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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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List of Abbreviations

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)
GDP	Gross Domestic Product
GOWE	Growth Oriented Women Entrepreneurs
ICT	Information Communication Technology
ILO	International Labour Organization
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
SME	Small and Medium Enterprise
SHS	Solar Home Systems
SIDA	Swedish International Development Cooperation Agency
ToT	Trainer of Trainers

Executive Summary

Summary of the project purpose, logic and structure

The Public Private Development Partnership for Renewable Energy Skills Training and Women's Economic Empowerment (PPDP) project 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 had two components: 1) Women's Economic Empowerment (WEE) Component and 2) Renewable Energy (RE) Component. It had 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.

Target of the Project

The project targeted 500 women entrepreneurs as individual beneficiaries of the project, supported to substantially expand their businesses to create improved livelihoods and employment; and over 800 electrical skills trainees who were expected to gain skills and certifications for employment and self-employment in Energy production sector. Individuals included those who were 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 provided business development services were the other main targets for the project. At least 100 organizations were 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 were key beneficiaries as they were expected to be able to access a supply of skilled employees needed to support further development.

The four-year project was launched in May 2018, with a six-month pilot period and four years' full implementation (2019-2022).

Purpose, scope and clients of the evaluation

The main purpose of this Final independent evaluation was to provide an independent assessment of the progress to date towards accountability, learning, planning, and building knowledge. The scope of the final evaluation covered the period May 2018 to December 2020 and encompassed a review of all the planned outputs and outcomes under the project, including contribution to national policies and programmes. The geographical coverage of the project evaluated was 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 participants in the evaluation were the government, social partners, the ILO and the Donor.

Methodology of evaluation

The Final Evaluation employed a collaborative and participatory approach using a 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, in respect to current COVID-19 pandemic restriction on mobility in the country.

Key data collection methods used included documents/desk review; Key Informant Interviews (KIIs), Focus Group Discussions (FGDs) and observations. Relevant literature including the project document, project monitoring plans, progress reports, MTE report and reports from various activities were reviewed. A total of twenty (20) interviews and discussions were held. Four (4) group discussions were held. 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 data was analysed for similarities in themes, certainty, and according to objectives, scope and questions. 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 Final evaluation, 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. Limited information was enhanced through multiple data collection and analysis approaches to enable an in-depth understanding of the evaluation questions.

Main Findings & Conclusions

Relevance

The project's expected results were to a large extent aligned to the DWCP of Somalia and United Nations Sustainable Development Cooperation Framework for Somalia, the SDGs and the implementation plan of the Abidjan Declaration. The project results conformed to the National Sector priorities (DWCP, UNSDCF, SDGs). It was also aligned to the objectives, particularly as spelt out in the Strategy for Sweden's development cooperation with Somalia.

Coherence and Strategic fit

The project's ToC was well articulated with well-defined result levels. The targeting approach of beneficiaries fitted well with the local context in Somalia considering the gender and youth dynamics in the country. The implementation focused largely on capacity building, using a human centred approach, besides partnership approach with key stakeholders from the public and private sectors (PPDPs). The key strategy was to engage and synergize with the relevant government agencies and departments, social partners, private sector players and SIDA (donor) to co design, pool resources, and coordinate the implementation of the project.

Overall, the project aligned with all the four key priorities of the previous DWCP of Somalia and contributed to the National Development Plan (NDP-9) priorities, contributed to the pathways to peace and economic prosperity which the UNSDCF 2021-2025 seeks to address. It created linkages with UN and other Non-UN international aid organisations such as GIZ (TVET project) and GEEL USAID (RE) component.

Validity of design

The project design was preceded by a reflection on lessons learnt from previous similar interventions by SIDA. A pre-implementation needs assessment informed the focus on unemployment among women and women owned businesses and addressing challenges of RE skills gaps in the Somali power sector. Key government agencies (Ministry of Labour and Social Affairs and Ministry of Woman and Human Rights Development); trade unions (Federation of Somali Trade Unions (FESTU); Somali Chamber of Commerce and Industry) were engaged.

