



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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1.0 Executive Summary

1.1 Project Background

The Public Private Development Partnership for Renewable Energy Skills Training and Women's Economic Empowerment (PPDP) project is aimed at enabling women owned growth-oriented businesses to expand and by doing so create jobs, improve the value and productivity of their operations and be part of socioeconomic growth in Somalia. By supporting skills development in the electrical sector, electricity access will increase, supporting job creation and growth across most sectors in Somalia's economy. The PPDP project has two components: 1) Women's Economic Empowerment (WEE) Component and 2) Renewable Energy (RE) Component. It has two development objectives; 1) Women-owned growth-oriented businesses contribute to job creation, value addition and socioeconomic growth, and 2) Improved access to reliable, affordable and good-quality energy infrastructure contributes to job creation, value addition and socioeconomic growth.

1.2 Evaluation background

The main purpose of this mid-term independent evaluation is to provide an independent assessment of the progress to date towards accountability, learning, planning, and building knowledge. *The scope of the mid-term evaluation* covers the period May 2018 to December 2020 and encompasses a review of all the planned outputs and outcomes under the project, including contribution to national policies and programmes. It is guided by the DAC criteria of Relevance, coherence and strategic fit, Validity of design, Project progress and effectiveness, Efficiency and Impact orientation and sustainability. The geographical coverage of the project being evaluated is Garowe, Puntland and Mogadishu, in Somalia, with longer-term impacts affecting the whole of Somalia, specifically in terms of enhanced access to renewably-sourced electricity. *The primary clients of the evaluation* are the government, social partners, the ILO and the Donor. The Office and stakeholders involved in the execution of the project would use, as appropriate, the evaluation findings and lessons learnt. *The project target primary target group* includes 500 women entrepreneurs as individual beneficiaries of the project, who are to be supported to substantially expand their businesses to create improved livelihoods and employment; and over 800 electrical skills trainees who are expected to gain skills and certifications for employment and self-employment in Energy production sector. Individuals include those who would or are to be employed in the energy sector; training providers; and organizations in the electricity sector including IPP's, project developers, industry associations and worker organizations. Business Development Service Providers (BDSPs) and Civil Society Organizations (CSOs) that provide business development services are the other main target for the project. At least 100 organizations are targeted for improvements in their services to women entrepreneurs. Training providers targeted included both in-house capacity at IPP's, solar PV developers, and specialist training providers. Somalia's IPPs and renewable energy project developers are key beneficiaries as they are expected to be able to access a supply of skilled employees needed to support further development.

1.3 Evaluation methodology

The MTE employed a collaborative and participatory approach using a the theory-based approach which entailed elaborating and testing the project theory of change through a structured contribution analysis as well as a process evaluation which assessed the extent of project delivery of intended objectives compared to what was originally planned. A large part of primary data collection was done remotely, using various

methods and tools such as virtual meetings and interviews with the project stakeholders in respect to current COVID-19 pandemic restriction on mobility in the country. Key data collection methods used included documents/desk review; informant interviews (KIIs) focus group discussions (FGDs) and observations. Relevant literature, including the project document, project monitoring plans, progress reports and reports from various activities, were reviewed. A total of twenty (20) interviews (13 males and 7 females) and 4 group discussions (6 males and 16 females) were held with respondents including the ILO Country Office, PARDEV HQ, Project Management Members, Technical Backstopping Members, Government line ministries, the Donor (SIDA), Implementing Partners – WEE component (Shuraako), the Project Partner and other BDSPs including SIMAD University – RE component (BECO and NECSOM and trade unions representatives. Four (4) group discussions were held with Certified SIYB Trainers, Certified IYES Trainers, SYB training participants and IYES training participants. Project sites such as BECO and NESCOM, including training centers were visited, and observations made including taking photographs. The sample size was determined in consultation with ILO after which the individual beneficiaries sample was randomly picked from the list provided by the project team. The evaluators ensured that opinions and perceptions of all groups (with women and men separately interviewed) were equally reflected in the interviews. The data obtained from KIIs and FGDs was analysed for similarities in themes, certainty, and according to objectives, scope and questions. Information from the desk reviews, interviews and discussion were integrated using question by method matrices to facilitate comparisons and identify common trends and themes. Triangulation facilitated the validation of data through cross verification from two or more sources. The COVID-19 situation remained the greatest risk to the execution on the MTE, however the evaluation was conducted in the context of criteria and approaches outlined in an ILO internal guide as well as by observing the WHO and Somali government advisories. The basis of this evaluation was self-reports by stakeholders in the project thus the evaluators corroborated responses and the validity of responses was assessed. Limited information was therefore enhanced through multiple data collection and analysis approaches to enable an in-depth understanding of the evaluation questions. Another limitation could have been the participation rate as respondent reach was subject to their availability, but all efforts to reach potential respondents were made through repeated calls.

1.4 Evaluation findings

Relevance

The project on one hand was designed to address the challenge of unemployment among women in Somalia, particularly addressing the bottlenecks that women owned businesses faced and on the other hand, to address the challenge of renewable energy skills gap in the Somali power sector.

Coherence and Strategic fit

The project aligns with all the four key priorities of the previous DWCP of Somalia and is contributing to the National Development Plan (NDP-9) priorities. It is also strategically well aligned and contributes to the pathways to peace and economic prosperity which the UNSDCF 2021-2025 seeks to address, in particular the economic growth pillar. The PPDP project is also aligned to the objectives in the Strategy for Sweden's development cooperation with Somalia 2018–2022 that has aims to contribute to peace and inclusiveness in Somalia. Besides, it has created linkages with UN and other Non-UN international aid organisations such as GIZ TVET project and GEEL USAID project under the RE component.

Validity of design

The PPDP project has two broad components with two separate Theories of Change addressing two separate challenges. There were a number of incorrect assumptions, which have affected the project implementation and caused significant delays in achieving the outputs within the resources and timeframes of the project. Firstly, it was assumed that the BDSPs and CSOs had capacities to deliver business development services to GOWE, which has not been so for most of the BDSPs in Somalia that appear to have had very weak capacities and track-record of working with women entrepreneurs. Secondly, the assumptions that it was possible to work with growth-oriented women entrepreneurs at the start of the project did not hold as there appears to be a disparity between the criteria for GOWE against the real characteristics of women owned businesses in Somalia. Thirdly under the RE component, the assumption that the private sector was ready to collaborate on this project without preconditions has not held true. It is only after completion and validation of the curriculums and the identification of the training equipment the private sector finally committed and signed long-term agreements with the ILO and much late into the project period.

Project progress and effectiveness

The COVID-19 pandemic breakout has had unprecedented effects and impacts, adversely affected project implementation causing delays and changes in delivery methods. For instance, the possibility of running face-to-face training for skills programmes particularly under the RE component, have been put on hold. The insecurity and violence in some of the project locations have continued to offer instability affecting project implementation. It is also notable that the broad consultations at the start of the project, largely contributed to the delay of the project.

The Women Economic Empowerment component has one outcome i.e. *Women-owned SMEs are more viable and have effective institutional and peer supports, and two contributing outputs to be achieved. The Output 1 being Financial and Non-Financial BDS providers and CSOs have the required capacities to deliver a wide range of gender-sensitive business development services to growth-oriented women entrepreneurs, and Output 2 being Growth-oriented women entrepreneurs are equipped to expand sustainable and flourishing businesses and establish strong cooperatives.* Achievement of this Outcome is threatened by the fact that many of the outputs still to be completed. The evaluator estimates that about 40- 50 percent of the project activities and targets for the two outputs have been achieved so far but noted there was preparatory work in place that seems to be paving the way for expedited implementation. Specifically, trainings for 21 trainers have been completed for Somali based BDS providers who in turn have trained 370 of the targeted 500 women entrepreneurs. Local partner organisations including Shuraako have conducted its self-assessment using FAMOS tool, while two others are in the process. Aspects of cooperative building for peer support are behind schedule, with the cooperative needs assessment as a first activity being almost complete. Financial mapping is underway but uncompleted hence linkages for women SMEs with financial institutions is delayed. Two value chains have been identified which have potential for women SMEs but the value chain assessments are yet to be completed. Output 1.1 and output 1.2 reporting of the targets on training of entrepreneur shows there is an overlap of the activities and possible double reporting.

In the RE component, the project had two outcomes: *Outcome 1: IPPs in Somalia participate in a PPDP to produce a supply of skilled workers able to support expansion of renewable energy supply with two contributing outputs. Output 1.1: Basic training curriculum & certification developed and implemented, and Output 1.2: Short-term continuous training programmes for intermediate/advanced technical skills developed and implemented.* The project has been able to achieve 50 percent of the activities, being that it has conducted a skills gap analysis, designed curriculum and certification tools, and conducted initial part of the TOTs based on the curriculum (the theoretical part). The practical part of the ToT is yet to be done due to COVID 19 restrictions on mobility and gatherings. Two partnerships with IPPs have been signed, Centres have been established and equipped in readiness for the trainings for beneficiaries.

Outcome 2: A PPDP supported capacity for producing skills specific to the renewable energy sector is established and operational with one contributing output being Output 2.1: Specialised training programme for solar PV developed and implemented. Curriculum and certification tools for the renewable energy courses have been developed and training centres identified and equipped. 18 trainers training have been partially trained with a practical part remaining to be done. The training of beneficiaries has been on hold due to COVID-19 restrictions and guidelines, 500 beneficiaries have been identified for the training.

The evaluation notes an overlap of outputs in outcome 1 and in outcome 2 as the same numbers and same activities on training are reported on. While there have been delays to kick-start the project, a number of activities have been implemented concurrently to speed up implementation such as the relevant assessments (Value chain assessment, BDS assessments and Financial Services mapping specifically). It is unlikely that all outputs as intended will be met within the current end date of the project.

The project has in place an overall Project Steering Committee (PSC) which meets once a year and which has a mandate to govern the formal relationships among the core parties of the project and provide overall oversight, direction and guidance to project design, major project revisions and implementation. This has nonetheless met only once during the project lifetime. The project also has two separate Project Technical Working groups (PTWG) for the RE and WEE components supported by Project Management Team (PMT). There is strong evidence of ownership and support by the key stakeholders as seen by involvement in the PSC and the PTWGs which majority expressing satisfaction on the consultations and involvement by majority of the players. However, the unions express disappointment in the project not effectively engaging them in the project implementation. The project also has a lean management team led by Technical Officer, and National Coordinator and M&E officer and receives backstopping support from the various technical specialists in skills and enterprises. The fact that the ILO has an administrative office in Somali has increased the efficiency of management as decisions are made and supported more efficiently at local level.

Efficiency

The evaluation recognised that the project operates within elaborate and structured ILO administrative policies and procedures, which allow for transparency in decisions regarding use of resources against agreed project actions, however, in some instance these procedures contributed to the delayed delivery of activities. The length of time it takes to contract and process payments is nonetheless prolonged in the ILO and could be contributing to the implementation delays.

The M&E aspect has been a weak link in the project, hampered by a prolonged period without an M & E officer in the project to support the function and hence a weak delivery of this component. The project technical officer and the project officer had to play the multiple role of project implementation and project monitoring. This has not worked very well as is evidenced by the quality of reporting and the data collected being scanty in nature. Many of the project activities seems to be much delayed and the ILO project team appeared overwhelmed. The evaluator observes that the project components are rather broad to be implemented under the small team of project technical officer and project officer. The two components may have required each a project officer to support its implementation for better focus and efficiency in rolling out. Most activities were not rolled out until end of year 1 and in year 2. The project team has over time adapted to the processes and identified ways to speed up decisions in the project

There have been wholesome changes in both the ILO and the Swedish embassy since the inception of the project. This led to communication breakdown and misunderstanding on issues agreed with predecessors.

Impact orientation

The impact at the time of evaluation is minimal since many of the activities and outputs are not yet delivered. The men and women target population who have received intervention have to some extent benefited and some changes are reported to be seen that are likely to change their livelihood capacities in a meaningful way. Examples of some changes include entrepreneurs who have already developed action plans to conduct their exhibitions after receiving the trainings, and trainings have also enhanced the professional competence of participating organizations' staff that attended the training, as well as entrepreneurs who are beginning to implement business management skills learnt such as record keeping, business planning and marketing which is building their confidence to do business.

Sustainability

From the outset, the project included sustainability in the strategy one being forging important partnerships with key institutions in Somalia that will ensure sustainability after the exit of the ILO including key government, Non-government and private sector organizations being mapped and brought on board. The project is generating knowledge and is building local capacities, so that after the project phases out, there will be people on the ground who can work with the ILO tools to provide the relevant support to women entrepreneurs. The trainer of trainers' approach from institutions such as universities, the power generating companies and financial institutions is one such example. In addition, the establishment of a training centre means other companies can bring their staff to be trained. The project has the total support of the government as evidenced by their leadership in the various technical working group meetings and other strategic project interventions – this shows local ownership and much needed encouragement for the private sector taking much interest in the proposed interventions.

1.5 Conclusions

1. There have been delays to kick-start majority of the activities in both components of the project, with a number of activities significantly delayed; and its unlikely that all milestones will be met within the current end date of the project.
2. The project has forged important partnerships with key institutions in Somalia that will ensure sustainability after the exit of the ILO.

3. There are communication issues between ILO and the donor which has led to communication breakdown and misunderstanding and which need to be addressed to ensure both read from the same page
4. While the project documents indicate roles for the ILO social partners, there has not been meaningful engagement with the social partners in the project implementation
5. The project components are broad and important in their own respect with wide ranging partnerships and intended activities whilst on the other hand the ILO project management team is lean and often times overwhelmed which undermines the quality of implementation and reporting.
6. Whilst gender remains a concern in a society such as a Somali, and whereas the project design squarely intended to address and mainstream gender strategies in implementation, there has not been clear delineation of these concerns and strategies beyond gender targeting.
7. The private sector has shown real commitment and appetite to employ more graduates due to their demand for more qualified staff as they expand their businesses in the different regions in Somalia.

1.6 Lessons learned

1. **Without government support, implementation of projects is not possible in Somalia.** The project has the total support of the government as evidenced by their leadership in the various technical working group meetings and other strategic project interventions – this shows local ownership and much needed encouragement for the private sector taking much interest in the proposed interventions.
2. **The engagement and links with other agencies in skills and business development is strategic** to increase outreach and impact on socio-economic empowerment of communities in Somalia. The project has therefore **developed a resource base on entrepreneurship development which can be utilized post the project.**
3. **The criteria of growth-oriented entrepreneurs go beyond size of business, but more on business that demonstrate aspiration and interest for growth.** If supported with variety of business development support, they have a potential to contribute to poverty reduction in households, and are the majority in Somalia.

1.6 Good Practices

1. The **trainers' network**, that is implemented in the project is a very good one, and offers a **sustainable strategy for continued business development support** beyond the project period
2. The project is already demonstrating to an extent that the benefits of public private sector partnership include **the potential such have to improve access to and quality of services to intended rights holders such as women and youth in this case.** Other benefits include **greater cost efficiency and speed of completion as well as quality of services**, as long as the private partnerships are agreed upon, which is likely to lead to **greater sustainability in delivery of services to the beneficiaries.**

1.7. Recommendations

1. The project needs to review the project outputs, indicators, and corresponding outcomes and scale down the targets to more realistic ones for the remaining and proposed time. It is highly recommended that the ILO and project stakeholders establishes a reviewed log frame and agrees with the donor for the above within the next one month.

Responsible	Priority	Time Implication	Resource implication
ILO	High	Immediate	low

2. ILO and SIDA should consider no-cost extension of the project end date by a minimum of 8 months to provide time for successful completion of the activities and achieving all the intended results. Noting the long-term legal commitments with project partners and the huge investments from the private sector, both the ILO and SIDA need to ensure continuity seeing that all the necessary foundations for successful implementation have been put in place. This is also in the context that a major part of the delay was occasioned by the outbreak of the global wide COVID-19 pandemic and the restrictions and public health guidelines that came along with it.

Responsible	Priority	Time Implication	Resource implication
ILO/SIDA	High	Extend from April 2022 – December 2022	Low/no cost extension

3. For the Renewable Energy component, ILO and Strathmore University should proceed to design the animated online practical trainings to ensure TOT in successfully completed if the Somali Government does not lift the restrictions on teaching institutions by April/May;

Responsible	Priority	Time Implication	Resource implication
ILO and Strathmore University	High	June – August 2021	medium

4. The actual training to beneficiaries commences without fail since the private sector identified TOT participants that are highly qualified engineers with some of them holding master's degree, and noting that the identified teachers are well versed with the curriculums. This would be with the understanding that the TOTs mostly focused on the delivery of trainings in class and that "teaching concepts" have already been captured in online training conducted by Strathmore and KPLC. This will speed up the implementation under this component.

Responsible	Priority	Time Implication	Resource implication
ILO/BECO, ILO/NESCOM	High	September 2021 – October 2022	high

5. **The focus on value chains should be narrowed down to one value chain given the time and human resource constraints.** It is highly recommended that the project focus on solar value chain in terms of assessments and further design and implementation of interventions that will be informed by the value chain assessments. Solar value chain has a higher likelihood of creating more (and unique) job and income opportunities for the women and youth and growth potential in the sector is high in Somalia.

Responsible	Priority	Time Implication	Resource implication
ILO/BECO, ILO/NESCOM	High	Immediate	Medium

6. The Federation of Somali Trade Unions (FESTU) and Somali Chamber of Commerce and Industry should be involved in the activities relating to building capacities women entrepreneurs associations to advocate for their rights and representation. They should also be involved in cooperative building activities for the women entrepreneurs and with the chamber of commerce included in implementing activities relating to access to markets. The activities should be included in project work plan. Both organisations have strong commitment to sustaining the results of ILO support and continuing the initiatives.

Responsible	Priority	Time Implication	Resource implication
ILO/FESTU	High	June – Dec 2021	medium

7. The project should allocate more funds to trainings and particularly on follow up components in order to extend to more beneficiaries and consolidate gains from previous trained beneficiaries to ensure the private sector continues to engage and boost the target number of long-term jobs to be created under the project.

Responsible	Priority	Time Implication	Resource implication
ILO	Medium	Throughout remaining time of the project	High

8. Well capacitated BDSPs such as SIMAD university who were trained in most of the training modules implemented in the project should be encouraged to replicate these trainings including follow-up components to the project beneficiaries noting that they have trainings infrastructures in place including, **appropriate classrooms and teaching facilities.** The ILO should continue to capacitate the BDSPs and ensure the trainings are delivered effectively and within the required standards. The ILO should continue to monitor and technically support these BDSPs to ensure the quality of the trainings and its delivery are maintained.

Responsible	Priority	Time Implication	Resource implication
ILO/SIMAD University	High	Immediate	medium

9. The project team and partners should undergo gender mainstreaming sessions with an aim to ensure enhanced action plans are in place that provide clarity of gender concerns and gender mainstreamed interventions in the project implementation and reporting, beyond targeting numbers.

Responsible	Priority	Time Implication	Resource implication
ILO	High	Immediate	low

10. Improve the quality of monitoring and reporting of project activities – with the project M&E officer in place currently, the project is recommended to improve on monitoring of the activities, and reporting on outputs, indicators (ensuring gender aspects are captured as necessary)

Responsible	Priority	Time Implication	Resource implication
ILO	High	Immediate	low

Acronyms

BDS	Business Development Service
BDSP	Business Development Service Provider
CSOs	Civil Society Organisations
DWCP	Decent Country Work Programme
EPC	Electric Power Companies
EVAL	Evaluation Office (ILO)
GOWE	Growth Oriented Women Entrepreneurs
ICT	Information Communication Technology
IPP	Independent Power Producer
MFI	Micro Finance Institution
MOU	Memorandum of Understanding
NDP	National Development Plan
NGOs	Non-Governmental Organisations
OECD DAC	Organisation for Economic Cooperation and Development - Development Assistance Committee
OEF	One Earth Future Foundation (aka Shuraako)
P&B	Programme and Budget
PPDP	Public Private Development Partnership
PPP	Public Private Partnership
PRODOC	Project Document
PV	Photovoltaic
RE	Renewable Energy Component
SME	Small and Medium Enterprise
SHS	Solar Home Systems
SIDA	Swedish International Development Cooperation Agency
ToT	Training of Trainers

2.0 Background

According to the World Bank¹, nearly 8 in 10 Somalis are estimated to live in conditions of severe poverty. Poverty in Somalia is widespread with 77 percent of the population living below the poverty line of US\$ 1.90. The incidence of poverty is 26 percentage points higher in Somalia compared to the average of low-income countries in Sub-Saharan Africa (51 percent) in 2017. The country has the third highest poverty rate in the region, after Burundi and South Sudan. The Somali population has relatively low levels of economic activity and income, as reflected by a Gross Domestic Product (GDP) per capita of US\$ 500 in 2017. Between 2013 and 2017, real GDP is estimated to have grown on average at 2.5 percent per year, while the population grew by 2.9 percent per year. The result has been an annual contraction in per capita incomes of 0.4 percent during the same period – significantly below fragile, sub-Saharan, and low-income country averages – making Somalia among the poorest countries in the world.

Among the many challenges facing Somalia and acting as brakes on limitations for development, two elements are critical: (a) massive underutilization of women’s skills and abilities in the labour market; and (b) lack of access to affordable, sustainable electric power. Addressing these major barriers to development will contribute to create conditions for improved social and economic equality and growth for the people of Somalia.

Funding Arrangements

In order to address some of the challenges mentioned above, the International Labour Organization (ILO) is implementing the Public Private Development Partnership (PPDP) for renewable energy skills training and women’s economic empowerment (WEE) in Somalia with financial support by the Swedish International Development Cooperation Agency (SIDA) with a total contribution of USD 5,968,715). The four-year project was launched in May 2018, with a six-month pilot period and four years full implementation (2019-2022). It seeks to address two complementary challenges to Somalia’s development: 1) lack of access to affordable, renewably-sourced energy; and 2) barriers to women’s full economic empowerment through a Public Private Development Partners approach that harnesses the relevant government agencies and departments, social partners, private sector players and donor to co-design, pool resources, and coordinate the implementation of project interventions to address the challenges identified.

2.1 The Project objectives

Women’s Economic Empowerment Component

Development Objective: Women-owned growth-oriented businesses contribute to job creation, value addition and socioeconomic growth.

Outcome: Women-owned SMEs are more viable, have effective institutional, and peer supports.

