influential business people.

When asked what had changed in her life, Fauziya had this to say; ...'I do not think I can exhaust this today if I was to mention all what has changed. Many things have changed but let me point to few things. Formerly my husband was not valuing me he used to say that I was only a housewife, whose decisions were inconsequential. But since she started earning she also became a key decision maker in her house. Her words and suggestions were now highly appreciated.

She further reported that she commands considerable respect in the society. The larger business people readily give her stocks without hesitation.

capital, they should be considered for support on their merit particularly in projects such as this where the implementing partner spent some time to monitor progress the beneficiaries were making.

3.4 Efficiency of resource use

Project Cost-Effectiveness: The project's total budget was 1,000,000 dollars. The project duration was 16 months, which included a 4 months No-cost-Extension approved by the donor. Much of this budget was utilised in the two result areas or outputs which accounted for about 65 percent of the total budget. Personnel costs took up 17.5 percent while operational costs took up just about 6 percent. Although it was not in the scope of this evaluation to carry out an audit of the project funds, the evaluators observed that on the surface the allocation of resources in suggests prudence in utilisation of funds. Within the personnel budget most of the funds went to project management while for operations, the largest chunk of funds went to security and risk management. This is understandable given the security situation in Baidoa. Overall, resource allocation in this project appears to be sound and sensitive to the most pressing needs.

The training of beneficiaries was centralised and carried out at MMCI. This led to more economies of scale in, for example, utilisation of trainers and space. Further, MMCI noted that under this project, they opted to pick and drop beneficiaries other than give them cash allowances. This was also cost effective, given that beneficiaries genuinely participated in the training without expectations of immediate cash allowances. It is also important to note that the two outputs were largely about capacity building which is investment in knowledge that will benefit people for the rest of their lives. The likely return on this investment is expected to be high.

Bottlenecks encountered: The insecurity situation in Baidoa was the main risk factor that this project faced. However, this was properly managed by the local implementing partners and ILO resulting in an incident free project implementation period. MMCI further noted that there were limited tutorial skills among the trainers, noting that while they may have been good in their work, they may not have been experts in passing knowledge. Similarly, the level of illiteracy among the beneficiaries was reported by both partners to be high. This slowed down their ability to grasp issues considering that many of them could not read and write.

Finally, a few beneficiaries who expected to receive daily cash allowances for their transport opted out when MMCI adopted the pick-up and drop off approach to managing the transportation of beneficiaries. These beneficiaries were later replaced by others from the same caseload. This worked well as money was no longer a pull factor to the trainings but a genuine urge to acquire skills. No wonder, the transition to the job market is relatively high.

3.5 Project management, monitoring and governance

ILO's lead role was an asset to this project, given its wide experience in promoting economic reintegration particularly in Somalia. Selection of MMCI as the local partner was also strategic given their working experience in Baidoa and their understanding of the local context. Their ability to handle the training in their premises ensured smooth flow of the training especially due to the understanding that gatherings within Baidoa were reported to be a security risk. Skills training and transfer of '*Do Nou*' technology supported CORE was well delivered considering the organisation's sound expertise in the respective area.

Notably central to the success of this project was that the project incorporated local level stakeholders from the onset. These include the local authority, the Ministry of Resettlement and Diaspora affairs, Regional and District Administration and UNHCR. This meant that there was buy-in among the local stakeholders which ensured smooth progression of project activities. Project monitoring took place and results were documented in progress reports. It was however not clear how feedback from monitoring missions was shared with all stakeholders especially at the local level.

In general the management and governance of the project was effective and this saw the completion of most project activities within the stipulated time period. The reporting by partners was done in time, and the reports generally captured the relevant information as expected. Technical and other support provided by the ILO Somalia Office in Nairobi was reported to have been useful and so was logistical support offered to other partners from the ILO Somalia office. Discussions with partners noted that the ILO Somalia office made matters a lot easier for everyone, in a set up that would otherwise require more complicated and costly planning.