The design missed out on the opportunity to embed results-based approach and less of supply driven approach whose focus was training without clear path towards the desired outcomes in

implementation. The capacity building required integrated approach including access to markets, links to financial providers and investors, and improvement of operations and production over and above the thematic trainings for the targeted entrepreneurs.

There was misalignment of the indicators and the ToC in some cases, for instant, omission of an indicator that targeted the surveyed and selected value chains. An indicator relating to sectors/value chains reciprocating to creating incomes and opportunities was also highlighted as an indicator at results level. The design missed out on defining the metric for the increase in incomes by percentage.

The project was designed to largely address Gender issues, with a hindsight that the inequalities are overcome through targeted actions in both components. The key step of WED assessments for examining how women in business are affected differently than men by the national business environment envisaged to identify specific issues that women entrepreneurs face.

Project effectiveness

The project interventions presented varied degrees (partial and non-achievement) of achievement of the two planned objectives. The targeted 500 growth-oriented WEs had been trained on entrepreneurship tools in SIYB modules; Only eight (8) BDSPs against the target 100 were trained on WE self-check tool (FAMOS). Service providers came together regularly and shared their challenges, but also their successes in supporting WEs, for instance ZamZam and IBS shared with the other service providers their best practices and experiences of what worked for them. Online training was conducted for eight (8) organizations with 30 (16M&14F) team members surpassing the targeted four (4) BDSPs and CSOs for gender action plans after FAMOS check training. Only 21 (10 trainers on SIYB and 11 trainers on IYES) from target of 100, had been certified for the training package. BDSPs and CSOs reported having experiential learning of new skills in marketing, record keeping and stock management. Only 370 (212 in IYB and 159 in IYES) out of the 1,000 entrepreneurs were trained on entrepreneurship tools. Participating organizations reported improved awareness and gender responsive programming; Setting up of an inclusive advisory team to guide Zamzam in implementing gender equity across the organization; Improved communications and data management processes around WE followed by establishment of a common database for all women's entrepreneurship activities; Strategic inclusion of gender at policy and operational levels which resulted in Increased number of female staff and participation at higher decision-making levels; Improved gender policies; The WEE check report resulted appointment of a new woman chancellor for the university and departmental head. It was notable that the university had enrolled approximately 4,000 students with 39% females;

The university also saw improved M&E and reporting of gender related activities across departments as a result of an online directory developed for WEs to showcase their businesses online. On the RE component, the university developed two well equipped training centres in Mogadishu and Garowe. The university worked with Strathmore Energy Research Centre (SERC) in Nairobi to train 18 technicians as ToTs.

Efficiency

The key resources considered for establishing efficiency of this project included human resources, time, expertise and funds allocated and used to provide the necessary support to achieve the broader project objectives. Delays were experienced in payment of entrepreneurs' transportation or fare refunds and delays in the project facilitating access to finance; failure to adhere to set training timelines; quite a bureaucratic feedback process; WEE Check resulted in the project consolidating centralized and

updated information; the Google platform introduced in the project enhanced technical support to employer organizations in the rollout, for instance IBS or Zamzam which supported women entrepreneurs to be champions of gender equality; Alignment of project activities, disbursements and project expenditures with workplans enhanced efficiency in resource use.

Impact of the project

The project had notable long-term changes among the populace with all the 500 targeted women trained across various facets of entrepreneurship. There was remarkable improvement and transformation in Knowledge, Attitude and Practice (KAP) aspects which enhanced formalization of business practices around record keeping and business planning among the BDSPs. The participants also noted ability to develop business visions and learnt risk prevention which increased their business incomes. ToTs reported enhanced professional competence ensuring job security, translating into improved quality of services to the community. The capacity building plan for the local communities ensured continuity of the skills shared and handing down of knowledge and tools, a human centred approach. Partnership with both private and the private sector in implementation through key government ministries, non-government and private sector organizations, complimented with capacity building and skills transfer, curriculum developed for collective actions saw great impact.