Renewable Energy Component

¹ The World Bank, country partnership framework for the federal republic of Somalia for the period 19 – 22, August 2018

Development Objective: Improved access to reliable, affordable and good-quality energy infrastructure contributes to job creation, value addition and socioeconomic growth.

Outcome 1: IPPs in Somalia participate in a PPDP to meet demand of skilled workers to support expansion of renewable energy supply.

Outcome 2: A PPDP supported capacity for producing skills specific to the renewable energy sector is established and operational.

2.2 The project strategy

The project has been designed with two components, which have specialized focuses but will share some operational and administrative costs for overall savings, and seek positive synergies in delivery where possible and appropriate.

a. Strategy for Women’s Economic Empowerment Component through capacity development of Financial and Non-Financial BDS providers and CSOs, and training and support to growth-oriented women entrepreneurs.

b. Strategy for Renewable Energy Skills Training Component through basic training in electrical services, short-term continuous training at intermediate and advanced levels and specialised new training programme for solar Photovoltaic technicians,

2.3 Target sectors & geographical focus

Individual beneficiaries of the project include 500 women entrepreneurs, who will be supported to substantially expand their businesses to create improved livelihoods and employment; and over 800 electrical skills trainees who will gain skills and certifications for employment and self-employment in Energy production sector. Individuals include those who are or will be employed in the energy sector; training providers; and organizations in the electricity sector including IPP’s, project developers, industry associations and worker organizations.

Business Development Service Providers (BDSPs) and Civil Society Organizations (CSOs) that provide business development services are the other main target for the project. At least 100 organizations will be targeted for improvements in their services to women entrepreneurs.

Training providers targeted included both in-house capacity at IPP’s, solar PV developers, and specialist training providers. Somalia’s IPPs and renewable energy project developers are key beneficiaries as they will be able to access a supply of skilled employees needed to support further development.

Project activities take place in Garowe and Mogadishu, with longer-term impacts affecting the whole of Somalia, specifically in terms of enhanced access to renewably-sourced electricity.

2.4 The role of the ILO

The ILO is the Liaison partner in the PPDP project and has the overall responsibility of managing and reporting on the project including implementation of the enterprise development component, coordination of skills development interventions working closely with private sector, developing new partnerships, quality control of reporting and communication. The project operates under supervision of

the ILO CO-Addis Director and has a Technical Officer and National Officers based in Mogadishu. The project team has technical backstopping provided by the ILO Decent Work Support Team based at the ILO Cairo Office, particularly the Skills and Enterprise Development Specialists, the Workers' and Employers' Specialists. If required, further backstopping is to be provided by the relevant departments in HQ Geneva, including EMPLOYMENT, ENTERPRISES, ACT/EMP, ACTRAV, and COOP

2.5 The Role of Project Partners and Stakeholders

The Women Economic Empowerment Component partners include Government, Constituents and Private Sector Actors, including Business Development Service Providers/Community Support Organisations and ILO Certified Master/Lead Trainers. The roles for these set of partners is to Coordinate various actors, Support women entrepreneurs raise their voice and advocate for enabling environment, facilitate access of growth-oriented women entrepreneurs to finance and markets, provide good practice and assistance from other countries and other BDSPs/CSOs in terms of gender inclusive measures, services, etc. Support BDSPs/CSOs with other entrepreneurship programmes/institutions for sharing and complementing activities.

The Renewable component has the private sector as a key partner and these consists of the IPPs and solar project developers active in Somalia. Together with the programme coordinator, the private sector partners provide in-kind contributions (including curriculum development), enrol eligible staff members for training, liaise with equipment providers, and are expected to provide apprenticeships and on-the-job training for students

2.6 The Role of the Donor

The donor, SIDA, provides financing to this initiative and plays the role of coordinating with other donors who are funding similar initiatives in the country. The donor regularly attends the project steering committee meetings and where possible the project technical working groups meetings to ensure project development goals are addressed. Where possible, the donor is further expected to be involved in monitoring the implementation of the project through field missions. **Project alignment with the National Development Framework, SDGs and ILO Programme and Budget, and the Strategy for Sweden's development cooperation with Somalia 2018–2022**

The project supports two of Somalia's Decent Country Work Programme (DWCP) outcomes:

- Outcome 1.2: Improved employability of vulnerable youth, women and disabled groups
- Outcome 3.1: Improved health, safety and working environment at work places

The project is aligned to the Federal Government of Somalia's National Development Plan (NDP-9) 2020-2024 that identifies the need for skilled personnel to support the expansion of affordable, reliable and renewably sourced electricity, and the need to ensure women have equal access to decent work and representation in socio-economic decision-making processes.

The project supports the achievement of the SDG 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Regarding ILO, it contributes to two particular ILO Programme and Budget (P&B) outcomes for 2018/19:

- More and better jobs for inclusive growth and improved youth employment prospects (P&B Outcome 1), in particular *“Improved capacity of constituents for developing efficient and market-relevant skills that contribute to decent employment outcomes”*.
- Promotion of sustainable enterprises (P&B Outcome 4)

And one in the P&B 2020-21:

- Outcome 5: Skills and lifelong learning to facilitate access to and transitions in the labour market

The project is linked to the Strategy for Sweden’s development cooperation with Somalia 2018–2022, particularly on improved conditions for inclusive and sustainable economic growth.

2.7 Project Institutional and Management Arrangements

A Project Steering Committee (PSC) and separate Project Technical Working groups (PTWG) for the Renewable Energy Component and Women’s Economic Empowerment Component components governs the formal relationship among the core parties of the project and provide overall direction and guidance to project design, major reviews and implementation. These are supported by Project Management Team.

The overall responsibility of managing and reporting on the project is on the ILO Technical Officer (TO), with technical support of a National Project Officer, who will support the Women Economic Empowerment component, an M&E Assistant and a Finance and Administration Assistant. The project staff is based in Mogadishu.

Technical backstopping is provided by the ILO Decent Work Support Team (ILO Cairo), particularly the Skills and Enterprise Development Specialists, and the Workers’ and Employers’ Specialists. Moreover, relevant departments in HQ Geneva, including EMPLOYMENT, ENTERPRISES, ACT/EMP, ACTRAV and COOP backstop the project on request.

3.0 Evaluation background

ILO considers evaluation as an integral part of the implementation of technical cooperation activities. This project will go through two independent evaluations. Both evaluations are managed by an ILO certified evaluation manager and implemented by independent evaluators. This mid-term evaluation is managed by the Regional M&E officer for ILO Africa.

The evaluation in ILO is for the purpose of accountability, learning, planning, and building knowledge. It should be conducted in the context of criteria and approaches for international development assistance as established by: the OECD/DAC Evaluation Quality Standard; and the UNEG Code of Conduct for Evaluation in the UN System.

This evaluation followed the ILO policy guidelines for results-based evaluation; and the ILO EVAL Policy Guidelines Checklist 3 “Preparing the inception report”; Checklist 4 “Validating methodologies”; and Checklist 5 “Preparing the evaluation report”. The evaluation followed the OECD-DAC framework and principles for evaluation. For all practical purposes, the evaluation ToR and ILO Evaluation policies and guidelines defined the overall scope of this evaluation. Recommendations, emerging from the evaluation, are strongly linked to the findings of the evaluation and provide clear guidance to stakeholders on how they can address them.

3.1 Purpose of the Evaluation

The main purpose of this mid-term independent evaluation is to provide an independent assessment of the progress to date towards accountability, learning, planning, and building knowledge. The specific objectives of the evaluation were the following:

1. Assess the relevance and coherence of the project’s design in relation to/theory of change and country needs.
2. Assess the relevance and coherence of the project’s design in relation to the initial analysis of the underlying root causes to the development objectives identified for the project.
3. Assess how the project is perceived and valued by the target groups.
4. Identify the contributions of the project to, the SDGs, the countries UNSDCF and DWCP, the ILO objectives and CPOs and its synergy with other projects and programs in both countries.
5. Analyse the implementation strategies of the project with regard to their potential effectiveness in achieving the project outcomes, development objectives and impacts (i.e. in relation to the Theory of Change); including unexpected results and factors affecting project implementation (positively and negatively).
6. Review the institutional set-up, capacity for project implementation, coordination mechanisms and the use and usefulness of management tools including the project monitoring tools and work plans.
7. Assess the implementation efficiency of the project.
8. Review the strategies for outcomes’ sustainability and orientation to impact.
9. Identify lessons and potential good practices for the key stakeholders.
10. Provide strategic recommendations for the different key stakeholders to improve implementation of the project activities and attainment of project objectives.

3.2 Scope of the Evaluation

The mid-term evaluation covers the period May 2018 to December 2020. The evaluation encompasses all the planned outputs and outcomes under the project, including contribution to national policies and programmes.

The evaluation assesses how the project is addressing its main issue and the ILO crosscutting themes including gender and non-discrimination, social dialogue and tripartism, international labour standards, and just transition to environmental sustainability.

The evaluation will help to understand how and why the project has obtained or not the specific results from output to development objectives and potential impacts.

3.3 Clients

The primary clients of the evaluation are the government and social partners, the ILO (project, Country office, DWT and HQ relevant departments) and the donor. The ILO office and stakeholders involved in the execution of the project will use, as appropriate, the evaluation findings and lessons learnt.

3.4 Evaluation criteria and questions

The evaluation addresses the overall ILO evaluation concerns such as relevance and coherence, effectiveness, efficiency, sustainability and impact as defined in the Fourth Edition of the ILO Policy Guidelines for results-based evaluation, 2020.

The evaluation covers the following evaluation criteria:

- i) Relevance, coherence and strategic fit,
- ii) Validity of design, Project progress and effectiveness,
- iii) Efficiency,
- iv) Impact orientation and sustainability as defined in ILO policy guidelines for results-based evaluation

Analysis of gender-related concerns is here based on the ILO Guidelines on Considering Gender in Monitoring and Evaluation of Projects (September, 2007). The evaluation was conducted following UN evaluation standards and norms, and the Glossary of key terms in evaluation and results-based management developed by the OECD's Development Assistance Committee (DAC).

In line with the results-based approach applied by the ILO, the evaluation focuses on identifying and analysing results through addressing key questions related to the evaluation criteria and the achievement of the outcomes/ objectives of the project using the indicators in the logical framework of the project, but not limiting to them.

The evaluation integrates gender equality and non-discrimination as a crosscutting concern throughout its deliverables and process. It is addressed in line with EVAL guidance note no. 4 and Guidance Note no. 7 to ensure stakeholder participation. Furthermore, it pays attention to issues related to social dialogue, international labour standards and fair environmental transition. Moreover, the impact of the COVID19 in the implementation and results of the project is taken into account.

It also took into account the ILO approach of tripartism and social dialogue as well as a fair transition environmental sustainability.

Key Evaluation Questions

The evaluator examines the following key issues:

1. *Relevance and strategic fit;*

- Is the project relevant to the achievements of the government's strategy, policy and plan, the DWCP of Somalia, the UNSDCF, the SDGs, Sida's strategic plan for Somalia as well as other relevant regional and global commitments and ILO strategic objectives including employment promotion, rights at work, social protection, tripartism and social dialogue and fair transition to environment?
- Is the project designed based on a thorough analysis of the underlying root causes of the development objectives it is aiming contributing to?
- Is the project relevant to the needs of the men and women beneficiaries?
- How well does the project complement and fit with other ongoing programmes and projects in the country?
- What links are established so far with other activities of the UN or non-UN international development aid organizations at local level?
- How does the program/ILO integrate or leverage on the Pillar Working Groups under the Aid Structure in Somalia?

2. *Validity of design*

- Has the design clearly defined outcomes, including employment promotion, rights at work, social protection, tripartism and social dialogue and fair transition to environment, outputs and indicators with baselines and targets?
- Was the project design expressed in the theory of change realistic and comprehensive?
- Did the project design include an integrated and appropriate strategy for sustainability?
- Was the implementation approach valid and realistic? Has the project adequately taken into account the risks of blockage?
- Has the project addressed gender issues as identified in the project document?
- Were any lessons learned from previous pilot projects considered in the design and implementation of the project?
- Has the project addressed the recommendations of the evaluability review?

3. *Project effectiveness*

- To what extent have the project objectives including employment promotion, rights at work, social protection, tripartism and social dialogue and fair transition to environment and their related outcomes and outputs been achieved according to the work plan or are likely to be achieved, addressing needs of men and women?
- Has the project successfully built or strengthened an enabling environment (systems, policies, people's attitudes, etc.)?
- Which have been the main contributing and challenging factors towards project's success in attaining its targets?
- What, if any, unintended results of the project have been identified or perceived?
- To what extent has the COVID-19 Pandemic influenced project results and effectiveness and how the project has addressed this influence to adapt to changes?
- Does the (adapted) intervention models used in the project suggest an intervention model for similar crisis response?

4. *Efficiency of resource use*

- How efficiently have resources (human resources, time, expertise, funds etc.) been allocated and used to provide the necessary support and to achieve the broader project objectives including employment promotion, rights at work, social protection, tripartism and social dialogue and fair transition to environment?
- Are the available technical and financial resources adequate to fulfil the project plans? If not, what other kind of resources may be required?
- To what extent are the project's activities/operations and the disbursements and project expenditures in line with the schedule of activities as defined by the project team and original (and subsequent) work plans?
- Does the regular monitoring of the project allow for adjustments and adaptation of the work plan based on what works and what does not work?
- How the project addressed the COVID-19 with the existing resources?
- How has the ILO coordinated project implementation with other relevant projects and programmes?

5. *Effectiveness of management arrangements*

- In the management and governance arrangement of the project, there is a clear understanding of roles and responsibilities by all parties involved?
- Is a monitoring and evaluation strategy in place and useful for management, learning and accountability? Is relevant information systematically collected and collated (disaggregated by sex and by other relevant characteristics)?

- Has the project created good relationship and cooperation with the different relevant national, regional and local level government authorities and other relevant stakeholders to implement the project?
- Is the project receiving effective administrative and technical support (i.e. staff time) as well as - policy support from the ILO office and specialists in the field (Addis, DWT Cairo and the responsible technical units (WED) in headquarters?
- To what extent has the project addressed the influence of the COVID-19 Pandemic and is ready to adapt to changes for at least some time from now-on?
- Does the (adapted) intervention model used/to be used in the project suggest an intervention model for similar crisis response?

6. *Impact orientation and sustainability*

- How is intended long-term impact including employment promotion, rights at work, social protection, tripartism and social dialogue and fair transition to environment expressed in relation to the design, implementation and follow-up of the project?
- To what extent have the men and women target population benefited from the project outputs and work towards outcomes? Has the project changed or is likely to change their lives in any meaningful way?
- Is the programme strategy and programme management steering towards impact and sustainability? Has the project stating implementing an exit strategy?
- Has the project started building the capacity of people and national institutions or strengthened an enabling environment (laws, systems, policies, people's skills, attitudes, curriculums and trainings etc.) in order to contribute to systemic change that will continue to make a difference after the project is finalised (e.g. KPLC/Strathmore training)?
- Assess the sustainably/validity of the agreements between IPPs and ILO for the use of their facilities as training centres.
- How has the sustainability approach of the project been affected by the Covid19 situation in context of the national responses and how has the project and stakeholders responded in moving forward the project results appropriation?

4.0 Methodology

4.1 The overall approach

The MTE employed a collaborative and participatory approach using a mix of methods. It assessed the overall effects of the intervention – intended and unintended, long-term and short-term, positive and negative; together with the project’s targets and its strengths and weaknesses in the application of right-based approach, participation and inclusion.

The MTE had two key approaches: a theory-based evaluation approach and a process evaluation approach.

Theory-based evaluation: This entailed elaborating and testing the project theory of change through a structured contribution analysis to assess the contribution the intervention is making to change. Working within the project logic, the focus was on activities carried out to date, and with attention to the targets, so as to exploit their contribution to longer term desired outcomes and sustainable change. The contribution analysis also allowed an assessment of other non-project explanations for change to investigate the extent to which project activities are contributing to observed change.

Process evaluation: Supplementing the theory-based evaluation, the consultants conducted a process evaluation to assess the project delivery. This included;

a) Content evaluation to assess what it is the project is delivering, compared to what it meant to deliver as set out in the original planning documentation;

b) Implementation evaluation to assess the extent to which the project outputs are delivered through activities as originally intended, (whether the project is delivering the quantity and quality of outputs initially planned; whether the activities and services are being used for developing the outputs; whether the project implementation is on track or off-track during the mid-term period and whether management arrangements are facilitating the delivery process to the extent possible).

The implementation evaluation assessed the project against the evaluation criteria of Relevance, Coherence and strategic fit, Validity of design, Project progress and effectiveness, Efficiency, Impact orientation and sustainability as defined in ILO policy guidelines for results-based evaluation plus through those crosscutting themes (gender and non-discrimination, social dialogue, international labour standards and fair environmental transition).

c) Other implementation aspects that have positive and negative effects (intended and unintended) on the performance of the programme to assess the key drivers and barriers to delivery.

To ensure the MTE was an opportunity for learning, the relevant ILO teams, partners and beneficiaries were involved as much as possible in the exercise. The consultant employed a vigorous approach suitable for the scope of the project, available resources and intended audience. For that reason, the evaluation adopted both qualitative and quantitative methods to collect and analyse data from both primary and secondary sources. The methodology was participatory, engaging different stakeholders including tripartite partners, implementing partners and beneficiaries in a meaningful and appropriate ways to ensure inclusion, reflecting on and respecting stakeholder diversity. Gender is a key consideration in the project, the

evaluation ensured that data collected during the evaluation was disaggregated by gender, the interviewees included both women (23) and men (19), and that the approaches respected allowed an assessment of whether the project considered how to enhance how women and men enjoyed same opportunities, rights and obligations in the sphere of the project.

Triangulation (of important findings) was adopted and the data collection methods included but was not limited to desk review, group discussions and key informant interviews / structured individual interviews.

The evaluation was undertaken in four basic steps: conceptualization, collection of data, data analysis and reporting. It was mainly during the first phase that the individual aspects of implementation were decided. The data collection phase was crucial for gathering reliable information. The analysis and dissemination will be important to converting the MTE into a knowledge and information asset for ILO.

Phase 1: Concept and instrument development (preparation of data collection tools). Literature/document reviews were undertaken from 1st February 2011 after an induction meeting with the Evaluation manager and the lead project staff to ensure understanding of the background and intricacies in the project area. The key objectives and the target population were agreed, and the sample of those to be reached agreed, selected and the tools prepared. The respondent stakeholders were mobilized by the project team in readiness for interviews and meetings.

Phase 2: Data collection. In this phase, the consultants had the instruments for implementation (necessary tools) readied, to ensure high participation. Interviews and discussions were conducted with each respondent/participant from 17th February to 5th March, 2021. The evaluation was carried out through a desk review, virtually and a few field visits to the project sites (BECO and NASCOM training sites). These involved consultations with implementing partners, beneficiaries, the donor, ILO and other key stakeholders. Consultations with relevant ILO units and officials in Geneva, Cairo, and Addis Ababa were also done.

Phase 3: Data analysis. Various appropriate approaches were relied on for proper data coding, analysis and interpretation starting 6th March, 2021.

Phase 4: Reporting and dissemination There was a draft report for review and input by the project team and stakeholders. A dissemination workshop was then held bringing together various project stakeholders, followed by the production of a final MTE report, summarizing the MTE implementation, analysis, findings and proposed recommendations. This was held on 1st April 2021 to share with them the initial evaluation findings.

Recommendations, emerging from the evaluation, are strongly linked to the findings of the evaluation and provide clear guidance to all stakeholders on how they can address them, indicating in each one to whom it is directed, priority, resources required and timeframe (long, medium or short).

The evaluation was carried out in adherence with the relevant parts of the ILO Evaluation Framework and Strategy; ILO Policy Guidelines for Evaluation: Principles, Rationale, Planning and Managing for Evaluations and UNEG Principles. In particular, this evaluation followed the ILO policy guidelines for results-based evaluation; and the ILO EVAL Policy Guidelines Checklist 3 “Preparing the inception report”; Checklist 4

“Validating methodologies”; Checklist 5 “Preparing the evaluation report” and Checklist “6 Rating the quality of evaluation report”

The team leader /international consultant conducted the evaluation virtually (home-based) with support of the national consultant for fieldwork in the project areas (Mogadishu and Garowe).

4.2 Data Collection

The current COVID-19 pandemic restricts mobility for country and field visits to international consultants. In line with these restrictions, the evaluation data collection methodology combined remote/virtual (evaluation team leader) and fieldwork data collection (national consultant). This required enhanced engagement and collaboration with the project team in terms of organizing the contact with stakeholders.

A large part of primary data collection was thus done remotely, using various methods and tools e.g., virtual meetings and interviews (mainly telephone, Zoom and Skype to have a personal touch) with the project stakeholders.

4.2.1 Data collection Techniques/Methodologies and Tools

Principally, the consultants employed a selection of data collection techniques and methodologies, key among which included documents/desk review; informant interviews (KIs) and focus group discussions (FGDs).

Document Review

Besides helping in the development of the data collection tools, relevant literature and existing project documents were examined to build into primary information from the meetings and interviews with key stakeholders.

Special emphasis was on the Project document, Evaluability review, Project monitoring plans, Progress reports, Project budget and related financial reports, Reports from various activities (including trainings, workshops, task force meetings, video conferences etc.) and any other relevant documents as required. All documents have been made available by the Project CTA, in coordination with the evaluation manager, in a drop-box at the start of the evaluation.

Key Informant Interviews (KIs) and Meetings

Interviews and discussions were held by the consultants with respondents including the ILO Country Office, PARDEV HQ, Project Management Members, Technical Backstopping Members, the Donor (SIDA), Implementing Partners – WEE component (Shuraako), the Project Partner and other BDSPs including SIMAD University – RE component (BECO and NECSOM), Government Lead agencies (Ministry of Labour and Social Affairs and Ministry of Woman and Human Rights Development) and trade unions (Federation of Somali Trade Unions (FESTU) and Somali Chamber of Commerce and Industry). The evaluators also held group and/or individual discussions with project staff. Some of those who could not be reached responded to interview questions in writing. The evaluators interviewed project staff of other ILO projects, and ILO staff responsible for financial, administrative and technical backstopping of the project. An indicative list of persons to be interviewed was prepared by the CTA in consultation with the Evaluation Manager.