3.6 Impact orientation and project sustainability

This section explores the extent to which the projects activities created or were likely to create impact, as well as the sustainability measures put in place to ensure that the project impacts continued to be experienced beyond the project period. The evaluation mission observes the following;

Capacity development: Both outputs immensely contributed to capacity enhancement. A substantial number of beneficiaries and representatives from local level partners benefited from skills training in 'Do Now' technology, a new, cost effective approach to construction of roads. This implies that beneficiaries will continue to utilize the skills gained to search for jobs within the construction sector. Others may begin their enterprises in repair and development of roads. The officers from the other local partners such as the LA were expected to continue utilising the skills gained in the management of road infrastructure, a role that falls within the mandate of the local authority.

In general, partnerships with the various entities resulted in acquisition of knowledge by those involved, on not just the technology but on other matters such as the profiling and screening of beneficiaries which are tools that partners could apply in future and related projects. It was however also noted that for these skills to be sustained, there was need for deliberate efforts to link the beneficiaries with more construction opportunities where they could further their skills and gain experience and confidence to stand on their own.

The vocational skills training also led to graduation of people with various skill sets, some of which were already being utilized in Baidoa. These skills should continue to benefit those for the rest of their lives. The grants received by some were channelled towards opening up of small businesses. These gains will however only be guaranteed if more and more beneficiaries take up jobs or engage in the skills they were trained in.

Improved business environment: The repairs carried out to the road in Baidoa, changed the dynamics and reports of new developments along the repaired road were already being reported by beneficiaries. New development works and businesses mean more investments,

more jobs and higher incomes for the residents of Baidoa. The road had contributed to improved connectivity within Baidoa which is a boost to businesses. Short term jobs and any long-term jobs resulting from the project led to cash injection among the beneficiaries which improved their purchasing ability. This implies that, although it was not directly captured, there ought to have been improved business in the time that the beneficiaries were earning and after. The construction of the road also meant that there was improved business activity by those supplying construction materials and so on.

Implementation approach and arrangements: Partnership with the LA and other partners led to local ownership of the project activities. The screening and profiling of beneficiaries for training was for instance a participatory process that went down very well and contributed to the success of the project. The LA was expected to take up the lead role in the management of infrastructure. This was however noted to be a tall order given that the capacity within LA was limited.

Nonetheless, the skills gained under this project places the LA at a different level albeit, in understanding of their roles and how they could undertake some of the activities using simple cost effective and practical approaches. There is need to support the LA establish structures that can support simple maintenance of such roads to ensure that they continue serving the people longer.

4.0: MAIN CONCLUSIONS AND RECOMMENDATIONS

This evaluation mission observes that the project design was appropriate, inclusive, logical and coherent. It was appropriate because its understanding of the context of Baidoa was spot on and the interventions were geared towards addressing the most immediate and important needs of the target beneficiaries. The incorporation of other partners in some key decisions such as beneficiary profiling was a smart move given the diverse interests by different stakeholders. This alone was reported to have immensely contributed to the success of the project. The lessons learnt from the first phase of the returns project immensely informed the approach in this project. Linkages between objectives and activities are evident and well-articulated in the log frame.

All project activities were implemented and successfully completed. Many stakeholders and specifically the LA representatives were equipped with skills that will benefit them in the short and long term. However, effective utilisation of their skills will need more support towards mentoring the trainees or linking them up with more work opportunities for them to sharpen their skills and build their confidence. Development of economic infrastructures had begun to contribute towards mushrooming of economic activities and job creation which is what was envisaged in the design.

Knowledge and skills gained will outlive this project and will continue to benefit the beneficiaries for long. Sustainability of economic infrastructures was however dependent on regular standard maintenance of the infrastructures by the responsible agencies. Given the limited capacity in the local authority, it is advisable that structures and modalities of infrastructure maintenance are established is the gains made from this project are to be maintained. Skilled personnel trained in this project for a good basis towards supporting local level structures that can support simple maintenance of roads and other infrastructures. Local partners could continue to forge linkages between the new interventions and the skills sets from this project to ensure that the capacity of those trained is enhanced and utilised in future infrastructural works.