Sustainability

This project promoted the application of a number of key ILO instruments including Recommendation 195 Human Resources Development, 2004, the ILO Strategy on Women's Entrepreneurship Development, 2008, and Recommendation 189 Job Creation in Small and Medium-Sized Enterprises, 1998. The project contributed to two main themes, i.e., promotion of RE and enhancing women empowerment through employment and entrepreneurship; The Government fully engaged in the development of this project and through various departments for continuity; The PPDP approach; Established Network of BDSPs (Financial & Non-Financial); formation of Cooperatives of WEs and linkage to the Cooperatives Union for enhancing social and economic solidarity; Promotion of clean and affordable RE.

Good Practices

1. **Synergy building:** Service providers came together regularly and periodically and shared their challenges, but also their successes in supporting women entrepreneurs.
2. **Innovation:** Innovative approaches were employed in designing the project especially the choice of the two components of WEE and RE.
3. **Evidence based Programming:** The assessments and studies undertaken in the project for instance the WE- Check tool and the value chain analysis.

Lessons Learned

1. Development of livelihoods focused on hands on trade crafts and blending with business management skills is a recipe for success and buy-in fragile habitats.
2. Working with and through the private sector in form of PPPs enhances efficiency of resource use and delivery of results.
3. Strategic partnerships should be accompanied with clear communication structures for seamless flow of actions.
4. Evidenced based programming ensures sustainability and effective project implementation.

Conclusions

1. There were delays attributed to the COVID-19 pandemic and poorly coordinated orientation process resulting in structural delays leading to poor relationships with the donor;
2. The project was designed with smart sustainability measures like IPPs, Government, universities and innovation like working on the two components of entrepreneurship and RE to support the women;
3. Orientation of partners in the project was not effectively undertaken to harmonize understanding especially on activity and financial reporting, leading to poor relationships with the donor.
4. The staffing component was not commensurate with the workload especially on the part of the project implementation teams on the ground;
5. The project made concerted efforts in championing gender mainstreaming, though missed out by focusing largely on gender targeting.
6. The role of the private sector in enhancing efficiency cannot be overemphasized as seen in the training on RE for the WEs by BECO.

Recommendations

1. ILO should scale-up results achieved to leverage the strong linkages with local, regional national strategies and hasten formation of cooperatives and subsequently strengthen them through organizational capacity strengthening plans.

Responsible	Priority	Time Implication	Resource implication
ILO	High	Short-term - June – December 2022	High

2. There should be more specific focus on gender equity by addressing existing gender biases that exist in the communities for instance cultural biases, and promote women entrepreneurship. The government should enact laws that prohibit discriminatory practices.

Responsible	Priority	Time Implication	Resource implication
ILO, Government of Somalia, local leadership, Financial Institutions	High	Short-term -	medium

3. In similar projects the trainings on enterprises development should be accompanied by start-up capital through either provision of grants or access to financial institutions. Trainings for similar projects should be stretched to include coaching and mentoring sessions for at least six months' post training to hone the skills learnt by the recipients.

Responsible	Priority	Time Implication	Resource implication
ILO, SIDA, Universities, Financial Institutions	High	Short-term - June – December 2022	Medium

4. In similar projects a component on research and documentation should also be undertaken to enhance knowledge management of ILO and national stakeholders.

Responsible	Priority	Time Implication	Resource implication
ILO/SIDA and all stakeholders	High	Shor-term -	High

5. Exclusive incentives, tax rebates, duty cuts and subsidized equipment and technology can be provided to encourage women in emerging sectors. Special recognitions and award can be instituted for women participating in such targeted industries. This can be t individual business levels, practitioners and stakeholders in the project areas so as to consolidate the gains especially around Knowledge, Attitude and Practice.

Responsible	Priority	Time Implication	Resource implication
ILO/SIDA and all stakeholders	High	Short-term -	High

6. Crisis management skills should be integrated in training of entrepreneurs to help them mitigate the effects of periods of slowdown on business activities, for instance COVID-19 pandemic.