Focus Group Discussions (FGDs)

The consultants made use of focus group discussions to dialogue with the project beneficiaries to provide the overall findings on beneficiary involvement in the project implementation as well as the potential impact of the intervention. The target stakeholders included Certified SIYB Trainers, Certified IYES Trainers, SYB Training Participants, IYES Training Participants and IYB Caseload 1&2 Training Participants (6 males and 16 female).

4.3 Sampling

An initial mapping of the respondents was done to facilitate decision on the number to be reached and the selection procedures. The selection ensured equal representation of the respondents as much as possible.

The target population comprised the beneficiaries, stakeholders who have project responsibilities, including representatives of the ILO Country Office, PARDEV HQ, Project Management Members, Technical Backstopping Members, the Donor (SIDA), Implementing Partners – WEE component (Shuraako) and SIMAD University, the Project Partner – RE component (BECO and NECSOM) and Government Lead agencies (Ministry of Labour and Social Affairs and Ministry of Woman and Human Rights Development), Certified SIYB Trainers, Certified IYES Trainers, SYB Training Participants, IYES Training Participants and IYB Caseload 1&2 Training Participants. Ultimately, the consultants reached 7 represented of ILO including the program unit officer, technical backstopping team and the project management team; the donor represented by the program manager (1); 22 training beneficiaries (15 women, 7 men); 2 representatives from NECSOM, 1 representative each from IRC, Shuraako, Ministry of labour, Hano academy, HRTC, Mogadishu Exp., Kisiwani consultant, SIMAD, BECO and FESTU

Sampling Procedure

The consultants employed a judgmental sampling approach. This technique was preferred since there was diversity among categories of respondents in terms of their attributes. Judgmental sampling is most effective in situations where there are only a restricted number of people in a population with qualities perceived to be desirable for the evaluation. This is a form of non-probability sampling in which only those individuals with adequate information on the project, are reachable and willing to participate in the evaluation are included in the sampling framework. Subsequently, the sample was randomly picked from the list of stakeholder and project beneficiaries provided by the project team, we therefore picked key informants and participants for the focus group discussions purposively; only those with adequate knowledge about the project implementation, which would permit an in-depth analysis as possible, were selected. The sample size was determined in consultation with ILO. In this case, since we largely collected qualitative data, as influenced by our theory of change where the inputs, outputs and outcomes are not directly quantified, the number of interviewees depended on the quality of information obtained. The evaluators ensured that opinions and perceptions of all groups are equally reflected in the interviews and that gender-specific questions were included.

4.4 Data Analysis

Open-ended responses from key informant interviews and focus group discussion, literature, and program documents reviewed were recorded appropriately for further processing. Responses were coded and analysed for themes and compared. The data obtained from KIIs and FGDs was coded by identifying and

labelling (coding) items of data with similarities in themes, certainty, and according to objectives, scope and questions and emerging themes using Atlas-ti software. The content analysis was augmented with constant comparative analysis. Information from the desk review interviews and discussion were integrated using question by method matrices to facilitate comparisons and identify common trends and themes. In this evaluation, the consultants utilized a combination of different research methods to get a wide view of the project, and thus triangulation was a significant tool. Triangulation facilitated the validation of data through cross verification from two or more sources.

4.5 Findings Workshop

A stakeholders' workshop was organized to discuss initial findings and complete data gaps with key stakeholders, ILO staff and representatives of the development partners. The workshop was logistically supported by the project and programmatically managed by the evaluation team. The objective of this workshop was to confirm and refine the data and findings outlined in the MTE by the relevant project team and stakeholders. This stage was critical to review the draft MTE and provide comments/feedback to further improve the MTE Report.

Participants included the consultants, ILO project team, the beneficiaries, representatives of the ILO Country Office, PARDEV HQ, Project Management Members, Technical Backstopping Members, the Donor (SIDA), Implementing Partners, the Project Partner – RE component (BECO and NECSOM) and Government Lead agencies (Ministry of Labour and Social Affairs), Certified SIYB Trainers, Certified IYES Trainers, SYB Training Participants, IYES Training Participants and IYB Caseload 1&2 Training Participants. Due to the COVID-19 challenges, the evaluation team leader conducted the workshop virtually. The consultants then refined and completed the data gaps and findings based on the comments and feedback from the workshop to further improve the MTE Report.

4.6 Limitations and Risks

The COVID-19 situation remained the greatest risk to the execution on the MTE. Due to the onset of the COVID-19 pandemic and its impact on the world of work, this evaluation was conducted in the context of criteria and approaches outlined in the ILO internal guide: Implications of COVID-19 on evaluations in the ILO: An internal Guide on adapting to the situation (version March 25, 2020). In this context the MTE consultants followed the UN and ILO and Somali government directions conducting meetings and interviews remotely (Skype/Phone/Zoom).

The basis of this evaluation was self-reports by stakeholders in the project for Key Informant Interviews and facilitated Focused Group Discussions. For that reason, the evaluators corroborated responses and the validity of responses was assessed. Self-report being retrospective tests on respondent's memories that might or might not be relied upon. Where there was limited information, this was addressed through use of multiple data collection and analysis approaches to enable an in-depth understanding of the evaluation questions. Project documents were for instance examined where information gaps existed in the stakeholders' responses.

5.0 Findings

5.1 Relevance and strategic fit

The main problems addressed by the project

The project was, on one hand, designed to address the challenge of unemployment among women in Somalia, particularly addressing the bottlenecks that women owned businesses faced in their journey of establishing and expanding their businesses such as lack of technical and business management skills and effective business development support services, lack of collective voice and advocacy abilities all of which were a limiting factor to their ability to succeed and expand in their businesses and hindered effective economic participation in the labor market. On the other hand, the project was designed to address the challenge of renewable energy skills gap in the Somali power sector using an approach that address the supply side limitations such as inadequate capacity for skills delivery to target groups of youth and women and bridging the gap of access to these skills training using public private sector players.

The underlying assumptions of the project Theory of Change

The project has two broad components with two separate Theories of Change as they address two separate challenges: one of lack of women economic empowerment including low growth in women led businesses and other of skills dearth in the electrical and renewable sectors in Somalia. The two components are distinct and separate and would have easily been two separate projects.

Central to the Women Economic Empowerment component and theory of change is that Business Development Service Providers and Community Support Organisations, which are supporting women economic empowerment capacities, would be strengthened. In turn, these would design and implement effective services to support the growth and expansion of 500 high potentials, high growth women enterprises under identified high growth value chains in Somalia, in which women enterprises can be found. A further key assumption in the theory of change is that, by addressing the bottlenecks to business growth for women entrepreneurs through training, business skills improvement, support to implement cooperative mechanisms, and support to access finance and markets; the project strategy assumes a correlation that as the businesses grow, they will immediately create jobs, they will improve value and productivity of their operations and be part of socioeconomic growth in Somalia. The other key assumptions are that by giving women business skills and as they grow their businesses, they will be able to have more control over the resources of the household, and in such cases, the pattern of consumption is likely to be more child-focused and oriented to meeting basic needs. By improving the economic self-reliance of women, they will not just be empowered but new generations would be better fed, educated and with brighter prospects for future employment, which should in turn contribute to economic growth and resilience. Further, an underlying assumption is that women are twice as likely as men to employ other women, which multiplies the effect of supporting women-led enterprises.² This forms the basis of a conclusion made in the design of the project that support for women's economic empowerment has a much wider impact than just the direct benefits of individual income generation.

² International Labour Office. ILO strategy on promoting women's entrepreneurship development. Geneva, March 2008

For the electrical and renewable energy capacity building component, the theory of change suggests a strategy which focuses on strengthening skills training and development in the sector by developing and formalising curriculum for electrical sector and renewable energy skills provision, strengthening trainers capacities to deliver the training programs, equipping and modeling of training centres and linking in classroom training with workplace based training; all through private, public sector collaborations. The skills delivered would stimulate employability, job creation and investments in both the formal electrical sector and in renewable solar energy sector, and in particular target more women in the sector. The underlying assumption is that the public sector and private sector players in electrical and solar energy sectors were ready to participate in the planned activities and that there was an enabling environment to enable development and adoption of curriculum and certifications, and support the delivery of the project outputs. The other assumption is that seamlessly by supporting skills development in the electrical sector, electricity access will increase, which will support job creation and growth across most sectors in Somalia's economy, measurable in the project duration.

On the administrative side of the project, the key assumption was that the two components would find synergies during implementation and lead to effective implementation and delivery of results. Lastly, the underlying success of the project was delivery through face-to-face interactions with beneficiaries of the project for the interventions offered to them.

Incorrect assumptions and effect on the achievement of the project results.

Whereas there are significant achievements made by the project, there were a number of incorrect assumptions, which have affected the project implementation and caused significant delays in achieving the outputs within the resources and timeframes of the project. On the WEE component firstly a key success factor is the BDSPs and CSOs capacities to deliver business development services to growth oriented women entrepreneurs which in turn will grow and create jobs and incomes, and also be able to influence their household spending to benefit children and families. The assumption was that the BSDPS existing in Somali would be strategic to deliver the services effectively; this has not been so for most of the BDSPs in Somalia as BDSPs/CSOs appear to have had very weak capacities and track record of working with women entrepreneurs due to social and cultural norms. Its only when the project went through rigorous identification process to identify at least 10 BDSPs with some already working with international partners among them financial institutions and Universities the project has started had some initiatives through use of ILO tools on WED capacity building to effectively design and deliver services to the women entrepreneurs, with sustainability models in mind. Secondly the assumption that there was possibility of working with growth-oriented women entrepreneurs. At the start of the project there seems to be a disparity of criteria for GOWE against the real characteristics of women owned businesses in Somali. With the needs and bottlenecks for the women entrepreneurs in Somalia, the theory of change that capacity building will lead to direct growth of businesses is challenged, as these enterprises demonstrate the need for a wider array of services, including access to finance, markets etc. in order to register growth in business and deliver the much needed new jobs and incomes.

On the renewable and electrical component, the assumption that the private sector was ready to collaborate on this project without preconditions has not held true. The project was rearing to go and deliver on the outputs and hence a push and pull factors are seen which leads to delays in getting the

project off the ground. It is only after completion and validation of the curriculums and the identification of the training equipment the private sector finally committed and signed long-term agreements with the ILO.

Project design and analysis of the underlying root causes of the development objectives

The project is designed based on previous studies in Somalia and in other country contexts and the underlying root causes of the development objectives well-articulated in the project justification in the project document. However, at the inception and in implementation of the project, further assessments that were planned to be done were delayed. It was envisaged that all assessments would be completed by year one of the project so that subsequent interventions could be designed but these were significantly delayed to due capacity issues with partners selected. For instance, the project had to cancel one of the service provider's contract to work on the Sectoral Assessment of Women's Entrepreneurship Development in the Agriculture and Renewable Energy Sectors in Somalia after they failed to produce good quality report, which lead to restarting the contracting process. At the time of writing the report the WED assessment was completed and the Value chain analysis along with mapping of financial service providers and their services products was ongoing and due to be finalized. Furthermore, a number of beneficiaries were trained in SIYB and IYES trainings and are linked to the two value chains identified in the WED assessment i.e. milk in Mogadishu and off-grid solar products in Garowe.

Relevance to the needs of the beneficiaries

In Somalia and in particular the selected project locations, women entrepreneurs are faced with a lack of support infrastructure that can address their barriers to business establishment and growth, hence they remain limited to operating subsistence businesses with very low incomes and capacities for growth. On the other hand, the energy sector has been hampered with limited access to electricity and renewable energy solutions, and is often characterised by inadequate provision of relevant skills to re-energise, boost and promote the energy generation sector. The project is designed and has started, albeit slowly, to address these problems by building the necessary technical and infrastructural capacity among institutions and players from public and private sector to be able to fill the identified gaps. Individual businesses and individuals are targeted as final beneficiaries and being supported to create and improve livelihood and employment as well has gain much needed skills and certifications for employment and self-employment in the energy sector.

At the design level, it appears the two separate components do strategically address the needs of the beneficiaries. These include lack of incomes and job opportunities that both undermine the socio economic well-being of women and men. This is particularly undermining women's confidence and voice in the families and communities on one hand, and the lack of skills to develop the energy and electrical sector in Somalia on the other hand. Although the project suffered initial delays, productive sectors and relevant value chains have been identified; among them off-grid solar products in Garowe, which links well with the Renewable Energy component especially on the delivery of the renewable energy skills trainings. Furthermore, the renewable energy skills trainings conducted by KPLC and Strathmore included representatives from women owned enterprises among them a company called Women in Renewable Energy Somalia (WIRES) which focuses on educating, empowering and employing women in renewable energy sector while ensuring sustainable use of natural resources and protecting the environment.

Relevance of ILO's program portfolio to beneficiaries' needs/priorities

ILO program portfolio and approach is relevant to beneficiaries, in that the strategy is to develop local institution's capacity to deliver a wide array of training and support that addresses the needs of the targeted beneficiaries. The ILO programme does have a wide variety of tools that are designed to support in the interventions if applied in a manner that aligns and which recognises the varied levels and needs of the beneficiaries. With follow up components built in, the tools are meant to ensure that beneficiaries access the support systems and networks they need for growth, and that they harness their own internal capacities to take advantage of opportunities available to them. The tools are not plug and play instruments rather they ought to be customised to the needs and opportunities of the beneficiaries. Of importance are the initial assessments that yield the areas of intervention opportunities and which would guide in selection of tools to address the gaps. As BDS design including follow ups is still an ongoing process, the assessments being carried out in respect to value chain, WED assessments, financial mapping assessments, will offer course correction opportunity and strengthening of the BDS for the remaining part of the period of the project and extension period if granted.

Relevance to government's strategy, policy and plan, the Decent Work Country Programme (DWCP) of Somalia, the United Nations Sustainable Development Cooperation Framework (UNSDCF), the SDGs and Sida's strategic plan for Somalia

The project objectives of addressing barriers to women economic empowerment and of addressing the lack of skills in the electrical and renewable sector in Somalia by building the support infrastructure for women entrepreneurs to significantly expand their businesses, including in the renewable energy sector; and building a sustainable training infrastructure using public-private partnerships to develop the human resources needed to expand and sustain Somalia's electricity support infrastructure, does align with the various relevant frameworks as follows. The project directly aligns with all the four key priorities of the DWCP of Somalia i.e. promoting fair opportunities for Jobs creation and skills development, extending social protection for all; institutional capacity for labour administration and social dialogue for protecting labour rights.

The project also is contributing to the National Development Plan (NDP-9) priorities particularly Pillar 3 which aims to *"improve the business environment to positively affect the policy, institutional, regulatory, infrastructure, and cultural conditions that govern formal and informal business activities"*³. Investments into strengthening of economic institutions is prioritized to with a view to promote sustainable production, employment, and food security. The NDP-9 2020-2024 further spells out that *"Diversification of the economy will be advanced through the development of industry-specific legislation, creating an enabling environment for inclusive investment, increasing skills training, and formalizing the informal sector"*. The NDP is the overarching planning framework of the government of Somalia and international partners.

The project is strategically well aligned and contributes to the pathways to peace and economic prosperity which the UNSDCF 2021-2025 ⁴seeks to address, in particular the economic growth pillar which identifies

³ National Development Plan Somalia 2019-2024

⁴ UNSDCF 2021-2025

that key pathways being improved infrastructure, economic diversification, labour market needs and supply aligned, Improved people's capacities for greater resilience to shocks and vulnerabilities, affordable clean energy and sustainable use of natural resources.

The Women Economic Empowerment component which aims to secure Somali women's livelihoods and rights in the context of sustainable development is aligned to SDG 1 on ending poverty in all its forms and SDG 5: to achieve gender equality and empower all women and girls. The Renewable Energy component is on its part aligned to SDG 7: to ensure access to affordable, reliable, sustainable and modern energy for all.

The overarching objective of the Swedish International Development Cooperation is to create opportunities for people who live in poverty and oppression to improve their living conditions. The project is aligned to the objectives, particularly as spelt out in the Strategy for Sweden's development cooperation with Somalia⁵ 2018–2022 which has aims to contribute to peace and inclusiveness in Somalia through Improved opportunities for participation in peacebuilding and state-building processes, particularly by women and young people, strengthened capacity to prevent and counter violent extremism and radicalisation, and greater access to renewable energy and improved energy efficiency.

Links with other activities of the UN or non-UN international development aid organizations.

There project has created linkages with UN and other Non-UN international aid organisations. Under the electrical and renewable energy component, the project has created links such as with other ongoing initiatives such GIZ TVET project and GEEL USAID project where it has availed the curriculums to all other projects in the country through the ministry of Labour and Social Affairs. Separate agreements between GEEL and the training institutions were prepared to allow for trainings to happen. Other agencies are allowed to sponsor students to be trained in the training centres where the program is being implemented. One example is after BECO, one of the partners in the energy sector, signed a long-term agreement with the ILO and established the training centre, through the linkages of the ILO, the centre was approached by the USAID funded project (GEEL) and Save the children with caseloads of youth to be trained. In 2020, more than 150 students were trained of which all those who successfully graduated were employed by BECO. The project team constantly attends technical working groups linked to the project thematic areas to share the ILO deliverables under this SIDA funded initiative that includes Pillar working group 5- Economic Growth and infrastructure working group. Active engagements with local and international partners working in the renewable sector in Somalia, most notably, IFC, AfDB and AECF has been pursued, and a number of meetings (with GIZ, IFC and AfDB) where information is exchanged and coordinated plans are established. During year one of the project (2020?) AECF and AfDB have shown a desire to complement SIDA's contribution. IFC and ILO have been having some exchange over coordination of curriculum design and training programme implementation for the IFC supported technical program and IFC specifically requested to be involved in the project technical working group meetings of the PPDP project.

Under the WEE component, the project is working and linking its interventions and partners with International Organisation of Migration for further support to the women entrepreneurs in accessing training and markets. IOM contracted ILO trainers to implement entrepreneurship development activities using SIYB to develop the skills of young people and women in a way that would match their needs through

⁵ Sweden International Development Cooperation Strategy 2018-2022

these trainings. These trainings improved the knowledge, skills, and attitudes among beneficiaries including the managers and workers who attended the trainings. Another example is links with the SOMALI EXPO GROUP conducts big exhibitions in Mogadishu. Somali Expo group are full service exhibition organizer in Somalia with a focus on advanced planning. The PPDP /WEE project has extended Improve Your Exhibition Skills (IYES) training to the team, the Somali Expo Group team have become IYES trainers certified by ILO. The ILO tools and manuals were extended to the SEGroup team and in similar exhibitions conducted by GEL sometime in early 2020, the ILO was involved in that exhibition. Trainers from 23 different organizations in Somalia have been trained and equipped with IYES training skills, 11 of whom made to the final certification process; through this process, ILO has effectively transferred the IYES training tool to the local institutions. The linkages to the project beneficiaries is of a great importance since it gives them networking opportunities, offer a platform to market to their customers and then sell their products to those exact same customers. This further helps them grow their brand and build brand awareness, create a rapport with their customers.

The links of the project with employers and workers' organisations remain weak as the project has not properly identified and developed activities that can be implemented with them as earlier envisaged by the project and this remained a concern amongst the parties. ACTEMP and ACTRAV specialists were involved during the design of the project however; their involvement in implementation was limited noting that local social partners, FESTU and SCCI were not involved much.

5.2 Validity of design

First, it is notable that the design of the project has two components that are not interrelated, and are broad with each having its own separate outcome and output indicators.

The logical framework provides for well-defined indicators, baselines and targets for each year at both outcome and output level. However, in some cases there is misalignment of the indicators and the theory of change. For instance, it would be appropriate to have an indicator that targets the surveyed and selected value chains since it is a key ingredient to determination of success of the project in targeting WEEs in high growth value adding value chains. Sectors that contribute to creating incomes and opportunities is also highlighted, as an indicator are results level hence it becomes important to have an indicator relating to sectors/value chains. At outcome level, the project intends to measure the level of success of women businesses that have increased incomes. It would be key to define the metric for the increase in incomes by percentage. It is also not clear whether some of the numbers are overlapping in different indicators or are completely independent of each other. For instance, the WEEs who received entrepreneurship training might be the same as those who receive cooperatives trainings and sensitisation or vice versa. This could be further clarified whether the interventions are incremental or independent of each other.

The project has two distinct interventions that are not interrelated. Each is comprehensive in its own right and could have been separated in design and implementation to ensure maximum focus for each. The objectives of each are clear and well-articulated in the design.

An attempt to create synergies by identifying and selecting the energy sector as one sector for promoting women entrepreneurship to thrive has been made to bring the two components together.

While there have been delays to kick-start the project, a number of activities have been implemented concurrently to speed up implementation such as the relevant assessments to inform the sector specific interventions and the enterprise related trainings such as the SIYB and IYES. Bearing in the late kick-off of the project and further delays caused by COVID-19, it is unlikely that all milestone will be met within the current end date of the project.

The indicators for both components are good except for a few suggestions as below:

Indicator under Outcome 1/Output 2 on number of value chains surveyed could be included and a target mentioned in the theory of change of 3 value chains set. These are however many in light of the timeframe remaining to the end of the project and considering that the value chain analysis work has just started. It is highly recommended that the project narrows the focus of value chain assessments to one given the time remaining and the resources, and use the findings to improve the focus of interventions on BDS to be provided to the beneficiaries.

Targets for BDSPs/CSOs at outcome level are 6, while in the activities a total of 50 are targeted. This seems to be a misalignment and can be revised to target less BDSPs/CSOs with activities, but ensure that the selection of these is strategic and the capacity building is focused and intense to ensure a higher rate of viable and innovative BDSPs/CSOs that have effective services to women entrepreneurs.

The indicator under Outcome 1/Output 2 for women entrepreneurs with increased revenue may need to define an increase by at least what percent rather than leave it open to interpretation.