Evaluation recommendations

Recommended Actions for Future Projects	Key Responsible Agency	Priority	Timing/ Timeframe	Financial implications (Yes/No)
<p>1. Based on the finding that many grant beneficiaries did not invest in the skills they trained in, it is prudent to expand the scope of future market assessments to undertake a comparison of skills needs of potential trainees and their business interests. This will ensure consistency in matching support to the beneficiary interests and avoid situations where beneficiaries arbitrary enrol for training so as to gain access to grants which they use to set up their desired businesses.</p>	<p>ILO and project partners</p>	<p>Average</p>	<p>At Design</p>	<p>Yes</p>
<p>2. It may be useful to delay issuance of grants for a while after the end of the training. This will allow youth assess their potential, capacity and interests, and make a more informed decision on what they wish to pursue. Preferably, grants ought to support existing or conceived business ideas, among people that have already established some business ventures, while those who choose wage receive placement support. The current approach biases individual decisions towards quick selection of business ventures even among those not psychologically prepared to start businesses.</p>		<p>High</p>	<p>At the design stage</p>	<p>No</p>

3. Besides the project progress reports sent by the implementing partners to ILO, it was not clear how evaluation findings were continuously shared amongst the broad range of other stakeholders. This would need to be clearly indicted in the project design.		Average	At the Design	No
Recommended Actions for ILO CO and HQ	Key Responsible Agency			
4. All infrastructural projects ought to benefit from an initial feasibility study by the implementing partner to better focus the design and costing.		High	At design	No
Recommended Actions for Governments and other National Stakeholders	Key Responsible Agency			
5. The beneficiaries trained in 'Do Nou' technology will need to be supported to establish strong linkages with other agencies that may be involved in infrastructure development. This will give them more opportunities for jobs and to further enhance their skills.		High	Immediately	No
6. For sustainability of infrastructural works, mechanisms for maintenance ought to be established by the LA.		High	Immediately	Yes

5.0. Emerging Good Practices and Lessons learned

In any project, there are strategies, activities, and processes or part of them that really work well and immensely contribute to the overall project objectives. Their identification does not require the project objectives to have been fully achieved. Rather, they only need to have been tried and seen to have worked well. This section highlights some of the proposed good practices, which have potential for replication and in other similar interventions.

1. Involvement of relevant stakeholders and local leaders in most aspects of the project particularly the screening and profiling of beneficiaries avoided possible conflicts. Delicate balancing was effectively managed to the benefit of the project.
2. On the job skills transfer of '*Do Nou*' technology to stakeholders worked well as it involved them walking through the entire process with the experts. This facilitated on the job learning which laid emphasis on impacting practical skills, while delivering on an indicator within the project plan.

One key lesson was noted by stakeholders and beneficiaries interviewed. This is;

1. There is need to understand the underlying interests and dynamics in a context like Baidoa if the project is to be successful

6.0 List of people interviewed

NAME OF KEY INFORMANTS	ORGANIZATION AND DESIGNATION		
Ibrahim Adan Mohamed,	Entrepreneurship skill trainer		
Omar Mohamed Ali	Deputy Regional Humanitarian Affairs Bay Region		
Liiban sheikh Shuib,	Director general. Ministry of resettlement and Diaspora affairs		
Jamila Mahad Ibrahim.	MITC		
Sid Ali Abukar Hussein.	President /CEO MMCI		
Muktar Sharmake Abdirahman	Baidoa District Social Affairs		
Rashid Abdullahi Mohamed.	Regional and District Administration		
Abdikarim Mohamed Noor	UNHCR Baidoa field unit office.		
Aweys salad Hassan.	South west chamber of commerce.		
Mr. Adan Wacdi Hussein	TVET Consultant		
Collins Kiboina	CORE		
Angela Atsiaya	ILO-Nairobi		
Abdulkadir Ali	ILO- Nairobi		
FGD PARTICIPANTS	Number of FGDs	Male	Female
Skills Training- Tailoring	2	6	8
Skills Training- Beauty Salon	1		8
Skills Training- Electrical Installation/Carpentry and Joinery	1	6	
Business/skills and start up grantees- Returnees	2	6	6
Business/skills and start up grantees-IDPs	2	4	6
Business/skills and start up grantees- Host	2	6	6
<i>Do Nou</i> Technology Skills Transfer	1	4	8
<i>Total</i>		30	42

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