Responsible	Priority	Time Implication	Resource implication
ILO/SIDA	High	Short to long term	High

7. ILO should facilitate follow-up workshops for development of appropriate curricula and modes of support in relation to accessing digital services for both financial management and record keeping and risk analysis and management.

Responsible	Priority	Time Implication	Resource implication
ILO/SIDA / Government of Somalia / Universities	High	Short to long term	High

1.0 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 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.

1.1 Funding Arrangements

With the aim of addressing 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.

1.2 The Project objectives

Women’s Economic Empowerment Component

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

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

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

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

1.3 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.

1.4 Target Sectors & Geographical Focus

Individual beneficiaries of the project include 500 women entrepreneurs, supported to substantially expand their businesses to create improved livelihoods and employment; and over 800 electrical skills trainees who 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 workplaces

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.

1.5 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 govern 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 supported the Women Economic Empowerment component, an M&E Assistant and a Finance and Administration Assistant. The project staff members are based in Mogadishu. The new project manager that joined mid October 2021 is based in Geneva Switzerland.

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.

2.0 Evaluation background

ILO considers evaluation as an integral part of the implementation of technical cooperation activities. This project goes through two independent evaluations. Both evaluations are managed by an ILO certified evaluation manager and implemented by independent evaluators. This final evaluation was managed by the Regional M&E officer for ILO Africa. The mid-term evaluation took place in February-April 2021. 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 is 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. For all practical purposes, the 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.

2.1 Purpose of the Evaluation

The main purpose of this independent endline evaluation is to provide an independent assessment of the project achievement in terms of accountability, learning, planning, and building knowledge. The specific objectives of the evaluation are the following:

1. Assess the relevance and coherence of project’s design regarding country needs and perception of its value for the target groups.
2. Identify the contributions and alignment of the project to DWCP, the SDGs, the UNSDCF, the ILO P&B objectives and Countries outcomes, the Abidjan Declaration, and its synergy with other projects and programs
3. Analyse the implementation strategies of the project with regard to their effectiveness in achieving the project outcomes and impacts (i.e. in relation to the identified Theory of Change); including unexpected results and factors affecting project implementation (positively and negatively).
4. 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.
5. Asses the implementation efficiency of the project.
6. Assess the strategies for outcomes’ sustainability and impact.
7. Identify lessons and potential good practices for the key stakeholders.
8. Provide strategic recommendations for the different key stakeholders towards the sustainability of outcomes achieved and future similar projects or related subjects.

2.2 Scope of the Evaluation

The final evaluation covers the period May 2018 to April 2022. The evaluation covered 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 helps to understand how and why the project has obtained or not the specific results from output to development objectives and potential impacts.

2.3 Clients

The primary clients of the evaluation are the ILO constituents, other national stakeholders, donor, and ILO. The Office and stakeholders involved in the execution of the project would use, as appropriate, the evaluation findings, recommendations, lessons learnt, and good practices developed in this evaluation.

2.4 Evaluation criteria and questions

The evaluation addresses the OECD's Development Assistance Committee (DAC) evaluation criteria as defined in the ILO Policy Guidelines for results-based evaluation, 2020 (see Annex I). The evaluation has been 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).

The evaluation covers the following evaluation criteria:

- i) Relevance, coherence, and strategic fit,
- ii) Validity of design,
- iii) Project progress and effectiveness,
- iv) Efficiency,
- v) Impact orientation and sustainability

Analysis of gender-related concerns is based on the ILO Guidelines on Considering Gender in Monitoring and Evaluation of Projects (September 2007). The evaluation integrates gender equality and non-discrimination as a crosscutting concern throughout its deliverables and process, with special attention to women workers. This is addressed in line with EVAL guidance note n° 4 and Guidance Note n° 7 to ensure stakeholder participation.

In line with the results-based approach applied by the ILO, the evaluation focused 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 addresses the questions below with special focus on answering how and why, through an analysis of the data collected. Other aspects were added as identified by the evaluator in accordance with the given purpose. No fundamental changes have been made to the evaluation criteria and questions.