Gender as much as it is a central aspect in a country context where gender inequalities are wide, gender concerns have been partly addressed. The project assumption at the beginning was that these can be overcome through targeted actions in both components, by explicitly including gender equality objectives and engaging in dialogue, awareness raising and training for local partners and stakeholders at every stage, particularly implementation. The design of the interventions envisaged that the project was to carry out WED assessments that would identify specific issues that women entrepreneurs face. It was to also examine how women in business are affected differently than men by the national business environment. This was to help identify policies, laws, institutions and actions for supporting women entrepreneurs and identify concrete recommendations for policymakers on how to make the environment more favourable for developing the potentials of women's entrepreneurship. This would serve as the base for future priority actions on WED for policy and decision makers and to provide a tool for other stakeholders to advocate for a more conducive environment for WED. However, through activities such as the FAMOS check, some of the project partners have been equipped with tools to identify gaps in services to women and male led SMES and have developed action plans on the same. The FAMOS Check is a tool for doing a self-check of organizations with the aim of recognising prospects for improvement in the way in which the organization reaches out to and serves both women and men

The project was also allocating funds to support gender -focused activities including training for the project team and key stakeholders and would work with local groups to identify potential trainees for the RE component and participants for the WEE component. The first part of training project team and key stakeholders on gender has not been done which is considered a key ingredient in equipping them with knowledge, skills and tools for further mainstreaming gender in

the project interventions. The project trained key staff and relevant stakeholders on women's entrepreneurship development tools with gender lenses. For instance, the ILO team and key stakeholders were trained on WE-Check and SIYB trainings so that they can replicate to project beneficiaries. The Women's Entrepreneurship Self Check (WE Check) aims to support business support agencies, financial institutions and government departments in conducting a systematic assessment of how well they target and serve women entrepreneurs, as well as assessing these enterprises' needs and potential for growth. The WE Check helps BDS providers to support women entrepreneurs with better services, thereby helping to close the gender gaps that inhibit women from growing their businesses. The identification of women participants for the RE component has been ongoing.

Other activities where women entrepreneurs are a focus have continued to take place with sufficient number of women participating, such as those to equip women with business and marketing skills under the Start and Improve your Business and Improve your exhibition skills training programmes.

The project reports on gender disaggregated data for the activities, however the broader gender aspects and how they are being addressed is not adequately monitored. The tools for monitoring and reporting delivery of outputs do not reflect sections that measure or discuss how gender concerns have been addressed.

To a large extent the lessons from previous pilot projects were considered in the design and implementation of the project. Also to a large extent the design of the PPDP arises from lessons learnt that working with a group of IPPs and developers instead of only one, the project is able to address the need for private sector players being fully aware of and committed to the public good aspects of participating in training development and be able to see beyond their immediate business needs to the good of the sector. Lessons learned and previous experience in Somalia and in the region indicate that a project addressing barriers to women's economic participation and success in the private sector, and barriers to an expanded and greener electricity supply in Somalia has strong potential to make a positive impact. ILO worked in 2015-2016, to improve the capacity of women's associations to promote women entrepreneurs, and for a number of years Shuraako, a local NGO, has worked with women MSMEs to identify sources of financing. The 2008-10 Norwegian project focusing on employment, the 2008-10 USAID project linking entrepreneurial skills with peacebuilding and the 2012-14 EU project supporting self-employment for women and identifying the necessary enabling conditions for women in business were also considered.

One lesson learnt from the *World Bank's Trade and Competitiveness group's policy note Supporting Growth-Oriented Women Entrepreneurs: A Review of Evidence and Key Challenges*, that appears not have been considered is having a program with with a wide variety of interventions which reduces the ability to draw conclusions about what works best and share lessons learned.⁶ The PPDP project does has a wide variety of interventions given its two broad components.

The aspect of having short-term training with little or no follow-up not always leading to measurable business growth as the project training tools have factored not only the face to face training but follow up components in them. While the project is working on mapping of financial service providers to implement

⁶ <http://www.womenable.com/64/growth-oriented-women-entrepreneurs>

the access to finance component and linking them to appropriate markets, these should be fast tracked to ensure beneficiaries receive timely support at the back of the enterprise trainings. It will also be more efficient if the project focuses on one value chain to ensure that sufficient analysis is done, and interventions designed and offered in the remaining project period. It is recommended that the project focuses on the Solar value chain as this has a high likelihood of providing unique opportunities for growth oriented women entrepreneurs on the value chain and employability skills for youth can be developed along the value chain.

5.3 Project effectiveness

Achievement of the project objectives, outcomes and outputs.

PROJECT STRUCTURE	INDICATORS	ACHIEVEMENT
Outcome 1 Women-owned SMEs are more viable and have effective institutional and peer supports		
	<ul style="list-style-type: none"> - # of women-owned growth-oriented businesses that have increased their revenues. Target: 500 - # of BDSPs and CSOs that deliver gender-sensitive BDS. Target: 100; - # of functional cooperatives created by growth-oriented women entrepreneurs. Target: 6; - # of active advocacy platforms for enabling business environment for GOWE. Target: 2. 	<ul style="list-style-type: none"> • 370 entrepreneurs trained in SIYB modules • 8 BDSPs against a target of 100 were trained on Women entrepreneurship self check tool (FAMOS). No data on how they are delivering the gender sensitive BDS • No cooperatives created yet • No advocacy platforms
Output 1.1 Financial and Non-Financial BDS providers and CSOs supported to have the required capacities to deliver a wide range of gender-sensitive business development services to growth-oriented women entrepreneurs	# of BDSPs and CSOs that have implemented gender action plans after FAMOS check. Target: 4	<ul style="list-style-type: none"> • 30 (16M&14F) team members from 8 organizations have been trained. These training were done online. • 3 BDSPs completed working on desk research and started doing the field research. Activity is to be completed
	# of BDSPs and CSOs trained/refreshed and certified in ILO entrepreneurship and cooperative development tools. Target: 100	<ul style="list-style-type: none"> • 21 out of 100 targeted trainers have been certified, (10 trainers on SIYB and 11 trainers on IYES) training package. • Certified trainers have replicated the training to 370 entrepreneurs. 212 in IYB and 158 in IYES training package in Mogadishu and Garowe. • Cooperative needs assessment is on going
	# of BDSPs and CSOs that have developed market-based and demand-driven business models and implementation plans. Target: 20	None reported
Output 1.2 Growth-oriented women entrepreneurs are equipped to expand sustainable and	# growth-oriented women trained in entrepreneurship tools. Target: 500 # of additional jobs created by GOWEs (Target: 1,000)	<ul style="list-style-type: none"> • 370 entrepreneurs were trained on entrepreneurship tools. 212 in IYB and 159 in IYES. • Jobs creation not documented

flourishing businesses, create more jobs for women, and to establish strong cooperatives	# growth-oriented women entrepreneurs sensitized and accompanied to establish cooperatives. Target: 500	<ul style="list-style-type: none"> No cooperatives formed yet. COOP assessment is ongoing in Mogadishu and Garowe. Trainings planned to happen immediately after the cooperative needs assessment.
	# growth-oriented women accompanied to access financial facilities. Target: 300	<ul style="list-style-type: none"> No women beneficiaries for financial facilities reported yet. Financial mapping/ assessment is ongoing.
	% of targeted growth-oriented women that have new markets opportunities. Target: 75%;	<ul style="list-style-type: none"> No beneficiaries reported for new market opportunities. Value chain analysis (VCA) assessment is ongoing with the VCA designed to build on the WED assessment and identify specific interventions to improve access to market of GOWEs in the milk value chain in Mogadishu and the off-grid solar value chain in Garowe.
	% of targeted growth-oriented women have seen an increased in their business operations. Target: 75%.	<ul style="list-style-type: none"> Not achieved

Due to late kick-off of the project and subsequent delays in 2020 due to COVID-19, the project did not achieve a significant number of the of its targeted activities for outputs while in others it has achieved within the planned outputs and timing. This has implications on underachievement of outcomes, as activities are not fully completed. The evaluator identifies that about 40 percent -50 percent of the project targets have been achieved so far based on the activities implemented and the preparatory work in place, paving the way for expedited implementation. Specifically, for outcome 1, output 1.1 the project has conducted trainings for 21 trainers from Somali based BDS providers who in turn have conducted trainings for 370 women entrepreneurs using ILO entrepreneurship packages of SIYB and IYES reaching the desired numbers of participants. The quality of SIYB trainings to the trainers was reported to be excellent with trainers currently able to train and coach entrepreneurs that are targeted. The women entrepreneurs reported to have applied some of the skills learnt such as effective stock control of business and its influence on service levels, requirements and sourcing for working capital, cash flow planning, efficiency improvement, and calculating profitability. Also, they mentioned that they learnt and applied how to conduct market research. The full outcomes are yet to be realised as follow-ups and coaching is ongoing. Follow-ups and coaching for the trained entrepreneurs are ongoing and not yet completed and participants have suggested that these would enhance their ability to implement skills and knowledge acquired. 8 Local partner organisations including Shuraako has also conducted its self-assessment using the FAMOS check and laid out a plan for providing services for the women entrepreneurs including linkages with financial institutions. This is a recent activity and action plans are being worked on. Subsequently, women-owned SMEs have become increasingly sustainable with better established institutional and peer backing. In order

to enhance and deepen impact, the project should focus of follow-ups of the trained beneficiaries and as a way to consolidate the gains from the training investments made this far. However once assessments are complete it will be great to enhance the trainings with aspects identified in the assessments and offer it further to more entrepreneurs as planned.

Aspects of cooperative building for peer support are behind schedule, while the cooperative needs assessment is almost complete, the delay in designing the exact activities to support the caseloads is undermining the possibility of having viable cooperatives established/or strengthened unless the project period is extended.

There seems to be an overlap in reporting for output 1.1 and output 1.2 for the targets on training of entrepreneurs. The numbers achieved are well within the target, even though they reporting as gender disaggregated data is not consistent.

Mapping of financial service providers is ongoing. This is an activity behind schedule but which is key to inform on linkages for financial providers to the women entrepreneurs.

Two value chains have been identified but value chain assessments are behind schedule. These were activities envisaged to be done earlier in the project to inform interventions in the value chains, and addressing the bottlenecks to effective participation through business improvements training, linkages, cooperatives formation and advocacy initiatives.

Renewable Energy Component Achievements

RENEWABLE ENERGY COMPONENT		
Development Objective	Improved access to reliable, affordable and high-quality energy infrastructure contributes to job creation, value addition and socioeconomic growth.	
Project structure	Indicators	Achievements
Outcome 1: IPPs in Somalia supported to participate in a PPDP to meet demand of skilled workers to support expansion of renewable energy supply	Technical staff of key IP's are certified. Target: 30%	<ul style="list-style-type: none"> 3 staff trained and awaiting completion and certification
	# of new businesses created by graduate apprentices. Target: 10%.	<ul style="list-style-type: none"> No recorded data on businesses created by graduate apprentices as activities are not completed
	% of trainees declaring that they improved their employment status and job satisfaction. Target: 70%	<ul style="list-style-type: none"> No recorded data on improved employment status and job satisfaction as activities are not completed

Output 1.1 Basic electrical services training curriculum & certification system developed and implemented	A basic electrical services training curriculum and certification scheme is formalised	<ul style="list-style-type: none"> • Two training centers have been established– NECSOM in Garowe and BECO and in Mogadishu. • Curriculums for basic electrical and solar PV have been developed • Training materials both for teachers and students have been developed. Certification tools have also been developed in discussion with ministries of labour and social affairs and ministry of education. • 1 training facility established/equipped • 18 candidates shortlisted of the 20 registered – Nairobi practical training postponed due to visa issues and Covid restriction – to be transferred to Strathmore • Zero trainings delivered for beneficiaries.
	# of training facilities are upgraded and fully equipped. Target: 2	
	# of trainers completed the ToT programme. Target: 4	
	# of basic training programmes and certification delivered (twice a year per facility). Target: 14	
	# of students trained and certified on basic electrical services (% of women). Target: 350 (10% women)	
Output 1.2 Short-term continuous training programmes for intermediate/advanced technical skills developed and implemented	Workshop programme and certification scheme for advanced and intermediate training developed	<ul style="list-style-type: none"> • Tailor made programmes have been developed and workshops identified. • In discussions with IPPs long term agreements have been signed to ensure commitments from both the ILO and private sector. • Zero training workshops
	# of intermediate and advanced training workshops are delivered upon agreement with beneficiary IPPs. Target: 14	
	# of students are certified in advanced intermediate electrical services. Target: 280 (10% women)	

	A database of continuous training providers and individual experts is developed and delivered to PPD group and Ministry of Energy	<ul style="list-style-type: none"> • Zero Students trained yet • No database yet
Outcome 2: A PPDP supported capacity for producing skills specific to the renewable energy sector is established and operational.	# of new jobs created in the renewable energy sector (namely as Solar PV system project developers, Solar PV system designer, Solar PV Installers, Electricians specialized in solar PV, Solar PV maintenance specialists).	<ul style="list-style-type: none"> • No jobs documented yet for the renewable energy sector
	% of trainees declaring that they improved their employment status and job satisfaction at least 6 months after graduation. Target: 70%	<ul style="list-style-type: none"> • No trainings yet. Activity planned for this year
Output 2.1 Specialised training programme for solar PV technicians developed and implemented	At least one training facility fully equipped	<ul style="list-style-type: none"> • Two training centres have been established and equipped. • 18 teachers completed TOTs • Tier-1 and tier-2 trainings have been developed. • No certification programme offered yet. However, it is reported that 500 students have been identified and are on standby to commence training on April 2021
	# of trainers that completed the ToT programme. Target: 2	
	# of tier-1 and tier-2 solar PV training programmes and certification are delivered (twice a year). Target: 7	
	# of students are trained and certified in Solar PV (#annually per facility). Target: 175 (50 annually per facility). Total 10%	

	women (18) trained and certified.	
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Under the renewable energy component, the project has achieved about 35 percent of its targeted activities and outputs. The project was designed to (a) conduct skills gap analysis (b) design curriculum and certification tools (c) conduct TOTs based on the curriculum (d) conduct an assessment on the centre’s needs and purchase equipment (e) Run trainings. The project successfully delivered on (a)-(c) and partially (d). The remaining main activity is (e). The component’s expenditures is expected to significantly increase when actual trainings commence in 2021.

Output 1.1 on Basic electrical services training curriculum & certification system developed and implemented: there have been delays in terms of achievement of the results intended. However, the curriculum has been developed, two private sector IPPs have been identified and supported in terms of training and training facilities upgrading. The TOTs are not yet complete as the practical sessions are on hold due to COVID-19 situation. It is reported that if the current COVID-19 restrictions persist beyond April 2021, in consultations with KPLC and Strathmore, the project will work towards designing animated online practical training if the. This has in turn affected delivery of beneficiaries training. The project reports to have identified 500 trainees identified to be trained in the last year of the project but this can only be done once the ToTs and training institutional strengthening is completed. It is reported that 100 women are going to benefit from the trainings in renewable energy. Some of the BDS providers involved by the project now have capacities to deliver a wide range of gender-sensitive business development services to growth-oriented women entrepreneurs.

Output 1.2 on Short-term continuous training programmes for intermediate/advanced technical skills developed and implemented – the curriculums and institutions have been identified but training as not taken place yet this was marked for year 3 and 4 of the project

Output 2:1 - the deliverables here seem to overlap and are same as those in output 1.1

At outcome level there is not much to be reported as the activities at output level are underway. However there some early indications from WEE component that the entrepreneurs trained who are changing their business practices out of the knowledge gained have begun to realise the incomes they make and in some cases indications of increase in their business incomes. Under the RE component, IPPs internal capacities in terms of curriculum and facilities coupled with goodwill they have offers a larger probability of them more likely to delivery training to the beneficiaries for the long term.

Most significant changes.

Under the WEE component, according to trained BDS providers interviewed, the training of trainers in SIYB methodology and tools which has equipped local BDS consultants with skills and tools to build business management capacities of SMEs. They in turn having successfully conducted. Training of women entrepreneurs in SIYB and IYES which has led to some reported business improvements at entrepreneurs' level, including improvements in costing and pricing, record keep, exhibiting skills to mention but a few were reported by women entrepreneurs in focus group discussions during the evaluation.

Under the RE component, engaging two private IPPs who have signed the PPDP agreement and working with them to generate enough interest and goodwill for training the target groups for themselves but for the greater good of the sector has been a great milestone. The two BECO and NESCOM have demonstrated sufficient interest and contributed in-kind to the project activities, they have developed curriculums, their trainers have been trained, and workshops equipped and are ready to train beneficiaries despite not having the practical training due to COVID 19.

While the project realigned the selected cohorts of trained women entrepreneurs to the two identified value chains (milk and energy sector value chains), there is need to identify more women entrepreneurs from the two value chain selected, once the value chain analysis is completed. Then, work can be done with those to develop their skills, link them with relevant service providers such as for training, market opportunities and financial linkages, help them join or establish cooperatives that can enable them support one another, and work together to grow robust models and show-cases of businesses in their respective sectors. A focus on what opportunities exist in the market to cause a "pull effect" on the women's enterprises in the identified sector should be pursued. This may call for working from the market/demand side where market opportunities are identified, and women entrepreneurs developed to supply and meet the market opportunities in selected high growth value chains. This may mean looking for strategic partnerships with other actors/programs that could bring-in aspects that the ILO project does not have a say in agribusiness value chains like milk chains, and partners that support in milk and milk products marketing. It could be through innovative solutions that are private sector-driven, like linking off-takers of milk products with the women suppliers. For those already trained, the program should focus on follow up mechanisms to ensure they implement their action plans developed from the trainings.

The project should complete the financial mapping and identify which financiers can be linked to which entrepreneurs then facilitate those linkages as a way to model what works. It could be value chain financing where the solar panels providers for instance provide training and solar solutions through the entrepreneurs as distributors.

The design of the program is very good in terms of desired outcomes and outputs but the implementation should have a results based approach and less of supply driven approach whose focus has been to offer training without clear path towards the desired outcomes. This is especially so because the entrepreneurs targeted required bundled services beyond training on order to address various challenges and opportunities they have for growth of their businesses including access to markets, links to financial providers and investors, and capacities to improve on operations and productions as the case may apply.

The fact that time is very limited presents a challenge in finalising the project activities which are greatly delayed. For instance, trainings of trainers is not yet completed and is continually going to be affected by the COVID-19 restrictions on movement. This is likely to affect the outcome of the project if no alternative solutions are found. However, it was also reported that the training institutions are willing to proceed to implement the curriculums pending the practical training for the teachers noting these teachers are already qualified engineers are very familiar with the concept.

As earlier mentioned, capacity building of women entrepreneurs, using the ILO SIYB and IYES tools has been successful. However, the ILO should speed up the trainings follow up support and link with other support such as market access, financial services, cooperative building etc. with the sole purpose of accelerating growth of the enterprises

For the RE component the project has worked with government and training institutions to create curriculums and training establishments for training delivery. By engaging the players in the planning through the technical working group, this has enabled higher chances of success not only for the training but also for future support systems for the beneficiaries of the program.

COVID-19 hit when the project was starting to pick momentum for its core activities. The restriction in movement, and for in person interactions and workshops has greatly hampered the ability and speed of delivery. Trainers have not been able to train online as this is not something that not even the trainer and particularly the target groups were prepared for.

The type of skills in the RE sector are practical skills which are best learnt from in person training, and these have not been possible yet. However, it was also reported that the training institutions are willing to proceed to implement the curriculums pending the practical training for the teachers noting these teachers are already qualified engineers are very familiar with the concept. It is advisable for the project to go ahead with this suggestion to speed up implementation.

The project has supported delivery of training using online means and have partly delivered online sessions in the RE sector. However, in person training is inevitable and a crucial part of skills learning in the sector. The training may not be complete without this element and hence foreseen delays may hinder achievement of the final outcome unless alternative working modalities are agreed.

Changes to the context and effect on the achievement of the project results.

The COVID-19 pandemic breakout in the globe which cascaded to all countries in the world and having unprecedented effects and impacts on health and economies alike, adversely affected project implementation causing delays and changes in delivery methods of project implementation activities. For instance, the possibility of running face to face training for skills programmes particularly under the electrical and renewable energy component, have been put on hold as restrictions have been reinforced as far as in-person programs are concerned. Training of trainers were delayed which affected the timing of training of beneficiaries. Even where training of beneficiaries has happened, it has been with very small numbers due to restrictions and protocols during the pandemic. A trial for online training was made, while it worked well for the WEE component in certifying the SIYB and IYES trainers, it was a bit challenging for the renewable energy component where practical sessions were involved. Technical training programmes

to be held in Nairobi were postponed and the project is exploring various ways of delivering the practical sessions including the design of animated online practical sessions if the work based learning restrictions in Kenya continue past April 2021. In another instance, technical equipment was delayed for training institutions in the energy sector due to movement restrictions that in turn delayed effective delivery of courses.

The insecurity and violence in some of the project locations have continued to offer instability affecting project implementation. There are times project activities been interrupted by violence in the locations and facilitators have had to postpone the activities in the middle although they were later on completed. While it is an election season in Somalia, security continues to be a concern in the project implementation areas.

5.4 Effectiveness of management arrangements

An effective project institutional arrangement is typically expected to have four pillars: institutional mechanisms and instruments used in project oversight for policy and strategic guidance; project management; coordination of project partners and key stakeholders and implementation arrangements for delivering project goods and services to beneficiaries.

Project oversight mechanisms are included in institutional arrangements for the purpose of providing policy and strategic guidance to ensure delivery of the project outcomes and achievement of the project objectives and goals and the entities normally consist of stakeholders with a direct interest in the project. Their tasks include providing advice on work plans and budgets; monitoring the quality of the project as it develops and providing advice (and sometimes making decisions) about changes to the project, including harmonization and alignment with government priorities and policies, regulatory environment and legislative changes. When functioning well, these entities have a positive impact on overall project management and implementation. Project management, an important element in institutional arrangements and a crucial determinant of efficiency in project delivery, includes mechanisms put in place for the purpose of coordinating, planning and budgeting, financial management, procurement of works, goods and services, provision of technical and implementation support, monitoring and evaluation (M&E); reporting, communication and knowledge management. Coordination mechanisms include mechanisms put in place to facilitate interaction both between project stakeholders and partners and with other complementary or potentially competing initiatives being implemented in the same project area. Implementation/delivery arrangements includes institutional mechanisms and structures to govern the delivery of planned project goods and services to beneficiaries or beneficiary groups.