The evaluation questions integrate gender equality as a crosscutting concern throughout its deliverables and process. It is addressed in line with EVAL guidance note n° 4 and Guidance Note n° 7 to ensure stakeholder participation.

2.5 Key Evaluation Questions

The evaluator examined the following key issues:

1. *Relevance, coherence and strategic fit*
 - To what extent is the project's expected results aligned to the DWCP of Somalia and United Nations Sustainable Development Cooperation Framework for Somalia, the SDGs and the implementation plan of the Abidjan Declaration?

- How well does the project complement and build on other complete and on-going Swedish Government initiatives and other ILO and UN projects in the country?
- Have the ILO constituencies (government, employers', and workers' organizations) been involved in the planning of the project since the beginning?
- Has the project created good relationship and cooperation with relevant national, regional and local level government authorities and other relevant stakeholders to implement the project? If not, please state the issues that occurred.
- Have been changes in the relationship of the project with project stakeholders and other projects (UN, Swedish funded ones, government, others) during the life of the project and how affected positive or negatively the project outcomes?

2. *Validity of design*

- Has the design clearly defined outcomes, outputs and indicators (with baselines and targets for outcomes)?
- Was the project design 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?

3. *Project effectiveness*

- To what extent have the project objectives and their related outcomes and outputs been achieved according to the work plans?
- 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?
- 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?

4. *Efficiency (use of resources and management arrangements)*

- How efficiently have resources (human resources, time, expertise, funds etc.) been allocated and used to provide the necessary support to achieve the broader project objectives (e.g. project team, ILO Country Office, DWT, HQ)? How could this have been improved?
- To what extent were the project's activities and the disbursements and project expenditures in line with the workplans?
- How did the project address COVID-19 with existing resources?
- Has there been a comprehensive monitoring and evaluation strategy in place (e.g. relevant information systematically collected and analysed (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?

5. *Impact orientation and sustainability*

- To what extent have the target population benefited from the project outputs? Has the project changed their lives in any meaningful way?
- Are the project impacts sustainable? Identify and discuss gaps in the sustainability strategy and how the stakeholders, including other ILO projects support, could address these beyond the project life.
- Has the project developed 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?
- Has a formal agreement been implemented in regard to the use and management of the training centre facilities?

6. *General*

- Has the project addressed the recommendations of the mid-term evaluation? If in some cases not, are the rationale for those valid?
- How have crosscutting issues been integrated in the project including gender and non-discrimination (i.e., people with disabilities), international labour standards, social dialogue and fair transition related to environment?

3.0 Methodology

3.1 The Evaluation Approach

The evaluation approach was carefully and systematically designed and is utilization-focused and the process was participatory to provide for meaningful involvement of all partners, beneficiaries and other interested parties. The evaluation was carried out in adherence to 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 follows 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, 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).

Due to 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); and an international consultant will conduct the evaluation virtually (home-based).

3.2 The evaluation design

The evaluator employed a descriptive cross-sectional, collaborative and participatory approach using mostly qualitative 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.

The evaluation was carried out through a desk review and virtual 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 was also done. Triangulation of sources and techniques was therefore central to this evaluation.

The Evaluation had three key approaches: a theory-based evaluation approach, a process evaluation approach and an impact 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 has made 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 have contributed to observed change.

Process evaluation: The evaluator conducted a process evaluation to assess the project delivery. This included;

a) Content evaluation to assess what it is the project has delivered, 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 delivered activities as originally intended, [whether the project delivered the quantity and quality of activities initially planned; whether the activities and services were used for the optimal effect; whether the project implementation was on track or off-track during the mid-term period and whether management arrangements facilitated the delivery process to the extent possible].

The process evaluation therefore helped assess the project effectiveness and efficiency. To assess the project effectiveness, the evaluator first conducted an assessment of the progress made towards the achievement of results at the output and outcome levels through analysis of the status of programme/activity implementation comparing the targeted status and the actual status through information obtained from the project documents and KIs. Secondly, the evaluator analysed the quality of the outcomes, the critical factors contributing to or hindering the project's contribution to expected outcomes, particularly where there were no identified changes.

The analysis included establishing the variances between the actual performance and the summative targets, using the data collected from secondary sources. The evaluator also sought to establish the project's contribution to the outcomes through the lens of both thematic work and programme strategies. The review interrogated the extent to which the project outputs and outcomes (planned and unplanned) were implemented within the scheduled time.

The evaluator interrogated what has facilitated and/or hampered efficiency, if any. For instance, were inputs and strategies clearly identified, and were they realistic, appropriate and adequate to achieve the outputs and outcomes? how well were inputs managed? how well were activities implemented? to what extent have planned outputs been achieved? have there been unintended outputs? is the quality of outputs satisfactory? is the project being managed as planned? If not, what challenges have been encountered and how are they addressed?

Impact evaluation: This helped establish the changes in outcome that may be directly attributable to the project. The midline evaluation situation was compared to the end of project status. Unlike general evaluations, which can answer many types of questions, the impact evaluation was structured around one particular type of question: What is the impact (or causal effect) of the project on the outcomes of interest? the "so what?" question. This basic question incorporates an important causal dimension: the potential impact of the project, that is, the effect on outcomes that the project has so far directly caused. Broadly speaking, this aspect of the evaluation addresses the cause-and-effect questions. These examined the outcomes and assessed what difference the intervention has made in the outcomes.

3.3 The Evaluation Phases

The evaluation approach entailed detailed planning, consultative and participatory approach (working hand-in-hand) with the evaluation manager, the project team and continuous communication and feedback throughout the evaluation process.

A three-phase evaluation process was adopted. First, the evaluator scheduled and held a kick-off meeting with the evaluation manager to agree on the nature, scope and thematic areas of focus of the

exercise. The objectives of the meeting were to firm up the work plan, timelines and deliverables provided with the secondary documents on the project and to explain and agree on the objectives of the assignment.

The execution of the phases followed the approved plan agreed by the evaluator and ILO during the inception meeting.

The evaluation delivery and completion strategy included a debrief, validation and review of draft reports after consolidating feedback from all key stakeholders.

3.4 Data collection Techniques/Methodologies and Tools

Considering the data already available, the evaluator reviewed the existing reports to avoid overlapping in the data already collected by ILO in the field.

The evaluator applied a variety of data collection techniques – desk review, meetings with stakeholders (KIIs and FGDs), as applicable. Triangulation of sources and techniques remained central.

The current COVID-19 pandemic restricts mobility for country and field visits so that in line with these restrictions, the evaluation data collection methodology was mostly remote/virtual. This entailed using various methods and tools e.g., virtual meetings and interviews (mainly and Skype/Zoom to have a personal touch) with the project stakeholders. This required enhanced engagement and collaboration with the project team in terms of organizing the contact with stakeholders.

Desk Review

To inform the design of the data collection tools and to assess how the project was implemented as designed, the evaluator conducted a desk review of project generated documents. The evaluator received and reviewed the Project document & Budget, Meeting Reports, Donor and Partner documents, Project Technical Reports and Notes. Other documents reviewed included Progress reports, Reports from various activities (including trainings, workshops, task force meetings, video conferences etc.). The documents were made available by the Project CTA, in coordination with the evaluation manager, at the start of the evaluation.

Reviewing literature and documents illuminated the problems addressed by the project, the underlying assumptions, the design and how it sought to address the gaps and/or needs of the targeted beneficiaries, etc.

An Inception Report was the product of the desk review phase that operationalized the ToRs and covered the project background, 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. The Inception report was approved by the evaluation manager before moving to data collection at field level.