The project has in place an overall Project Steering Committee (PSC) which meets once a year and has a mandate to govern the formal relationships among the core parties of the project and provide overall oversight, direction and guidance to project design, major project revisions and implementation. It chaired by government and comprises of representation at high level from stakeholders including line ministries (Ministry of Women and Human Rights development, Ministry of Labour and Social Affairs) and project implementing partners, representatives of ILO, SIDA, Employers and Workers representatives. The PSC has met at least once during the project lifetime. The project also has two separate Project Technical Working groups (PTWG) for the RE and WEE components supported by Project Management Team (PMT), which bring together all stakeholders led by the government. The PTWG for the RE component, with government

and the chair and has key members from the IPPs in Somalia, has worked very well in guiding the implementation of the PPDP with clear private sector input particularly for the formulation of the various curricula and training programmes and playing the role of a coordination and advisory committee for the PPDP. The PTWG for the WEE component includes project partners led by the Ministry of Women and Human Rights Development; Ministry of Labour and Social Affairs; Shuraako; BDS providers; association of Women Entrepreneurs and ILO and SIDA as members. It has also worked well in guiding the project implementation and components with the aim of ensuring realisation of economic benefits to the target groups and ensuring agency of targeted women entrepreneurs. There is strong evidence of ownership and support by the key stakeholders as seen by involvement in the PSC and the PTWGs which majority expressing satisfaction on the consultations and involvement by majority of the players. However, the unions express disappointment in the project not effectively engaging them in the project implementation. It is also notable that the broad consultations at the start of the project, largely contributed to the delay of the project. For instance, approvals of curriculum under the RE component took very long leading to the delay to have them roll out.

The project has a management team led by Technical Officer, and National Coordinator and M&E officer who manage the project at country level, and who report to the ILO country director administratively. The team receives backstopping support from the various technical specialists in skills and enterprises. The fact that the ILO has an administrative office in Somali as increased the efficiency of management as decisions are made and supported more efficiently at local level. Reporting lines within the project are clear. However, at some stages it is not clear to what extent the project should report to the donor and what template to use, with the donor having more expectations of detailed activity reporting during implementation, an issue that has stirred some discomfort between the donor and the ILO.

The project operates within institutional and management arrangements established to facilitate transparent decision-making regarding project plans, budgets and results. It operates within structured ILO administrative policies and procedures that allow for transparency in decisions regarding use of resources against agreed project actions. On the other hand, sometimes the elaborate administrative procedures in the ILO have contributed to the delayed delivery of activities, due to prolonged contracting of service providers and partners. In some cases, procurement of consultants did not work well, leading to lack of good quality outputs in some of the assignments, like the WED assessment, affecting the related output.

To a large extent, roles and responsibilities were defined right from the inception and during the actual implementation of the project. There is some discomfort with the unions that feel they have not been given a clear role in project implementation whereas they have a strategic role to play in advocating and supporting the two components.

The project design includes a clear monitoring and evaluation plan hinged on ILO's strong policy and practices on Monitoring and evaluation in development cooperation projects. There was a provision for an M & E officer. However, M&E has been a weak link in the project hampered by a prolonged period without an M & E officer in the project to support the function. The project technical officer and the project officer have therefore played the multiple role of project implementation and project monitoring which has not worked very well as is evidenced by the quality of reporting and the data collected being uncomprehensive.

The project has missed opportunities to collect and collate relevant and comprehensive data in a consistent manner due to the weak capacity in the M&E function of the project. The data that is collected is not disaggregated by gender and is not collected in consistency with M&E framework designed in the project, which leads to underreporting of project outputs and lack of proper clarity of where the project is in achieving targets and indicators.

5.5 Efficiency of resource use

The project appears to struggle with speed of implementation with many of the activities delayed and the ILO project team feeling overwhelmed. There are several factors to the delay in utilising the resources:

- 1- The project components are very broad to be implemented under the small team of project technical officer and project officer. Support and technical inputs from the HQ technical teams and specialist was enlisted and this has helped to speed up implementation. The two components may have required each a project officer to support its implementation for better focus and efficiency in rolling out and working with the diverse partners under the overall management and leadership of the project manager
- 2- The partner wide consultations and recruitment of partners were elaborate, though necessary, during the set up phase of the project which utilised a long time before roll out of activities. Most activities were not rolled out until end of year 1 and in year 2. This has however improved over time as project teams adapted to the processes and identified ways to speed up decisions in the project.
- 3- The length of time it takes to contract and process payments is prolonged in the ILO. One of the contracts was contracted to poor consultant who did not deliver, whereas some of the partners have been weak and uncommitted.

Efficient allocation and use of resources (human resources, time, expertise, funds etc.)

The project is managed by a project technical officer overseeing the overall implementation of the project, a finance and Admin Assistant, Monitoring and Evaluation Assistant and a project officer supporting the women's economic empowerment component under the leadership of the technical officer. Technical backstopping is provided by the ILO Decent Work Support Team based at the ILO Cairo Office, particularly the Skills and Enterprise Development Specialists, the Workers' and Employers' Specialists and the WED unit under the enterprise department in HQ, Geneva. The allocated funds of USD 5.9 million is adequate to achieve the required results as detailed in the project outcome and outputs.

As part of the evaluation findings the private sector partners requested more resources allocated in establishing subsidy schemes and running of series of trainings in line with the curriculums developed by the project. Furthermore, inline with work plans FESTU and SCCI submitted a request proposing tailor-made activities, which are important for the sustainability of the project; however, these activities are yet to be approved.

The project was under staffed for a long period. For instance, it was just after the inception phase when the M&E and the project officer have been recruited. After the finance and admin assistant moved on from the project in 2020, it took about six months to recruit their replacements. This led to the ILO project team

feeling overwhelmed. The project components are very broad to be implemented under the small team (programme team) of project technical officer and project officer. The two components require each a project officer to support its implementation for better focus and efficiency in rolling out and working with the diverse partners under the overall management and leadership of the project manager.

Adequacy of available technical and financial resources to fulfil the project plans.

The overall donor allocation is adequate to achieve the required results as detailed in the project document and work plan. Albeit far from the project team, the project receives adequate technical backstopping from the ILO technical departments in Cairo and Geneva. However, the project requires a local technical project officer to support the project manager in the renewable energy component of the project.

Alignment of the project's activities/operations and the disbursements and project expenditures with the schedule of activities work plans

Due to late kick-off of the project and subsequent delays in 2020 due to Covid-19, the project didn't achieve some of the of its targets for outputs while in others it has achieved within the planned outputs and timing. about 40%-50% of the project targets have been achieved so far based on the activities implemented and the preparatory work in place paving the way for expedited implementation. Out of the five agreed instalments, the project so far received three instalments amounting to USD 3,440,904 including the interest accumulated. Looking at the project expenditures, 41% of the amounts received have been spent while 44% is already committed and waiting for disbursement to service providers upon successful delivery of the required goods and services mainly under the renewable energy component. 15% of the total amount received is yet to be committed.

Project monitoring and adjustments & adaptation of work plans

The project design includes a clear M&E plan hinged on ILO's strong policy and practices on M&E in development cooperation projects and there was a provision for an M & E Assistant. However, M&E has been a weak link in the project, hampered by a prolonged period without an M & E officer in the project to support the function. The project technical officer and the project officer have therefore played the multiple role of project implementation and project monitoring. The regular monitoring of the project allows for adjustments and adaptation of the work plan as well as the approach of delivering the trainings.

Addressing the COVID-19 with the existing resources

The ILO project staff were granted Teleworking Arrangements (TWA) due to the corona virus outbreak. In line with the above, the ILO in Somalia is following the overall guidance of the host government, UN in Somalia leadership and Covid-19 lead agency WHO. To ensure business continuity, the project team had extensive discussions with the project stakeholders including the government and implementing partners to introduce distance solutions for the implementation of certain activities. The project adopted alternative working modalities and is working relentlessly to introduce offline training programmes and have them delivered on online platforms.

While the project didn't allocate funds to covid-19, the project ensured that all necessary supplies were provided at the training sites—hand sanitizer, distance markers (2-3 meter apart) and masks – soap and water and closed-lid bins. With the help of health practitioners, participants were briefed about precautions

before the event started; during the event, periodically the participants were reminded of the precautions during the training and ensured they were followed.

Coordination of project implementation with other relevant projects and programmes

The ILO project coordinates with other ILO projects while also maximizing on all available opportunities for cost sharing. The project has created linkages with UN and other Non-UN international aid organisations. Under the electrical and renewable energy component, the project has created links such as with other ongoing initiatives such GIZ TVET project and GEEL USAID project where it has availed the curriculums to all other projects in the country through the ministry of Labour and Social Affairs. The SIYB certified trainers under the women's economic empowerment component are also contracted by IOM.

Expenditures by each component.

The project so far received three instalments amounting to USD 3,440,904 including the interest accrued. Looking at the project expenditures, 41% of the amounts received have been spent while 44% is already committed and waiting for disbursement to service providers upon successful delivery of the required goods and services mainly under the renewable energy component. 15% of the total amount received is yet to be committed.

5.6 Impact orientation and sustainability

The men and women target population have to some extent benefited from the project activities and outputs. From the 13 women and 35 men beneficiaries trained, those interviewed reported that It is already changing or likely to change their lives in a meaningful way. Three participants in a group discussion reported that the trainings have helped them towards more formalization of their business and now have standard business and goodwill. Entrepreneurs have already developed action plans to conduct their exhibitions after receiving the trainings. One action plan has been implemented in at least 1 BDSP They have also improved their marketing, record keeping and costing strategies. The introduction of cash records, record keeping, and marketing budgets are some of the immediate changes that experienced by the women entrepreneurs. Before the SIYB management training program, the only thing that the business owners recorded were the loans. However, after the training, they record daily transactions. This was transformational for them. They are regularly visited to monitor the impact and changes first-hand. After the training, entrepreneurs developed business visions and learnt risk prevention that increased their business incomes. They use the increased income to subsidise living expenses; the major challenge in Somalia. However, for this impact to be scaled up, the project needs to reach more women entrepreneurs who are in need of such transformations.

Trainings have also enhanced the professional competence of participating organizations' staff that attended the training. They now carry out their work more efficiently and clients are happy with their performance. This has also promoted their job security besides enhancing the quality of the community services. Employers are now more likely to retain them as they provide better quality service to the community.

The project is generating knowledge that is very important in the context of Somalia. The assessment carried out by the project including Sectoral Assessment of Women's Entrepreneurship Development in the Agriculture and Renewable Energy Sectors in Somalia, and the mapping of financial institutions, the

value chain analysis, cooperative needs assessment, are resources that are going to also inform other interventions in the country.

The project is building local capacities, so that after the project phases out, there will be people on the ground who can work with the ILO tools to provide the relevant support to women entrepreneurs. Besides, the project is using a human centered approach.

From the outset, the project included sustainability in the strategy and when the project phases out, some of the results and achievements could continue and even expand and up-scaled. This has been also realized so far during the implementation of the project, particularly by identifying the key government, Non-government and private sector organizations being mapped and also brought on board. These have had their capacity built so that they can have adequate internal capacity to discharge the services required. For instance, the training of trainers, by selecting the best-suited companies and organizations that are mandated to provide the services to entrepreneurs to use and so on. As well, curriculums have been developed, so that the organizations will sustain them after the project results.

Specifically, on the renewable energy component, there is a good element of sustainability. The project is working with the trainer of trainers, who are seconded by the power companies. As well, the establishment of a training centre means other companies can bring their staff to be trained, either by that staff already trained, or by the ToTs within the project. This is a good strategy especially the linkage with the private sector. For women economic empowerment component, the choice of camel milk as one of the value chains to be addressed and the teaching women exhibition skills and how to set up your shop as a marketer is equally a worthy sustainability strategy. The only biggest challenge has been the linkage with Shuraako for training women to access credit. That is an opportunity the project missed, as it was not well coordinated.

Some of the partner organizations, like the Federation of Somali Trade Unions (FESTU) have strong commitment to sustaining the results of ILO support and continuing the initiatives. According to a representative reached during the evaluation, being a member of ILO's tripartite arrangement that represents the working women and men, FESTU is committed to supporting ILO led or implemented initiatives. Other organizations, for instance SIMAD University, which was part of the SIYB and WE Check phases of the project is using the trainings as the dominant form of training. Furthermore, the WE Check has totally transformed the organization. After undergoing the WE Check process, the university opened a Women Enterprises Development department and also introduced Aisha Scholarship at the university to attract and retain more female students.

For the reason that the government is coordinating the progress of the project and chairing the Technical Working Group meetings it suggests the government's support and willingness to continue supporting women-owned SMEs to become more viable and skilled workers to expand renewable energy supply. With support of the international donor and financial institutions, the government will continue supporting women-owned SMEs to become more viable and skilled workers to expand renewable energy supply. The project is driven by the government besides being linked to the government plans and policies. The government thus seeks to maximize on the impact that it is making and has been very much supportive of

ILO's initiatives. The Gargaara Financing Facility is a government led initial pool of \$15m private capital fund focusing on entrepreneurship.

The private sector has made a joint in-kind commitment of more than USD one million to invest alongside the ILO – BECO and NEC SOM who have already put up training facilities at their own cost while also committing to employing all successful graduates from the centre depending on their hiring schedule each year. They further committed to ensure ownership and day-to-day management of the centre. This is a significant commitment and ensures continuity and sustainability beyond the end date of the project.

Nonetheless, there are social or political risks that may jeopardize the sustainability of project outcomes. FESTU, one of the key stakeholders that are supposed to sustain the results of the project through advocacy and political engagements have no meaningful role as it is now. The project needs to create/ support and encourage a good working relationship between the Ministry of Labour and Social Affairs (MOLSA), Federation of Somali Trade Unions (FESTU) and the Somali Chamber of Commerce and Industry (SCCI).

5.7 Gender Equality and non-discrimination

The project is geared towards growth-oriented women entrepreneurs, so it was already quite sensitized on gender issues, and this was a core part of the project. It was designed to also enhance women involvement in the labour unions, so that that they could look into gender issues at the work place.

Specifically, while electricity is one profession dominated by men, in this project several females were trained in the sector (16 percent of the trainees were female). As well, the PPDP project is empowering more growth-oriented women entrepreneurs. This is critical since 60 percent of MSMEs in Somalia are owned by women compared to the 40 percent of men. The project contributes to put more women in high-value businesses by formalizing their micro and informal businesses. The ILO WE – check assessment tool helps the organizations dealing with women entrepreneurs to identify existing gender gaps within their organizations and address them.

To a large extent, therefore, relevant to gender issues were included in the project implementation and activities implemented in a way that gender equality is ensured.

The project was mainly focusing to support women and men entrepreneurs and gives much attention to most marginalized part of the community. Women entrepreneurs are the majority marginalized when it comes to economic empowerment and access to finance, and that the project gave priority as they are the right beneficiaries.

The people with special needs are given more consideration, according to their needs so that they can have an access to the services provided by ILO. Also the project is targeting to improve and expand the business of Growth Oriented Women Entrepreneurs, people with disability are not discriminated but it is good for the project to consider a slot for only people with disability.

5.8 Achievements on Cross-cutting Issues

International labour standards

On the overall implementation, the project promotes the application of a number of key ILO instruments; the ILO Strategy on Women's Entrepreneurship Development, 2008, and Recommendation 189 Job Creation in Small and Medium-Sized Enterprises, 1998.

The project is ensuring that appropriate work place standards, health, safety, and decent work environments are maintained. As part of the Training of Trainers (TOT) in the renewable energy sector, Occupational Safety and Health tailor-made trainings were delivered which mostly focused on electrical safety, workplace and electrical hazards, fire safety, machinery safety and personal protective equipment use. The trainers (teachers) are expected to replicate these trainings at the training centre.

Social dialogue

While the project does not have strong deliverables on Social dialogue, there have been challenges in engaging social partners most notably Federation of Somali Trade Union (FESTU) and Somali Chamber of Commerce and Industries (SCCI). While both FESTU and SCCI have been consulted during the design of the project, their subsequent activities have not been implemented. FESTU and SCCI suggested to conduct workshops on Role of Trade Unions in women's' entrepreneurship development; Protecting labour rights of working women in informal economy and enhancing women representation in Somali Chamber of Commerce & Industries. The ILO presented these activities to the project donor. These activities are still pending approval from the project donor.

Fair transition to environment (being a project on energy!)

The Project is contributing positively towards the environment conservation – by promoting clean and affordable Renewable Energy. The project is also supporting the two biggest companies in Somalia (BECO and NECSOM). For instance, BECO is committed to invest in sustainable sources of power generation mainly in renewable energy such as solar. BECO currently employs more than 2,000 staff across the regions. BECO started to deliver sustainable energy solutions by utilizing green energy on their first project at Darusalaam solar plant, which has been producing around 2.5MW for 2 years. After the success of Darusalaam, the company continued investing into green energy, operating a total of 4 main power generation stations including the building of a fifth solar plant increasing total capacity to 30MW.

Noting these companies have wider coverage, they will further help reducing carbon emission, reduced use of fossil fuels and contribute positively towards climate change. Therefore, the project seems environmentally sustainable – however, special consideration should be made for promoting women entrepreneurs linked to renewable energy.

6.0 Conclusions

1. There have been delays to kick-start majority of the activities in both components of the project, with a number of activities significantly delayed; and it's unlikely that all milestones will be met within the current end date of the project.
2. The project has forged important partnerships with key institutions in Somalia that will ensure sustainability after the exit of the ILO. There are communication issues between ILO and the donor which has led to communication breakdown and misunderstanding and which need to be addressed to ensure both read from the same page.
3. While the project documents indicate roles for the ILO social partners, there has not been meaningful engagement with the social partners in the project implementation
4. The project components are broad and important in their own respect with wide ranging partnerships and intended activities whilst on the other hand the ILO project management team is lean and often times overwhelmed which undermines the quality of implementation and reporting
5. Whilst gender remains a concern in a society such as a Somali, and whereas the project design squarely intended to address and mainstream gender strategies in implementation, there has not been clear delineation of these concerns and strategies beyond gender targeting.
6. The private sector has shown real commitment and appetite to employ more graduates due to their demand for more qualified staff as they expand their businesses in the different regions in Somalia.

7.0 Recommendations

1. **The project needs to review the project outputs, indicators, and corresponding outcomes and scale down the targets to more realistic ones for the remaining and proposed time.** It is highly recommended that the ILO and project stakeholders establishes a reviewed log frame and agrees with the donor for the above within the next one month.

Responsible	Priority	Time Implication	Resource implication
ILO	High	Immediate	low

2. **ILO and SIDA should consider no-cost extension of the project end date by a minimum of 8 months to provide time for successful completion of the activities and achieving all the intended results.** Noting the long-term legal commitments with project partners and the huge investments from the private sector, both the ILO and SIDA need to ensure continuity seeing that all the necessary foundations for successful implementation have been put in place. This is also in the context that a major part of the delay was occasioned by the outbreak of the global wide COVID-19 pandemic and the restrictions and public health guidelines that came along with it.

Responsible	Priority	Time Implication	Resource implication
ILO/SIDA	High	Extend from April 2022 – December 2022	Low/no cost extension

3. For the Renewable Energy component, **ILO and Strathmore University should proceed to design the animated online practical trainings to ensure TOT in successfully completed if the Somali Government does not lift the restrictions on teaching institutions by April/May;**

Responsible	Priority	Time Implication	Resource implication
ILO and Strathmore University	High	June – August 2021	medium

4. The actual training to beneficiaries commences without fail since the private sector identified TOT participants that are highly qualified engineers with some of them holding masters degree, and noting that the identified teachers are well versed with the curriculums. This would be with the understanding that the TOTs mostly focused on the delivery of trainings in class and that “teaching concepts” have already been captured in online training conducted by Strathmore and KPLC. This will speed up the implementation under this component.

Responsible	Priority	Time Implication	Resource implication
ILO/BECO, ILO/NESCOM	High	September 2021 – October 2022	high

5. The focus on value chains should be narrowed down to one value chain given the time and human resource constraints. It is highly recommended that the project focuses on Solar value chain in terms of assessments and further design and implementation of interventions which will be informed by the value chain assessments. Solar value chain has a higher likelihood of creating more (and unique) job and income opportunities for the women and youth and growth potential in the sector is high in Somalia.

Responsible	Priority	Time Implication	Resource implication
ILO/BECO, ILO/NESCOM	High	Immediate	Medium

6. The Federation of Somali Trade Unions (FESTU) and Somali Chamber of Commerce and Industry should be involved in the activities relating to building capacities women entrepreneurs associations to advocate for their rights and representation. They should also be involved in cooperative building activities for the women entrepreneurs and with the chamber of commerce included in implementing activities relating to access to markets. The activities should be included in project work plan. Both organisations have strong commitment to sustaining the results of ILO support and continuing the initiatives.

Responsible	Priority	Time Implication	Resource implication
ILO/FESTU	High	June – Dec 2021	medium

7. The project should allocate more funds to trainings and particularly on follow up components in order to extend to more beneficiaries and consolidate gains from previous trained beneficiaries to ensure the private sector continues to engage and boost the target number of long-term jobs to be created under the project.

Responsible	Priority	Time Implication	Resource implication
ILO	Medium	Throughout remaining time of the project	High

8. Well capacitated BDSPs such as SIMAD university who were trained in most of the training modules implemented in the project should be encouraged to replicate these trainings including follow-up components to the project beneficiaries noting that they have trainings infrastructures in place including, appropriate classrooms and teaching facilities. The ILO should continue to capacitate the BDSPs and ensure the trainings are delivered effectively and within the required standards. The ILO should continue to monitor and technically support these BDSPs to ensure the quality of the trainings and its delivery are maintained.

Responsible	Priority	Time Implication	Resource implication
ILO/SIMAD University	High	Immediate	medium

9. The project team and partners should undergo gender mainstreaming sessions with an aim to ensure enhanced action plans are in place that provide clarity of gender concerns and gender mainstreamed interventions in the project implementation and reporting, beyond targeting numbers.

Responsible	Priority	Time Implication	Resource implication
ILO	High	Immediate	low

10. Improve the quality of monitoring and reporting of project activities – with the project M&E officer in place currently, the project is recommended to improve on monitoring of the activities, and reporting on outputs, indicators (ensuring gender aspects are captured as necessary)

Responsible	Priority	Time Implication	Resource implication
ILO	High	Immediate	low

8.0 Lessons learned

1. **Without government support, implementation of projects is not possible in Somalia.** The project has the total support of the government as evidenced by their leadership in the various technical working group meetings and other strategic project interventions – this shows local ownership and much needed encouragement for the private sector taking much interest in the proposed interventions.
2. **The engagement and links with other agencies in skills and business development is strategic** to increase outreach and impact on socio-economic empowerment of communities in Somalia. The project has therefore **developed a resource base on entrepreneurship development which can be utilized post the project.**
3. **The criteria of growth-oriented entrepreneurs go beyond size of business, but more on business that demonstrate aspiration and interest for growth.** If supported with variety of business development support, they have a potential to contribute to poverty reduction in households, and are the majority in Somalia.

9.0 Good Practices

1. **The trainers' network**, that is implemented in the project is a very good one, and offers a **sustainable strategy for continued business development support** beyond the project period
2. The project is already demonstrating to an extent that the benefits of public private sector partnership include **the potential such have to improve access to and quality of services to intended rights holders such as women and youth in this case.** Other benefits include **greater cost efficiency and speed of completion as well as quality of services**, as long as the private partnerships are agreed upon, which is likely to lead to **greater sustainability in delivery of services to the beneficiaries.**

Annexes

1. Terms of Reference (ToR)



TERMS OF REFERENCE

INDEPENDENT MID –TERM EVALUATION

Version 15 December 2020

Project Title:	Public Private Development Partnership for Renewable Energy Skills Training and Women’s Economic Empowerment in Somalia
Project Code	SOM/17/02/SWE
Coverage	Somalia (Mogadishu and Garowe)
Administrative Unit	ILO Country Office in Addis Ababa for Ethiopia, Somalia, Sudan, South Sudan and Djibouti
Donor	Swedish International Development Cooperation Agency (SIDA)
Budget	5,968,715 USD
Implementation period	May 2018-April 2022 (3 years 6 months)
ILO Technical Units	Skills and Employability branch (SKILLS) Small and Medium Enterprises Unit (SME), Multinational Enterprises and Enterprise Engagement branch (MULTI), and Cooperatives branch COOP
Type of evaluation	Independent Mid Term
Date of the evaluation	January-February 2021

I. Background

According to the World Bank⁷, nearly 8 in 10 Somalis are estimated to live in conditions of severe poverty. Poverty in Somalia is widespread with 77 percent of the population living below the poverty line of US\$ 1.90. The incidence of poverty is 26 percentage points higher in Somalia compared to the average of low-income countries in Sub-Saharan Africa (51 percent) in 2017. The country has the 3rd highest poverty rate in the region, after Burundi and South Sudan. The Somali population has relatively low levels of economic activity and income, as reflected by a Gross Domestic Product (GDP) per capita of US\$ 500 in 2017. Between 2013 and 2017, real GDP is estimated to have grown on average at 2.5 percent per year, while the population grew by 2.9 percent per year. The result has been an annual contraction in per capita incomes of 0.4 percent during the same period – significantly below fragile, sub-Saharan, and low-income country averages – making Somalia among the poorest countries in the world.

Among the many challenges facing Somalia and acting as brakes on limitations for development, two elements are critical: (a) massive underutilization of women’s skills and abilities in the labour market; and (b) lack of access to affordable, sustainable electric power. Addressing these major barriers to development will contribute to create conditions for improved social and economic equality and growth for the people of Somalia.

In order to address some of the challenges mentioned above, the International Labour Organization (ILO) is implementing the Public Private Development Partnership (PPDP) for **renewable energy skills training and women’s economic empowerment (WEE)** in Somalia funded by the Swedish International Development Cooperation Agency (SIDA). The four-year project (2019-2022) seeks to address two complementary challenges to Somalia’s development: lack of access to affordable, renewably-sourced energy; and barriers to women’s full economic empowerment.

The Project objectives

Women’s Economic Empowerment Component

Development Objective: Women-owned growth-oriented businesses contribute to job creation, value addition and socioeconomic growth.

Outcome: Women-owned SMEs are more viable, have effective institutional, and peer supports.

Renewable Energy Component

Development Objective: Improved access to reliable, affordable and good-quality energy infrastructure contributes to job creation, value addition and socioeconomic growth.

⁷ The World Bank, country partnership framework for the federal republic of Somalia for the period 19 – 22, August 2018

Outcome 1: IPPs in Somalia participate in a PPDP to meet demand of skilled workers to support expansion of renewable energy supply.

Outcome 2: A PPDP supported capacity for producing skills specific to the renewable energy sector is established and operational.

The project strategy

The project has been designed with two components, which have specialized focuses but will share some operational and administrative costs for overall savings, and seek positive synergies in delivery where possible and appropriate.

a. Strategy for Women’s Economic Empowerment Component through capacity development of Financial and Non-Financial BDS providers and CSOs, and training and support to growth-oriented women entrepreneurs.

b. Strategy for Renewable Energy Skills Training Component through basic training in electrical services, short-term continuous training at intermediate and advanced levels and specialised new training programme for solar Photovoltaic technicians,

Target sectors & geographical focus

Individual beneficiaries of the project include 500 women entrepreneurs, who will be supported to substantially expand their businesses to create improved livelihoods and employment; and over 800 electrical skills trainees who will gain skills and certifications for employment and self-employment in Energy production sector. Individuals include those who are or will be employed in the energy sector; training providers; and organizations in the electricity sector including IPP’s, project developers, industry associations and worker organizations.

Business Development Service Providers (BDSPs) and Civil Society Organizations (CSOs) that provide business development services are the other main target for the project. At least 100 organizations will be targeted for improvements in their services to women entrepreneurs.

Training providers targeted included both in-house capacity at IPP’s, solar PV developers, and specialist training providers. Somalia’s IPPs and renewable energy project developers are key beneficiaries as they will be able to access a supply of skilled employees needed to support further development.

Project activities take place in Garowe, Puntland and Mogadishu, with longer-term impacts affecting the whole of Somalia, specifically in terms of enhanced access to renewably-sourced electricity

Project alignment with the national development framework, SDGs and ILO Programme and Budget , and the Strategy for Sweden’s development cooperation with Somalia 2018–2022

The project supports two of Somalia’s Decent Country Work Programme (DWCP) outcomes:

- Outcome 1.2: Improved employability of vulnerable youth, women and disabled groups

- Outcome 3.1: Improved health, safety and working environment at work places

The project is aligned to the Federal Government of Somalia’s National Development Plan (NDP-9) 2020-2024 that identifies the need for skilled personnel to support the expansion of affordable, reliable and renewably sourced electricity, and the need to ensure women have equal access to decent work and representation in socio-economic decision-making processes.

The project support the achievement of the SDG 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Regarding ILO, it contributes to two particular ILO Programme and Budget (P&B) outcomes for 2018/19:

- More and better jobs for inclusive growth and improved youth employment prospects (P&B Outcome 1), in particular *“Improved capacity of constituents for developing efficient and market-relevant skills that contribute to decent employment outcomes”*.
- Promotion of sustainable enterprises (P&B Outcome 4)

And one in the P&B 2020-21:

- Outcome 5: Skills and lifelong learning to facilitate access to and transitions in the labour market

The project is linked to the Strategy for Sweden’s development cooperation with Somalia 2018–2022, particularly on improved conditions for inclusive and sustainable economic growth.

Project Institutional and Management Arrangement

A Project Steering Committee (PSC) and separate Project Technical Working groups (PTWG) for the Renewable Energy Component and Women’s Economic Empowerment Component components governs the formal relationship among the core parties of the project and provide overall direction and guidance to project design, major reviews and implementation. These are supported by Project Management Team.

The overall responsibility of managing and reporting on the project is on the ILO Technical Officer (TO), with technical support of a National Project Officer, who will support the Women Economic Empowerment component, an M&E Assistant and a Finance and Administration Assistant. The project staff is based in Mogadishu.

Technical backstopping is provided by the ILO Decent Work Support Team (ILO Cairo), particularly the Skills and Enterprise Development Specialists, and the Workers’ and Employers’ Specialists. Moreover, relevant departments in HQ Geneva, including EMPLOYMENT, ENTERPRISES, ACT/EMP, ACTRAV and COOP backstop the project on request.

II. Evaluation background

ILO considers evaluation as an integral part of the implementation of technical cooperation activities. This project will go through two independent evaluations. Both evaluations are managed by an ILO certified evaluation manager and implemented by independent evaluators. This mid-term evaluation will be managed by the Regional M&E officer for ILO Africa.

Moreover this project has been under an evaluability review implemented by the project.

The evaluation in ILO is for the purpose of accountability, learning, planning, and building knowledge. It should be conducted in the context of criteria and approaches for international development assistance as established by: the OECD/DAC Evaluation Quality Standard; and the UNEG Code of Conduct for Evaluation in the UN System.

This evaluation will follow the ILO policy guidelines for results-based evaluation; and the ILO EVAL Policy Guidelines Checklist 3 “Preparing the inception report”; Checklist 4 “Validating methodologies”; and Checklist 5 “Preparing the evaluation report”. The evaluation will follow the OECD-DAC framework and principles for evaluation. For all practical purposes, this ToR and ILO Evaluation policies and guidelines define the overall scope of this evaluation. Recommendations, emerging from the evaluation, should be strongly linked to the findings of the evaluation and should provide clear guidance to stakeholders on how they can address them.

III. Purpose of the Evaluation

The main purpose of this mid-term independent evaluation is to provide an independent assessment of the progress to date towards accountability, learning, planning, and building knowledge. The specific objectives of the evaluation are the following:

11. Assess the relevance and coherence of the project’s design in relation to/theory of change and country needs.
12. Assess the relevance and coherence of the project’s design in relation to the initial analysis of the underlying root causes to the development objectives identified for the project.
13. Assess how the project is perceived and valued by the target groups.
14. Identify the contributions of the project to, the SDGs, the countries UNSDCF and DWCP, the ILO objectives and CPOs and its synergy with other projects and programs in both countries.
15. Analyse the implementation strategies of the project with regard to their potential effectiveness in achieving the project outcomes, development objectives and impacts (i.e. in relation to the identified Theory of Change); including unexpected results and factors affecting project implementation (positively and negatively).
16. Review the institutional set-up, capacity for project implementation, coordination mechanisms and the use and usefulness of management tools including the project monitoring tools and work plans.
17. Assess the implementation efficiency of the project.
18. Review the strategies for outcomes’ sustainability and orientation to impact.
19. Identify lessons and potential good practices for the key stakeholders.

20. Provide strategic recommendations for the different key stakeholders to improve implementation of the project activities and attainment of project objectives.

IV. Scope of the Evaluation

The mid-term evaluation will cover the period May 2018 to December 2020. The evaluation will cover all the planned outputs and outcomes under the project, including contribution to national policies and programmes.

The evaluation will assess how the project is addressing its main issue and the ILO crosscutting themes including gender and non-discrimination, social dialogue and tripartism, international labour standards, and just transition to environmental sustainability.

The evaluation should help to understand how and why the project has obtained or not the specific results from output to development objectives and potential impacts.

V. Clients

The primary clients of the evaluation are the donor, ILO, the government, partners as well as other relevant. The Office and stakeholders involved in the execution of the project would use, as appropriate, the evaluation findings and lessons learnt.

VI. Evaluation criteria and questions

The evaluation should address the overall ILO evaluation concerns such as relevance, effectiveness, efficiency, sustainability and impact as defined in the ILO Policy Guidelines for results-based evaluation, 2017:

(https://www.ilo.org/wcmsp5/groups/public/---ed_mas/--eval/documents/publication/wcms_571339.pdf)

The evaluation will cover the following evaluation criteria:

- v) Relevance, coherence and strategic fit,
- vi) Validity of design,
- vii) Project progress and effectiveness,
- viii) Efficiency,
- ix) Impact orientation and sustainability as defined in ILO policy guidelines for results-based evaluation

Analysis of gender-related concerns will be based on the ILO Guidelines on Considering Gender in Monitoring and Evaluation of Projects (September, 2007). The evaluation will be conducted following UN evaluation standards and norms and the Glossary of key terms in evaluation and results-based management developed by the OECD's Development Assistance Committee (DAC).

In line with the results-based approach applied by the ILO, the evaluation will focus on identifying and analysing results through addressing key questions related to the evaluation criteria and the achievement

of the outcomes/ objectives of the project using the indicators in the logical framework of the project, but not limiting to them.

The evaluation should address the questions bellow. Other aspects can be added as identified by the evaluator in accordance with the given purpose and in consultation with the evaluation manager. Any fundamental changes to the evaluation criteria and questions should be agreed between the evaluation manager and the evaluator, and reflected in the inception report.

The evaluation will integrate gender equality as a crosscutting concern throughout its deliverables and process. It should be addressed in line with EVAL guidance note n° 4 and Guidance Note n° 7 to ensure stakeholder participation. Furthermore, it should pay attention to issues related to social dialogue, international labour standards and fair environmental transition. Moreover, the impact of the COVID19 in the implementation and results of the project will be taken into account.

Key Evaluation Questions

The evaluator shall examine the following key issues:

7. Relevance and strategic fit,

- Is the project relevant to the achievements of the government`s strategy, policy and plan, the DWCP of Somalia, the UNSDCF, Sida`s strategic plan for Somalia as well as other relevant regional and global commitments and ILO strategic objectives?
- Is the project designed based on a thorough analysis of the underlying root causes of the development objectives it is aiming contributing to?
- Is the project relevant to the needs of the men and women beneficiaries?
- How well the project complements and fits with other ongoing programmes and projects in the country? What links are established so far with other activities of the UN or non-UN international development aid organizations at local level?
- How does the program/ILO integrate or leverage on the Pillar Working Groups under the Aid Structure in Somalia

8. Validity of design

- Has the design clearly defined outcomes, outputs and indicators with baselines and targets?
- Was the project design expressed in the theory of change realistic and comprehensive?
- Did the project design include an integrated and appropriate strategy for sustainability?
- Was the implementation approach valid and realistic? Has the project adequately taken into account the risks of blockage?
- Has the project addressed gender issues as identified in the project document?
- Were any lessons learned from previous pilot projects considered in the design and implementation of the project?
- Has the project addressed the recommendations of the evaluability review?

9. Project effectiveness

- To what extent have the project objectives and their related outcomes and outputs been achieved according to the work plan or are likely to be achieved, addressing needs of men and women?
- Has the project successfully built or strengthened an enabling environment (systems, policies, people's attitudes, etc.)?
- Which have been the main contributing and challenging factors towards project's success in attaining its targets?
- What, if any, unintended results of the project have been identified or perceived?
- To what extent has the COVID-19 Pandemic influenced project results and effectiveness and how the project have addressed this influence to adapt to changes?
- Does the (adapted) intervention models used in the project suggest an intervention model for similar crisis response?

10. Efficiency of resource use

- How efficiently have resources (human resources, time, expertise, funds etc.) been allocated and used to provide the necessary support and to achieve the broader project objectives?
- Are the available technical and financial resources adequate to fulfil the project plans? If not, what other kind of resources may be required?
- To what extent are the project's activities/operations and the disbursements and project expenditures in line with the schedule of activities as defined by the project team and original (and subsequent) work plans?
- Does the regular monitoring of the project allow for adjustments and adaptation of the work plan based on what works and what does not work?
- How the project addressed the COVID-19 with the existing resources?
- How has the ILO coordinated project implementation with other relevant projects and programmes?

11. Effectiveness of management arrangements

- In the management and governance arrangement of the project, there is a clear understanding of roles and responsibilities by all parties involved?
- Is a monitoring and evaluation strategy in place and useful for management, learning and accountability? Is relevant information systematically collected and collated (disaggregated by sex and by other relevant characteristics)?
- Has the project created good relationship and cooperation with the different relevant national, regional and local level government authorities and other relevant stakeholders to implement the project?
- Is the project receiving effective administrative and technical support (i.e. staff time) as well as - policy support from the ILO office and specialists in the field (Addis, DWT Cairo and the responsible technical units (WED) in headquarters)?
- To what extent has the project addressed the influence of the COVID-19 Pandemic and is ready to adapt to changes for at least some time from now-on?

- Does the (adapted) intervention model used/to be used in the project suggest an intervention model for similar crisis response?

12. Impact orientation and sustainability

- How is intended long-term impact expressed in relation to the design, implementation and follow-up of the project?
- To what extent have the men and women target population benefited from the project outputs and work towards outcomes? Has the project changed or is likely to change their lives in any meaningful way?
- Is the programme strategy and programme management steering towards impact and sustainability? Has the project stating implementing an exit strategy?
- Has the project started building the capacity of people and national institutions or strengthened an enabling environment (laws, systems, policies, people's skills, attitudes, curriculums and trainings etc.) in order to contribute to systemic change that will continue to make a difference after the project is finalised (e.g. KPLC/Strathmore training)?
- Assess the sustainability/validity of the agreements between IPPs and ILO for the use of their facilities as training centres.
- How has the sustainability approach of the project been affected by the Covid19 situation in context of the national responses and how has the project and stakeholders responded in moving forward the project results appropriation?

VII. Methodology

The evaluation should be carried out in adherence with the relevant parts of the ILO Evaluation Framework and Strategy; ILO Policy Guidelines for Evaluation: Principles, Rationale, Planning and Managing for Evaluations and UNEG Principles.

In particular, this evaluation will follow the ILO policy guidelines for results-based evaluation; and the ILO EVAL Policy Guidelines Checklist 3 “Preparing the inception report”; Checklist 4 “Validating methodologies”; Checklist 5 “Preparing the evaluation report” and Checklist “6 Rating the quality of evaluation report”

Recommendations, emerging from the evaluation, should be strongly linked to the findings of the evaluation and should provide clear guidance to all stakeholders on how they can address them, indicating in each one to whom is directed, Priority, Resources required and timeframe (long, medium or short).

Due to the onset of the COVID-19 pandemic and its impact on the world of work, this evaluation will be conducted in the context of criteria and approaches outlined in the ILO internal guide: Implications of COVID-19 on evaluations in the ILO: An internal Guide on adapting to the situation (version March 25, 2020)

A team leader consultant will conduct the evaluation virtually (home-based) with support of a national consultant for fieldwork in the project are (Mogadishu and Garowe).

The evaluation will be carried out through a desk review and field visit to the project sites and consultations with, implementing partners, beneficiaries, the donor, ILO and other key stakeholders. Consultations with relevant ILO units and officials in Geneva, Cairo, and Addis Ababa will be done.

The draft evaluation report will be shared with all relevant stakeholders and a request for comments will be asked for 10 working days. The evaluator will seek to apply a variety of evaluation techniques – desk review, meetings with stakeholders, focus group discussions, and observation during the field visits as applicable. Triangulation of sources and techniques should be central.

Desk review

The Desk review will include the following information sources:

- Project document
- Evaluability review
- Project monitoring plans
- Progress reports
- Project budget and related financial reports
- Reports from various activities (including trainings, workshops, task force meetings, video conferences etc.)
- Others as required

All documents will be made available by the Project CTA, in coordination with the evaluation manager, in a drop-box (or similar) at the start of the evaluation.

In addition, the evaluation team will conduct initial electronic or telephone interviews with the project and the donor. The objective of the consultation is to reach a common understanding regarding expectations and available data sources.

The Inception report will cover status of logistical arrangements, project background and materials, key evaluation questions and evaluation indicators, evaluation matrix, detailed work plan, list of stakeholders to be interviewed, outline of the stakeholders' workshop and of the final report, and all data collection tools following EVAL Checklist 3 (see Annex 1). The Inception report that will operationalize the ToRs and should be approved by the evaluation manager before moving to data collection at field level.

The Evaluation team leader will receive a list of key stakeholders by the Project manager if the Evaluator requires contacting other stakeholders, beyond the list, this can be discussed with the Evaluation Manager during the preparation of the Inception report.

A desk review will analyze project and other documentation including the approved logframe, implementation plan, annual reports and other relevant documents. The desk review phase will produce the Inception report that will operationalize the ToRs and should be approved by the evaluation manager.

Data collection/field work

The current COVID-19 pandemic restricts mobility for country and field visits to international consultants. . In line with these restrictions, the evaluation data collection methodology will combine remote/virtual (evaluation team leader) and fieldwork data collection (evaluation team member). This will require enhanced engagement and collaboration with the project team in terms of organizing the contact with stakeholders.

The Evaluators will undertake group and/or individual discussions. The project will provide all its support in organization of these virtual interviews to the best extent possible. The evaluators will ensure that opinions and perceptions of women/youth and other vulnerable are equally reflected in the interviews and that gender-specific questions are included.

A stakeholders' workshop will be organized to discuss initial findings and complete data gaps with key stakeholders, ILO staff and representatives of the development partners. The workshop will be logistically supported by the project and programmatically managed by the evaluation team. The evaluation team leader will conduct it virtually. The details of it should be stated clearly in the Inception report for further preparation during the data collection phase.

The evaluator is encouraged to propose alternative mechanism or techniques for the data collection phase. These will be discussed with the project and the evaluation manager at the Inception phase. Any alternative should be reflected in the Inception report.

Interviews with ILO Staff

A first meeting will be held with the ILO CO Director for Djibouti, Ethiopia, Somalia South Sudan and Sudan and with the Project Team. The evaluator will undertake group and/or individual discussions with project staff. The evaluator will also interview project staff of other ILO projects, and ILO staff responsible for financial, administrative and technical backstopping of the project. An indicative list of persons to be interviewed will be prepared by the CTA in consultation with the Evaluation Manager.

Interviews with Key Stakeholders in Mogadishu and the project sites

The evaluator will meet relevant stakeholders, including members of the Project Steering Committee (PSC) and TWG, project beneficiaries and Federal and regional level government officials to examine the delivery of outcomes and outputs at local level. List of beneficiaries will be provided by the project for selection of appropriate sample respondents by the evaluators. The evaluator will select the field visit locations, based on criteria defined by the evaluation team. The criteria and locations of data collection should be reflected in the inception report mentioned above.

At the end of the data collection, the evaluators will organize, with logistic support from the project, a stakeholders' workshop to present the preliminary findings of the evaluation to key stakeholders

Report Writing Phase

Based on the inputs from discussions and interviews with key stakeholders, the evaluation team will draft the evaluation report. The draft report will be sent to the Evaluation Manager for a methodological review, and then to be shared with key stakeholders for their inputs/comments.

The Evaluation Manager will consolidate all comments including methodological comments and will then share them with the Evaluator for consideration in finalizing the report.

The Evaluator will finalize the report, taking into consideration the stakeholder comments and submit the final version for approval of EVAL.