Qualitative methods (Key Informant Interviews and Focus Group Discussions)

Qualitative data was therefore collected through Focus Group Discussions (FGDs) with project beneficiaries and Key Informant Interviews (KIIs) with internal and external project stakeholders. A local research assistant conducted FGDs with some of the direct project beneficiaries. The focus group discussions were conducted applying a discussion guide, with minor adaptations made based on the group composition (e.g. gender and age). The focus group discussions focused on participants' perceptions of outcomes and their sustainability, and of the relevance and appropriateness of project

activities. The evaluator held virtual meetings with relevant stakeholders, including members of the Project Steering Committee (PSC) and Technical Working Group (TWG), project beneficiaries and Federal and regional level government officials to examine the delivery of outcomes and outputs at local level. The focus group discussions were conducted with Certified SIYB Trainers, Certified IYES Trainers, SYB and IYES training participants.

A first meeting was held with the ILO CO Director for Djibouti, Ethiopia, Somalia South Sudan and Sudan and with the Project Team. The evaluator also carried out group and/or individual discussions with project staff. The evaluator also interviewed ILO staff responsible for financial, administrative and technical backstopping of the project; 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 among others. KIIs with these organizations/institutions focused on the relevance and appropriateness of the project activities given the context in the project zones.

The evaluator received a list of key stakeholders from the Project manager and did not require contacting other stakeholders, beyond the list.

The KIIs were conducted utilizing interview guides developed based on the evaluation’s research questions and tailored to interviewees’ role vis-à-vis project implementation. KIIs with internal project stakeholders focused on the degree to which the project was implemented in-line with project strategy, challenges faced during project implementation, and best practices developed, and lessons learned during project implementation.

Sampling: Qualitative methods

Target Population: the evaluation targeted 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). An indicative list of persons to be interviewed was prepared by the CTA in consultation with the Evaluation Manager.

The target direct beneficiaries included Certified SIYB Trainers, Certified IYES Trainers, SYB Training Participants, IYES Training Participants and IYB Caseload 1&2 Training Participants.

Sampling Procedure

The evaluator 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 stakeholders and project beneficiaries provided by the project team. The evaluator 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 final 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 evaluator relied on the below sample frame. The evaluator ensured that opinions and perceptions of all groups (with women and men separately interviewed) were equally reflected in the interviews. Convenience sampling was utilized to form focus groups, with women and men. The evaluator endeavoured to organize female focus group discussions, with efforts made to include participants of varying ages, and to include individuals with disabilities as much as possible.

With regard to internal and external key informants, the evaluator purposively selected the individuals to be interviewed based on the nature of their relationship with the project.

Since the evaluator largely collected qualitative data, as influenced by the project 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 evaluator ensured that opinions and perceptions of all groups were equally reflected in the interviews and that gender-specific questions were included.

Analysis: Qualitative methods

Open-ended responses from key informant interviews and focus group discussion, literature, and program documents reviewed were recorded appropriately for further processing. The qualitative data was transcribed in line with the evaluation objectives, scope, and questions. These were then consolidated and entered into question-and-answer matrices. The data was coded by identifying and labelling (coding) items of data with similarities in themes, certainty, and according to objectives 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.

Triangulation: In this evaluation, a combination of several research methods was utilized 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.

3.5 Limitations to the evaluation process

The COVID-19 situation remained the greatest risk to the execution on the Final Evaluation, 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 were self-reports by stakeholders in the project thus the evaluators corroborated responses and the validity of responses 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 was the participation rate as respondent reach was subject to their availability, but all efforts to reach potential respondents was made through repeated emails and follow up with phone calls. Key stakeholders from government could not be reached despite repeated attempts by the ILO team. This was largely occasioned by the elections and subsequent transitions in the government of Somalia that were going on during the evaluation.

3.6 Report Writing Phase

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

The Evaluation Manager consolidated all comments including methodological comments and then shared them with the Evaluator for consideration in finalizing the report.

The Evaluator finalized the report, taking into consideration the stakeholder comments and submitted the final version for approval of the EVAL report.

Validation 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 evaluator. The objective of this validation workshop was to validate and refine the data and findings outlined in the evaluation report by the relevant project team and stakeholders. This exercise was critical to review the draft evaluation report and provide comments/feedback to further improve the report.