VIII. Deliverables

1. Inception report (with detailed work plan and data collection instruments following EVAL Checklist 3 – see annex 2)
2. A concise Evaluation Report (maximum 40 pages) as per the following proposed structure:
3. A concise draft and final evaluation reports (maximum 30 pages plus annexes and following EVAL Checklists 5 and 6 -see Annex 2) as per the following proposed structure:
 1. Cover page with key project and evaluation data (using ILO EVAL template)
 2. Executive Summary
 3. Acronyms
 4. Description of the project
 5. Purpose, scope and clients of the evaluation
 6. Methodology and limitations
 7. Clearly identified findings for each criterion
 8. Conclusions
 9. Recommendations (per each one: for whom, priority, timing and resources)
 10. Lessons learned and good practices (briefly in the main report, and under ILO EVAL template in the annexes)
 11. Annexes:
 - TOR
 - Evaluation questions matrix
 - Data Table on Project Progress in achieving its targets by indicators with comments
 - Evaluation schedule
 - Documents reviewed
 - List of people interviewed
 - Lessons learned and good practices (using ILO-EVAL template)

- Any other relevant documents

4. Evaluation Summary using the ILO template.

All draft and final outputs, including supporting documents, analytical reports and raw data should be provided to the evaluation manager in electronic version compatible with Word for and are copyrighted by ILO.

IX. Management arrangements, work plan & time frame

Composition evaluation team

The evaluation team will consist of one international evaluation consultant and one national consultant. The international consultant will be the team leader and will have responsibility for the evaluation report. The evaluation team will agree on the distribution of work and schedule for the evaluation and stakeholders to consult.

Evaluation Manager

The evaluation team leader will report to the evaluation manager Ricardo Furman (furman@ilo.org) and should discuss any technical and methodological matters with him should issues arise. The evaluation will be carried out with full logistical support of the project staff, with the administrative support of the ILO Office in Somalia.

Work plan & Time Frame

The total duration of the evaluation process is estimated to 21 working days for the team leader and 15 for the team member in January-February-March 2021

Phase	Tasks	Responsible Person	Timing	Working days TL	Working days NC
I	➤ Preparation of TOR and consultation with stakeholders (ILO, national stakeholders and donor)	Evaluation manager	9 Nov- 27 Nov 2020	0	0
II	➤ Call for EoI for the identification of independent international and national evaluators	Evaluation manager	18 Nov- 2 Dec 2020	0	0
	➤ Contracting of the evaluation team		3Dec 2020 -22 Jan	0	0

III	<ul style="list-style-type: none"> ➤ Telephone briefing with evaluation manager ➤ Desk review of project related documents and preliminary interviews with the project CTA and the donor towards development of the Inception report ➤ Approval by the Evaluation manager 	Consultant	25 Jan -2 Feb	5	2
IV	<ul style="list-style-type: none"> ➤ Consultations with stakeholders in Somalia, DWT Cairo and HQ Units ➤ Presentation of preliminary findings to the project team, government partners and other stakeholders 	Consultant with logistical support by the Project	3-19 Feb	10	10
V	<ul style="list-style-type: none"> ➤ Draft evaluation report based on desk review and consultations from field visits ➤ Methodological review 	Consultant	22-26 Feb	5	2
VI	<ul style="list-style-type: none"> ➤ Circulate draft evaluation report to key stakeholders ➤ Consolidate comments of stakeholders and send to consultant leader 	Evaluation manager	1-12 March	0	0
VII	<ul style="list-style-type: none"> ➤ Incorporate comments and inputs including explanations if comments were not included 	Consultants	15-16 March	1	1
X	<ul style="list-style-type: none"> ➤ Approval of report by EVAL 	EVAL	17-24 March	0	0
XI	<ul style="list-style-type: none"> ➤ Official submission to CO for dissemination and management response 	EVAL	25 March	0	0
	Total			21	15

For this independent evaluation, the final report and submission procedure will be followed:

- The team leader will submit a draft evaluation report to the evaluation manager.
- The evaluation manager will conduct a methodological review of the report
- The evaluation manager will forward a copy to key stakeholders for comment and factual correction and will consolidate the comments and send these to the team leader.
- The team leader will finalize the report incorporating any comments deemed appropriate and providing a brief note explaining why any comments might not have been incorporated. He/she will submit the final report to the evaluation manager
- The Evaluation Manager will forward the report to EVAL for approval.
- EVAL forwards the evaluation report to the ILO officer responsible for sharing with all stakeholders and provide a Management response to the recommendations.

X. Key qualifications and experience

The Evaluation team leader should have the following qualifications:

- Master degree in Social Sciences, or related graduate qualifications;
- A minimum of 7 years of professional experience specifically in evaluating international development initiatives; including experience on skills and entrepreneurship development and gender programmes
- Proven experience with logical framework and theory of change approaches and other strategic planning approaches, M&E methods and approaches, information analysis and report writing;
- Knowledge and experience of the UN System in general and ILO in particular will be an asset;
- Understanding of the development context of the project theme in Somalia or similar contexts would be an advantage;
- Excellent communication and interview skills;
- Excellent English spoken and written English;
- Demonstrated ability to deliver quality results within strict deadlines.
- No prior experience with his project

The National Evaluator team member should have the following qualifications:

- Master degree in Social Sciences, Development studies, or related graduate qualifications;
- A minimum of 5 years of professional experience specifically in evaluating international development initiatives; including experience on skills and entrepreneurship development and gender programmes in Somalia or similar contexts
- Proven experience with logical framework and theory of change approaches and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), information analysis and report writing;
- Knowledge and experience of the UN System and ILO;
- Understanding of the development context of the project theme in Somalia or similar contexts would be an advantage;
- Excellent communication and interview skills in local languages;
- Excellent spoken and writing English;
- Demonstrated ability to deliver quality results within strict deadlines.
- No prior experience with his project

2. Logframe matrix

Project structure	Indicators	Means of verification	Assumptions
WOMEN EMPOWERMENT COMPONENT			
Development Objective Women-owned growth-oriented businesses contribute to job creation, value addition and socioeconomic growth.			
Outcome 1 Women-owned SMEs are more viable and have effective institutional and peer supports	<ul style="list-style-type: none"> - # of women-owned growth-oriented businesses that have increased their revenues. Target: 500 - # of BDSPs and CSOs that deliver gender-sensitive BDS. Target: 100; - # of functional cooperatives created by growth-oriented women entrepreneurs. Target: 6; - # of active advocacy platforms for enabling business environment for GOWE. Target: 2. 	Progress reports, M&E system, scorecard	Market and socioeconomic environment are conducive to business development Legal and financial enabling conditions to the creation of cooperatives Communities support women opening and running business The project is able to find sufficient women with the attitudes, skills and energy to create, maintain and expand businesses
Output 1.1 Financial and Non-Financial BDS providers and CSOs supported to have the required capacities to deliver a wide range of gender-sensitive business development services to	# of BDSPs and CSOs that have implemented gender action plans after FAMOS check. Target: 4	Assessment reports, progress reports -	Core needs for improvement of existing and relevant BDS providers and CSOs can be objectively identified and addressed. BDS and CSOs are willing and able to implement gender sensitive services adapted to the needs of growth-oriented women entrepreneurs
	# of BDSPs and CSOs trained/refreshed and certified in ILO entrepreneurship and	Training reports, progress reports	

Project structure	Indicators	Means of verification	Assumptions
growth-oriented women entrepreneurs	cooperative development tools. Target: 100		
	# of BDSPs and CSOs that have developed market-based and demand-driven business models and implementation plans. Target: 20	Field visits, reports	
Output 1.2 Growth-oriented women entrepreneurs are equipped to expand sustainable and flourishing businesses, create more jobs for women, and to establish strong cooperatives	# growth-oriented women trained in entrepreneurship tools. Target: 500 # of additional jobs created by GOWEs (Target: 1,000)	Training reports	Growth-oriented women entrepreneurs are aware of their needs and are willing to seek business support as well as learn (new) modern entrepreneurship skills and approaches
	# growth-oriented women entrepreneurs sensitized and accompanied to establish cooperatives. Target: 500	Training reports	
	# growth-oriented women accompanied to access financial facilities. Target: 300	Progress reports, M&E system	
	% of targeted growth-oriented women that have new markets opportunities. Target: 75%;	Beneficiaries' surveys	

Project structure	Indicators	Means of verification	Assumptions
	% of targeted growth-oriented women have seen an increased in their business operations. Target: 75%.	Beneficiaries' surveys	

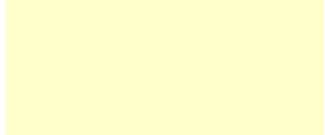
Project structure	Indicators	Means of verification	Assumptions
RENEWABLE ENERGY COMPONENT			
Development Objective			
Improved access to reliable, affordable and high-quality energy infrastructure contributes to job creation, value addition and socioeconomic growth.			
Outcome 1: IPPs in Somalia supported to participate in a PPDP to meet demand of skilled workers to support expansion of renewable energy supply	Technical staff of key IP's are certified. Target: 30%	Interviews with IPs and project developers	Endured interest/availability of a critical mass of trainees to participate in training programmes
	# of new businesses created by graduate apprentices. Target: 10%.	Chamber of Commerce register	Presence of enabling factors to the creation of new businesses
	% of trainees declaring that they improved their employment status and job satisfaction. Target: 70%	Surveys / interviews with trainees 6 months after graduation	

Project structure	Indicators	Means of verification	Assumptions
Output 1.1 Basic electrical services training curriculum & certification system developed and implemented	A basic electrical services training curriculum and certification scheme is formalised	Course syllabus and certification documentation	<p>IPPs are committed to make facilities available for upgrading and public use.</p> <p>IPPs consider it worthwhile having certified staff.</p>
	# of training facilities are upgraded and fully equipped. Target: 2	Site visits to facilities	Customers are faced with a choice of suppliers. When faced with a choice, they choose an IPP with certified staff.
	# of trainers completed the ToT programme. Target: 4	Training certificates of ToTs (staff records of training facilities)	<p>Coordination committee members have a collaborative stance towards the development of curriculum</p> <p>The Ministry of Energy and Water Resources and the Ministry of Education support the training certification process</p>
	# of basic training programmes and certification delivered (twice a year per facility). Target: 14	Site visits to facilities, training programme curriculum & certification	Financial means are available from the private sector or other sources of funding such as specific donor programmes to provide income to students for the duration of their training
	# of students trained and certified on basic electrical services (% of women). Target: 350 (10% women)	Training and certification records of training facility	Cultural norms can be overcome by creating equal access and a level playing field for female students in the electrical services field

Project structure	Indicators	Means of verification	Assumptions
<p>Output 1.2</p> <p>Short-term continuous training programmes for intermediate/advanced technical skills developed and implemented</p>	<p>Workshop programme and certification scheme for advanced and intermediate training developed</p>	<p>Workshop programme catalogue and pricing</p>	<p>Availability of regional partners to deliver intermediate/advanced training appropriate to Somali context.</p> <p>Ability to pay for training programmes.</p> <p>Demand exists among IPPs and individual engineers for continual professional education.</p>
	<p># of intermediate and advanced training workshops are delivered upon agreement with beneficiary IPPs. Target: 14</p>	<p>Training records of training provider</p>	
	<p># of students are certified in advanced intermediate electrical services. Target: 280 (10% women)</p>	<p>Training and certification records of training provider</p>	
	<p>A database of continuous training providers and individual experts is developed and delivered to PPD group and Ministry of Energy</p>	<p>Project records</p>	
<p>Outcome 2:</p> <p>A PPDP supported capacity for producing</p>	<p># of new jobs created in the renewable energy sector (namely as Solar PV</p>	<p>Interviews with PPP and project developers</p>	<p>Government policy and market are conducive to the spread of solar PV energy</p>

Project structure	Indicators	Means of verification	Assumptions
skills specific to the renewable energy sector is established and operational.	system project developers, Solar PV system designer, Solar PV Installers, Electricians specialized in solar PV, Solar PV maintenance specialists).		
	% of trainees declaring that they improved their employment status and job satisfaction at least 6 months after graduation. Target: 70%	Surveys / interviews with trainees 6 months after graduation	
Output 2.1 Specialised training programme for solar PV technicians developed and implemented	At least one training facility fully equipped	Site visit to facility	Continued private sector and government ambition to drive greater uptake of renewable energy in Somalia
	# of trainers that completed the ToT programme. Target: 2	Training certificates of ToTs (staff records of training facility)	IP and project developers' endured convenience/interest in developing solar PV skills
	# of tier-1 and tier-2 solar PV training programmes and certification are	Site visits to facility, training programme curriculum & certification	Cultural norms can be overcome by creating equal access and a level playing field for female students in the renewable energy field

Project structure	Indicators	Means of verification	Assumptions
	delivered (twice a year). Target: 7		Training centres maintain equipment provided by the project.
	# of students are trained and certified in Solar PV (#annually per facility). Target: 175 (50 annually per facility). Total 10% women (18) trained and certified.	Training and certification records of training facility	Trainers maintain their skills.



3. Lessons learned

ILO Lesson Learned Template

Project Title: PUBLIC PRIVATE DEVELOPMENT PARTNERSHIP FOR RENEWABLE ENERGY SKILLS TRAINING AND WOMEN'S ECONOMIC EMPOWERMENT IN SOMALIA

Project TC/SYMBOL: SOM/17/02/SWE

Name of Evaluator: Edwin Okul

Date: May,2021

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	Without government support, implementation of projects is not possible in Somalia. The project has the total support of the government as evidenced by their leadership in the various technical working group meetings and other strategic project interventions – this shows local ownership and much needed encouragement for the private sector taking much interest in the proposed interventions.
Context and any related preconditions	The project is being implemented in a challenging context. Somalia state is fragile, its institutions are weak, and development work is often exposed to challenges relating to violence, and institutional incapacity.
Targeted users / Beneficiaries	The donor, ILO, the government, partners as well as other relevant stakeholders, Technical Officers, Monitoring and Evaluation Officers.
Challenges /negative lessons - Causal factors	The COVID-19 pandemic breakout, besides the insecurity and violence in some of the project locations has been the greatest challenge leading to delays to kick-start the project. As well, the project components are rather broad to be implemented under the small team of project technical officer and project officer; there was a prolonged period without an M &E officer in the project .
Success / Positive Issues - Causal factors	There is strong ownership and support by the key stakeholders as seen by involvement in the PSC and the PTWGs. There is also an elaborate and structured ILO administrative policies and procedures, which allow for transparency in decisions regarding use of resources against agreed project actions.
ILO Administrative Issues (staff, resources, design, implementation)	ILO has an administrative office in Somali which has increased the efficiency of management. However, in some instance these procedures contributed to the delayed delivery of activities.

ILO Lesson Learned Template

Project Title: PUBLIC PRIVATE DEVELOPMENT PARTNERSHIP FOR RENEWABLE ENERGY SKILLS TRAINING AND WOMEN'S ECONOMIC EMPOWERMENT IN SOMALIA

Project TC/SYMBOL: SOM/17/02/SWE

Name of Evaluator: Edwin Okul

Date: May,2021

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	The engagement and links with other agencies in skills and business development is strategic to increase outreach and impact on socio-economic empowerment of communities in Somalia. The project has therefore developed a resource base on entrepreneurship development which can be utilized post the project.
Context and any related preconditions	The Somali population has relatively low levels of economic activity and among the many challenges facing Somalia and acting as a limitation for development besides a massive underutilization of women's skills and abilities in the labour market is lack of access to affordable, sustainable electric power. A critical limiting factor for the expansion of the electrical system in Somalia is the availability of skilled workers, particularly at the medium- and high-skilled levels.
Targeted users / Beneficiaries	The donor, ILO, the government, partners as well as other relevant stakeholders, Technical Officers, Monitoring and Evaluation Officers.
Challenges /negative lessons - Causal factors	The BSDPS existing in Somali are not all strategic to deliver the services effectively; because some of the BDSPs/CSOs appear to have had very weak capacities and track record of working with women entrepreneurs due to social and cultural norms. The linkage with the private service providers (e.g. Shuraako) was in some instances also not well coordinated thus an opportunity the project missed .
Success / Positive Issues - Causal factors	There is some private and public training for electricians and electrical technologies available in Somalia (some offered by the IPPs, a small public TVET facility and electrical engineering courses at the university level). The trainer of trainers' approach from institutions such as universities, the power generating companies and financial institutions means project is generating knowledge and is building local capacities, so that after the project phases out, the ILO tools will continue to provide the relevant support to the project beneficiaries.
ILO Administrative Issues (staff, resources, design, implementation)	Project oversight mechanisms are included in institutional arrangements for the purpose of providing policy and strategic guidance to ensure delivery of the project outcomes and achievement of the project objectives and goals and the entities normally consist of stakeholders with a direct interest in the project.

ILO Lesson Learned Template

Project Title: PUBLIC PRIVATE DEVELOPMENT PARTNERSHIP FOR RENEWABLE ENERGY SKILLS TRAINING AND WOMEN'S ECONOMIC EMPOWERMENT IN SOMALIA

Project TC/SYMBOL: SOM/17/02/SWE

Name of Evaluator: Edwin Okul

Date: May,2021

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	The criteria of growth-oriented entrepreneurs go beyond size of business, but more on business that demonstrate aspiration and interest for growth. If supported with variety of business development support, they have a potential to contribute to poverty reduction in households, and are the majority in Somalia.
Context and any related preconditions	There are low levels of women's participation in the labour market particularly as entrepreneurs within the SME sector, mainly due to lack of skills, lack of access to capital, and lack of networks for support and advocacy.
Targeted users / Beneficiaries	The donor, ILO, the government, partners as well as other relevant stakeholders, Technical Officers, Monitoring and Evaluation Officers.
Challenges /negative lessons - Causal factors	A number of factors, including cultural and social norms may continue to encumber women's participation in the labour market as entrepreneurs within the SME sector unless addressed. Cultural perceptions and the practices which reinforce them and restrict women's access to land or capital and financial institutions which require male guarantors for a loan to a woman, ought to be addressed.
Success / Positive Issues - Causal factors	Women entrepreneurs trained are changing their business practices out of the knowledge gained and have begun to realise the incomes they make and in some cases indications of increase in their business incomes.
ILO Administrative Issues (staff, resources, design, implementation)	The PTWG for the WEE component includes project partners led by the Ministry of Women and Human Rights Development and the Association of Women Entrepreneurs. It has also worked well in guiding the project implementation and components with the aim of ensuring realisation of economic benefits to the target groups and ensuring agency of targeted women entrepreneurs.

4. Good Practices

ILO Emerging Good Practice Template

Project Title: PUBLIC PRIVATE DEVELOPMENT PARTNERSHIP FOR RENEWABLE ENERGY SKILLS TRAINING AND WOMEN'S ECONOMIC EMPOWERMENT IN SOMALIA

Project TC/SYMBOL: SOM/17/02/SWE

Name of Evaluator: Edwin Okul

Date: May, 2021

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The trainers' network , that is implemented in the project is a very good one, and offers a sustainable strategy for continued business development support beyond the project period
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	While there is some private and public training for electricians and electrical technologies available in Somalia, there is no coherent, competency-based skills development strategy. Most advanced training is done ad-hoc as part of infrastructure development processes, by EPC contractors or through overseas training. This 'opportunistic' approach to training exacerbates the challenge of finding and retaining skilled workers. The IPP's which provide training do this using their existing skilled staff, creating additional burdens on them.
Establish a clear cause-effect relationship	Sustainable strategies for addressing skills shortages in a key economic sector such as electricity depend on partnerships between the main stakeholders. The trainer of trainers' approach is generating knowledge and is building local capacities from institutions will ensure continued provision of the relevant support to women entrepreneurs. The project also aimed at enabling and increasing collaboration between the most relevant national stakeholders
Indicate measurable impact and targeted beneficiaries	The trainers have been facilitated to organize themselves into a network so that they can launch different initiatives to boost the SME sector in various locations across the country.
Potential for replication and by whom	The women who have been trained and assessed replicate the trainings to selected women entrepreneurs depending on their needs. This could be replicated in every skills development and women economic empowerment intervention, worldwide, and in future phases of the project if there are suitable resources to allow a multi-level approach.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	The project aligns with all the four key priorities of the previous DWCP of Somalia and is contributing to the National Development Plan (NDP-9) priorities.
Other documents or relevant comments	Ensuring both a coherent approach to defining, providing and certifying skills and a secure financing strategy is of critical importance.

ILO Emerging Good Practice Template

Project Title: PUBLIC PRIVATE DEVELOPMENT PARTNERSHIP FOR RENEWABLE ENERGY SKILLS TRAINING AND WOMEN'S ECONOMIC EMPOWERMENT IN SOMALIA

Project TC/SYMBOL: SOM/17/02/SWE

Name of Evaluator: Edwin Okul

Date: May, 2021

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The project is already demonstrating to an extent that the benefits of public private sector partnership include the potential such have to improve access to and quality of services to intended rights holders such as women and youth in this case. Other benefits include greater cost efficiency and speed of completion as well as quality of services, as long as the private partnerships are agreed upon, which is likely to lead to greater sustainability in delivery of services to the beneficiaries.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The project is addressing barriers to women's economic participation and success in the private sector, and barriers to an expanded and greener electricity supply in Somalia thus has strong potential to make a positive impact and to be replicated locally.
Establish a clear cause-effect relationship	Enabling women owned growth-oriented businesses to expand creates jobs, improves the value and productivity of their operations thus making them part of socioeconomic growth in Somalia. By supporting skills development in the electrical sector, electricity access has increased, supporting job creation and growth across different sectors in Somalia's economy.
Indicate measurable impact and targeted beneficiaries	The project has reinforced the technical, organizational and financial sustainability of existing BDSPs and CSOs to provide market-based and demand-driven business development services to a number of growth-oriented women entrepreneurs
Potential for replication and by whom	The project should conduct gender self-assessment with the selected partner organizations (using FAMOS check methodology); Project can identify more opportunities for more women owned businesses in related field such as solar PV installation, energy efficient cook stoves, etc.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	The project aligns with all the four key priorities of the previous DWCP of Somalia and is contributing to the National Development Plan (NDP-9) priorities.
Other documents or relevant comments	Employment opportunities, particularly in the formal sector, are highly differentiated by gender

5. Evaluation questions matrix

Evaluation criteria	Key questions	Data source	Data collection methods/tools	Methods of data analysis	Indicators/success stds
Relevance and strategic fit	1. Is the project relevant to the achievements of the government's strategy, policy and plan, the DWCP of Somalia, the UNSDCF, Sida's strategic plan for Somalia as well as other relevant regional and global commitments and ILO strategic objectives?	<ul style="list-style-type: none"> • Interviews • FGDs • Project document • Reports 	<ul style="list-style-type: none"> • KIs • FGDs • Documents review 	<ul style="list-style-type: none"> • Thematic analysis • Labeling (coding) • Comparative analysis • Triangulation 	<ul style="list-style-type: none"> • Respondent perceptions, level of achievement of objectives and outcomes
	2. Is the project designed based on a thorough analysis of the underlying root causes of the development objectives it is aiming contributing to?	<ul style="list-style-type: none"> • Interviews • FGDs • Project document • Monitoring reports 	<ul style="list-style-type: none"> • KIs • FGDs • FGDs • Documents review 	<ul style="list-style-type: none"> • Thematic analysis • Labeling (coding) • Comparative analysis • Triangulation 	<ul style="list-style-type: none"> • Respondent perceptions, project design
	3. Is the project relevant to the needs of the men and women beneficiaries?	<ul style="list-style-type: none"> • Interviews • FGDs • Project document • PMPs • Reports 	<ul style="list-style-type: none"> • KIs • Documents review 	<ul style="list-style-type: none"> • As above 	<ul style="list-style-type: none"> • Respondent perceptions, level of achievement of objectives and outcomes

Evaluation criteria	Key questions	Data source	Data collection methods/tools	Methods of data analysis	Indicators/success stds
Validity of design	4. How well does the project complement and fit with other ongoing programmes and projects in the country? What links are established so far with other activities of the UN or non-UN international development aid organizations at local level?	<ul style="list-style-type: none"> • Interviews • FGDs • Project document • Reports 	<ul style="list-style-type: none"> • Documents review • KIIs • FGDs 	<ul style="list-style-type: none"> • As above 	<ul style="list-style-type: none"> • Respondent perceptions, level of achievement of objectives and outcomes
	1. Has the design clearly defined outcomes, outputs and indicators with baselines and targets?	<ul style="list-style-type: none"> • Interviews • Project document • Reports 	<ul style="list-style-type: none"> • Documents review • KIIs 	<ul style="list-style-type: none"> • -do- 	<ul style="list-style-type: none"> • Respondent perceptions, project design and project delivery
	2. Was the project design expressed in the theory of change realistic and comprehensive?	<ul style="list-style-type: none"> • Interviews • Project document • Reports 	<ul style="list-style-type: none"> • Documents review • KIIs 	<ul style="list-style-type: none"> • -do- 	<ul style="list-style-type: none"> • Respondent perceptions, project design and project delivery
	3. Did the project design include an integrated and appropriate strategy for sustainability?	<ul style="list-style-type: none"> • Interviews • Project document • Reports 	<ul style="list-style-type: none"> • Documents review • KIIs 	<ul style="list-style-type: none"> • -do- 	<ul style="list-style-type: none"> • Respondent perceptions, project design and project delivery

Evaluation criteria	Key questions	Data source	Data collection methods/tools	Methods of data analysis	Indicators/success stds
Project effectiveness	4. Was the implementation approach valid and realistic? Has the project adequately taken into account the risks of blockage?	<ul style="list-style-type: none"> • Interviews • Project document • Reports 	<ul style="list-style-type: none"> • Documents review • KIIs 	<ul style="list-style-type: none"> • -do- 	<ul style="list-style-type: none"> • Respondent perceptions, project design and project delivery
	5. Has the project addressed gender issues as identified in the project document?	<ul style="list-style-type: none"> • Interviews • Project document • Reports 	<ul style="list-style-type: none"> • Documents review • KIIs 	<ul style="list-style-type: none"> • -do- 	<ul style="list-style-type: none"> • Respondent perceptions, project design and project delivery
	6. Were any lessons learned from previous pilot projects considered in the design and implementation of the project?	<ul style="list-style-type: none"> • Interviews • Project document • Reports 	<ul style="list-style-type: none"> • Documents review • KIIs 	<ul style="list-style-type: none"> • -do- 	<ul style="list-style-type: none"> • Respondent perceptions, project design and project delivery
	7. Has the project addressed the recommendations of the evaluability review?	<ul style="list-style-type: none"> • Interviews • Project document • Reports 	<ul style="list-style-type: none"> • Documents review • KIIs 	<ul style="list-style-type: none"> • -do- 	<ul style="list-style-type: none"> • Respondent perceptions, project design and project delivery
	1. To what extent have the project objectives and their related outcomes and outputs been achieved according to the work plan or are likely to be achieved, addressing	<ul style="list-style-type: none"> • Interviews • FGDs • Project document • Project reports 	<ul style="list-style-type: none"> • Documents review • KIIs 	<ul style="list-style-type: none"> • Thematic analysis • Labeling (coding) • Comparative analysis • Triangulation 	<ul style="list-style-type: none"> • Monitoring reports with disaggregated data on achievements available • # of women-owned growth-oriented businesses • # of gender-sensitive BDS • # of functional cooperatives

Evaluation criteria	Key questions	Data source	Data collection methods/tools	Methods of data analysis	Indicators/success stds
	needs of men and women?			<ul style="list-style-type: none"> • Simple descriptive statistics 	<ul style="list-style-type: none"> • # of active advocacy platforms • Training reports • Training and certification records
	2. Has the project successfully built or strengthened an enabling environment (systems, policies, people's attitudes, etc.)?	<ul style="list-style-type: none"> • Interviews • FGDs • PMPs and reports 	<ul style="list-style-type: none"> • KII • FGDs • Documents review 	<ul style="list-style-type: none"> • Thematic analysis • Labeling (coding) • Comparative analysis • Triangulation 	<ul style="list-style-type: none"> • Respondent perceptions, # and outcomes of cases of an enabling environment
	3. Which have been the main contributing and challenging factors towards project's success in attaining its targets?	<ul style="list-style-type: none"> • Interviews • PMPs 	<ul style="list-style-type: none"> • KII • Documents review 	<ul style="list-style-type: none"> • Thematic analysis • Comparative analysis • Triangulation 	<ul style="list-style-type: none"> • Respondent perceptions, # and outcomes of cases of challenges the project
	4. What, if any, unintended results of the project have been identified or perceived?	<ul style="list-style-type: none"> • Interviews • Project document 	<ul style="list-style-type: none"> • KII • Documents review 	As above	<ul style="list-style-type: none"> • Respondent perceptions, cases of unintended results
	5. To what extent has the COVID-19 Pandemic influenced project results and effectiveness and how the project have addressed this influence to adapt to changes?	<ul style="list-style-type: none"> • Interviews • Project document 	<ul style="list-style-type: none"> • Documents review • KII 	As above	<ul style="list-style-type: none"> • Respondent perceptions
	6. Does the (adapted) intervention model used in the project suggest an intervention model for similar crisis response?	<ul style="list-style-type: none"> • Interviews • Project document 	<ul style="list-style-type: none"> • Documents review • KII 	<ul style="list-style-type: none"> • As above 	<ul style="list-style-type: none"> • Respondent perceptions

Evaluation criteria	Key questions	Data source	Data collection methods/tools	Methods of data analysis	Indicators/success stds
Effectiveness of management arrangements	1. In the management and governance arrangement of the project, there is a clear understanding of roles and responsibilities by all parties involved?	<ul style="list-style-type: none"> • Interviews • Project documents 	<ul style="list-style-type: none"> • Documents review • KIIs 	<ul style="list-style-type: none"> • Thematic analysis • Labeling (coding) • Comparative analysis • Triangulation 	<ul style="list-style-type: none"> • Respondent perceptions
	2. Is a monitoring and evaluation strategy in place and useful for management, learning and accountability? Is relevant information systematically collected and collated (disaggregated by sex and by other relevant characteristics)?	<ul style="list-style-type: none"> • Interviews • Project documents 	<ul style="list-style-type: none"> • Documents review • KIIs 	<ul style="list-style-type: none"> • Thematic analysis • Labeling (coding) • Comparative analysis • Triangulation 	<ul style="list-style-type: none"> • Respondent perceptions,
	3. Has the project created good relationship and cooperation with the different relevant national, regional and local level government authorities and other relevant stakeholders to implement the project?	<ul style="list-style-type: none"> • Interviews • Project documents 	<ul style="list-style-type: none"> • Documents review • KIIs 	<ul style="list-style-type: none"> • Thematic analysis • Labeling (coding) • Comparative analysis • Triangulation 	<ul style="list-style-type: none"> • Respondent perceptions,
	4. Is the project receiving effective administrative and technical support (i.e. staff time) as well as - policy support from the ILO office and specialists in the field (Addis, DWT Cairo and the	<ul style="list-style-type: none"> • Interviews • Project documents 	<ul style="list-style-type: none"> • Documents review • KIIs 	<ul style="list-style-type: none"> • -do- 	<ul style="list-style-type: none"> • Respondent perceptions

Evaluation criteria	Key questions	Data source	Data collection methods/tools	Methods of data analysis	Indicators/success stds
Efficiency of resource use	responsible technical units (WED) in headquarters?				
	5. To what extent has the project addressed the influence of the COVID-19 Pandemic and is ready to adapt to changes for at least some time from now-on?	<ul style="list-style-type: none"> • Interviews • Project documents 	<ul style="list-style-type: none"> • Documents review • Kils 	• -do-	• Respondent perceptions
	6. Does the (adapted) intervention model used/to be used in the project suggest an intervention model for similar crisis response?	<ul style="list-style-type: none"> • Interviews • Project documents 	<ul style="list-style-type: none"> • Documents review • Kils 	<ul style="list-style-type: none"> • Thematic analysis • Labeling (coding) • Comparative analysis • Triangulation 	• Respondent perceptions,
	1. How efficiently have resources (human resources, time, expertise, funds etc.) been allocated and used to provide the necessary support and to achieve the broader project objectives?	<ul style="list-style-type: none"> • Interviews • Project documents 	<ul style="list-style-type: none"> • Documents review • Kils 	• As above	• Project expenditure and delivery trends, project work plans and budget revisions
	2. Are the available technical and financial resources adequate to fulfil the project plans? If not, what other kind of resources may be required?	<ul style="list-style-type: none"> • Interviews • Project documents • PMPs 	<ul style="list-style-type: none"> • Kils • Documents review 	As above	• Project expenditure and delivery trends, project work plans and budget revisions, procurement timelines
	3. To what extent are the project's activities/operations and the disbursements and project expenditures	<ul style="list-style-type: none"> • Interviews • Project documents 	<ul style="list-style-type: none"> • Kils • Documents review 	• As above	• Periodic reports, joint workshops, and consultative meetings, and minutes of meetings/decisions

Evaluation criteria	Key questions	Data source	Data collection methods/tools	Methods of data analysis	Indicators/success stds
Impact orientation and sustainability	in line with the schedule of activities as defined by the project team and original (and subsequent) work plans?				
	4. Does the regular monitoring of the project allow for adjustments and adaptation of the work plan based on what works and what does not work?	<ul style="list-style-type: none"> • Interviews • Project document • Reports 	<ul style="list-style-type: none"> • Documents review • KIIs 	As above	<ul style="list-style-type: none"> • Monitoring Plan is included in the project document, reports submitted on time and accepted
	5. How the project addressed the COVID-19 with the existing resources?	<ul style="list-style-type: none"> • Interviews • Project document 	<ul style="list-style-type: none"> • KIIs • Documents review 	As above	<ul style="list-style-type: none"> • Respondent perceptions, project performance
	6. How has the ILO coordinated project implementation with other relevant projects and programmes?	<ul style="list-style-type: none"> • Interviews • FGDs • Work plans 	<ul style="list-style-type: none"> • FGDs • KIIs • Documents review 	• As above	<ul style="list-style-type: none"> • Respondent perceptions, project coordination trends in comparison with planned activities
	1. How is intended long-term impact expressed in relation to the design, implementation and follow-up of the project?	<ul style="list-style-type: none"> • Interviews • Project doc, 	<ul style="list-style-type: none"> • Documents • KIIs 	• As above	<ul style="list-style-type: none"> • Respondent perceptions, , project design
	2. To what extent have the men and women target population benefited from the project outputs and work towards outcomes? Has the project changed or is likely to change their lives in any meaningful way?	<ul style="list-style-type: none"> • Interviews • Project document 	<ul style="list-style-type: none"> • KIIs • Documents review 	• As above	<ul style="list-style-type: none"> • Respondent perceptions, gender responsiveness

Evaluation criteria	Key questions	Data source	Data collection methods/tools	Methods of data analysis	Indicators/success stds
	3. Is the programme strategy and programme management steering towards impact and sustainability? Has the project stated implementing an exit strategy?	<ul style="list-style-type: none"> • Interviews • FGDs • Project doc. 	<ul style="list-style-type: none"> • KIIs • Documents review 	<ul style="list-style-type: none"> • As above 	<ul style="list-style-type: none"> • Respondent perceptions, project management structure
	4. Has the project started building the capacity of people and national institutions or strengthened an enabling environment (laws, systems, policies, people's skills, attitudes, curriculums and trainings etc.) in order to contribute to systemic change that will continue to make a difference after the project is finalised (e.g. KPLC/Strathmore training)?	<ul style="list-style-type: none"> • Interviews • FGDs • Project document 	<ul style="list-style-type: none"> • KIIs • Documents review 	<ul style="list-style-type: none"> • As above 	<ul style="list-style-type: none"> • Respondent perceptions, institutional change, changes in behaviour, policy changes promoted
	5. Assess the sustainability/validity of the agreements between IPPs and ILO for the use of their facilities as training centres.	<ul style="list-style-type: none"> • Interviews • FGDs • Project doc. 	<ul style="list-style-type: none"> • KIIs • FGDs • Documents 	<ul style="list-style-type: none"> • As above 	<ul style="list-style-type: none"> • Respondent perceptions, sustainability plans
	6. How has the sustainability approach of the project been affected by the Covid19 situation in context of the	<ul style="list-style-type: none"> • Interviews • Project document 	<ul style="list-style-type: none"> • KIIs • Documents review 	<ul style="list-style-type: none"> • As above 	<ul style="list-style-type: none"> • Respondent perceptions, gender marker data assigned to the project

Evaluation
criteria

Key questions

Data
source

Data
collection
methods/tool
s

Methods
of data
analysis

Indicators/success
stds

national responses
and how has the
project and
stakeholders
responded in moving
forward the project
results
appropriation?

6. Data Table on Project Progress in achieving its targets by indicators with comments

Project structure	Indicators	ACHIEVEMENT
WOMEN EMPOWERMENT COMPONENT		
Development Objective Women-owned growth-oriented businesses contribute to job creation, value addition and socioeconomic growth.		
Outcome 1 Women-owned SMEs are more viable and have effective institutional and peer supports	<ul style="list-style-type: none"> - # of women-owned growth-oriented businesses that have increased their revenues. Target: 500 - # of BDSPs and CSOs that deliver gender-sensitive BDS. Target: 100; - # of functional cooperatives created by growth-oriented women entrepreneurs. Target: 6; - # of active advocacy platforms for enabling business environment for GOWE. Target: 2. 	<p>500 Women entrepreneurs identified, 370 entrepreneurs received entrepreneurship training.</p> <p>8 BDSPs were trained on Women entrepreneurship self check tool (WE-Check) and conducting WE –check assessment.</p>
Output 1.1 Financial and Non-Financial BDS providers and CSOs supported to have the required capacities to deliver a wide range of gender-sensitive business development services to growth-oriented women entrepreneurs	<p># of BDSPs and CSOs that have implemented gender action plans after FAMOS check. Target: 4</p> <p># of BDSPs and CSOs trained/refreshed and certified in ILO entrepreneurship and cooperative development tools. Target: 100</p> <p># of BDSPs and CSOs that have developed market-based and demand-driven business</p>	<p>30 (16M&14F) team members from 8 organizations have been trained. These training were done online.</p> <p>So far 3 BDSPs have finished working on desk research and started doing the field research. Then will come data analysis and report writing. Consultant was contracted 2 support BSPs, contracting another consultant to support 2 more BDSPs.</p> <p>21 trainers have been certified, (10 trainers on SIYB and 11 trainers on IYES) training package. Certified trainers have replicated the training to 370 entrepreneurs. 212 in IYB and 158 in IYES training package in Mogadishu and Garowe. Cooperative needs assessment is on going, Ongoing.</p>

	models and implementation plans. Target: 20	
Output 1.2 Growth-oriented women entrepreneurs are equipped to expand sustainable and flourishing businesses, create more jobs for women, and to establish strong cooperatives	# growth-oriented women trained in entrepreneurship tools. Target: 500 # of additional jobs created by GOWEs (Target: 1,000)	370 entrepreneurs were trained on entrepreneurship tools. 212 in IYB and 159 in IYES. The project built the capacity of Growth-oriented Women Entrepreneurs and formalize their business. The Training given to the beneficiaries improved the business capacity of the beneficiaries and increased their income. the majority of FGD participants explained that they have learnt from the training effective stock control of business and its influence on service levels, working capital, cash flow, efficiency, and profitability. Also, they mentioned that they learnt and applied how to conduct market research. Based on the needs market, we delivered unique Products to our clients considering the purchasing power and affordability. Also, they understood the importance of business strategies and applied the skills gained from the training. They realized things that was jeopardizing their business. Ifrah mentioned that they were selling items they like, but currently, they sell needed items in the market.
	# growth-oriented women entrepreneurs sensitized and accompanied to establish cooperatives. Target: 500	Final report of COOP assessment is expected in March 2021. Assessment is now ongoing in both Mogadishu and Garowe. Trainings will happen Immediately after the cooperative needs assessment.
	# growth-oriented women accompanied to access financial facilities. Target: 300	The activity is on-going. International consultant is working with 2 local consultants – SIMAD and WIRES to carry out financial mapping/ assessment is ongoing. The findings of this assessment will be used to inform the project.
	% of targeted growth-oriented women that have new markets opportunities. Target: 75%;	Value chain analysis(VCA) assessment is ongoing, the VCA is designed to build on the WED assessment and identify specific interventions to

improve access to market of GOWEs in the milk value chain in Mogadishu and the off-grid solar value chain in Garowe.

% of targeted growth-oriented women have seen an increased in their business operations.
Target: 75%.

Planned

7. Evaluation schedule

No	Activities	Responsible	Timeline
1	<ul style="list-style-type: none"> ➤ Virtual briefing with evaluation manager ➤ Desk review of project related documents and preliminary interviews with the project CTA and the donor towards development of the Inception report and approval by the Evaluation manager 	<ul style="list-style-type: none"> • Consultant 	1 - 12 Feb
2	<ul style="list-style-type: none"> ➤ Consultations with stakeholders in Somalia, DWT Cairo and HQ Units 	<ul style="list-style-type: none"> • Consultant with logistical support by the Project 	15 Feb- 5 March
3	<ul style="list-style-type: none"> ➤ Draft evaluation report based on desk review and consultations from field visits 	<ul style="list-style-type: none"> • Consultant 	8 March – 20 March
4	<ul style="list-style-type: none"> ➤ Presentation of preliminary findings to the project team, government partners and other stakeholders 	<ul style="list-style-type: none"> • Consultant with logistical support by the Project 	1 April
5	<ul style="list-style-type: none"> ➤ Circulate draft evaluation report to key stakeholders ➤ Consolidate comments of stakeholders and send to consultant leader 	<ul style="list-style-type: none"> • Evaluation manager 	12 -16 April
6	<ul style="list-style-type: none"> ➤ Incorporate comments and inputs including explanations if comments were not included 	<ul style="list-style-type: none"> • Consultants 	19 – 21 April
7	<ul style="list-style-type: none"> ➤ Approval of report by EVAL 	<ul style="list-style-type: none"> • EVAL 	26 April
8	<ul style="list-style-type: none"> ➤ Official submission to CO for dissemination and management response 	<ul style="list-style-type: none"> • EVAL 	28 April

8. Documents reviewed

1. Relevant documents and tools on the ILO Evaluation Policy
2. OEF Shuraako Documents
3. Partner Agreements
4. Project Document and Budget
5. Project Governance Documents
6. Technical Reports
7. Technical Tools
8. The World Bank, country partnership framework for the federal republic of Somalia for the period 19 – 22, August 2018
9. International Labour Office. ILO strategy on promoting women’s entrepreneurship development. Geneva, March 2008
10. National Development Plan Somalia. 2019-2024
11. UNSDCF 2021-2025
12. Sweden International Development Cooperation Strategy, 2018-2022

9. List of people interviewed

Stakeholder	Organization/position
Dereje	ILO Country Office- Program Unit officer
Rose Losada, Virginia	Technical Backstopping Team - Technical Officer
ElShazly, Jaylan	Technical Backstopping Team - Technical Officer
Charleine Mbuyi-Lusamba	Technical Backstopping Team - Backstopped the WE
Laura Schmid	Technical Backstopping Team - Skills Specialist
Kamau Waithaka	Donor – SIDA - Programme Manager
Elma Meijboom	PARDEV HQ - Resp. for SIDA portfolio
Abdulkadir Ali	Project management team - Technical Officer
Amran Mohamed	Project management team - Project Officer
Ifrah Mohamed Jamac	
Naciimo Ciise Cali Rooble	
Xamdi Abdi Adan Hassan	Training Beneficiaries
Hamdi Cabdi Jama Ciise	
Abdi Galad Yusuf Halane	
Mohamud Ahmed Shabel Abdulle	
Maryan Osman Mohamed Warsame	
Abdulkadir Mohamud Muse Yusuf.	Training Beneficiaries
Busur Shire Mohamed Ahmed.	
Xaawo Ciise Cali Maxamed	
Fahmo Ahmed Gulled Mumin	
Abdiwahab Abshir Ibrahim	NECSOM

Asha Abdi Abshir	IRC
Anisa Salat	Shuraako
Hamud Farah	NECSOM

Mogadishu

Mohemd Haanbe	Ministry of labour
Yusuf Ahmed	Hano academy
Mohamed Mustafa	HRTC
Sayid Hussein	Mogadishu Exp
Ahmed Gure	Kisiwani consultant
Mohamed Hassan	SIMAD
Gamma Warsama	BECO
Ikra Abdi Hashi, Idil Mohamed Abdurahman Deka Sh Ahmed Mohamed, Bushra Mohamed Mohamud Khadra Ahmed Mohamud, Mulki Hirsi Mohamed) Nacima Abdisalan, Mulki Hirsi Mohamed Shamis Ahmed Ibrahim Sumaya Nur Abdi Safia Shukri Hilowle	Training Beneficiaries
Omar Faruk	FESTU