3.7 Management arrangements

3.7.1 The Evaluator and Evaluation Manager

The evaluator worked under the supervision of the evaluation manager. The evaluation consultant had responsibility for the evaluation report. The deliverables had to be approved by the evaluation manager.

The evaluation consultant reported to the evaluation manager Ricardo Furman (furman@ilo.org) and discussed any technical and methodological matters as arose. The evaluation was carried out with full logistical support of the project staff and with the administrative support of the ILO Office in Somalia.

4.0 Findings

4.1 Relevance and strategic fit

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's expected results were to a large extent aligned to the DWCP of Somalia and United Nations Sustainable Development Cooperation Framework for Somalia, the SDGs and the implementation plan of the Abidjan Declaration. The project results are for instance conforming to the National Sector priorities (DWCP, UNSDCF, SDGs).

The project aimed to address obstacles to women economic empowerment and 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. It also purposed to build a sustainable training infrastructure using public-private partnerships to develop the human resources needed to expand and sustain Somalia's electricity support infrastructure. These are aligned with various relevant frameworks. The project therefore directly aligned 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.

Caption from FGD Session in Mogadishu:

"The program was tailor made for us and we really needed such kind of training. We mostly did not have prior training and managed our businesses in an ad hoc manner forcing some of us to incur more debts than generate profits. The training imparted us with new skills, knowledge, insights and new confidence to manage our businesses effectively."

The project also contributed 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"*². Investments into strengthening of economic institutions is prioritized with a view to promoting 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.

As well, the project was strategically well aligned and contributed to the pathways to peace and economic prosperity which the UNSDCF 2021-2025 ³seeks to address, in particular the economic growth pillar which identifies those 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.

² National Development Plan Somalia 2019-2024

³ UNSDCF 2021-2025

The Women Economic Empowerment component which aimed at safeguarding Somali women’s livelihoods and rights in the background 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 was 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 was aligned to the objectives, particularly as spelt out in the Strategy for Sweden’s development cooperation with Somalia⁴ 2018–2022 which 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.

There are therefore opportunities for the project impacts to be upscaled or replicated to complement and built on future Swedish Government initiatives and other ILO and UN projects in the country.

A number of links were established through the project activities initiated by the partners, that is the SIDA, Government initiatives and other ILO and UN projects. The evaluator identified notable link under the Renewable Energy Skills Training for 100 Technicians at Banadir Training Institute in collaboration with ILO and MOLSA Project. The partnerships and links established included the ILO (Renewable energy program); GEEL (USAID); Save the Children; USDF; UN- for tender; GIZ; and Care International. The table below presents summary of key partnerships established and outputs realized.

S. No	Sponsored by	Support given	Trained persons
1	GEEL (USAID)	Training	100
2	ILO (100 Trainees)	Training	100
3	Power Africa	Internships	3 engineers

The partnerships resulted in strengthening and connecting the Banadir institute and international organizations. The evaluator further established that there were business units within the institute that generated revenue for self sustainability. The key revenue streams came from electricity service, repair of transformers and building panels and the specialists brought in to the electrical industry. These actions saw the enhancement of the reputation of the institution and provision of short-term training to various employees of the company to enhance their knowledge and work experience.

“Within the short time that BTI has existed, we have been able to produce 200 students who have received various types of training. The students taken by BECO was given training that touched on many areas (such as professionalism, good manners, customer service, importance of hygiene and safety, etc.), as a result of which they easily adapted to the job when they entered, and for a number of months, they had already been doing their jobs. We have made various contacts with the universities in the country that offer technical colleges, especially the Faculty of Engineering department of Electrical Engineering. BTI-has good connections with companies which provide jobs in the market.

⁴ Sweden International Development Cooperation Strategy 2018-2022

4.1.1 Relationship and cooperation forged with relevant national, regional and local level government authorities and other relevant stakeholders

The project was funded by the Government of Sweden (SIDA). The PSC and TWGs agreed on the project activities, outputs, and work plan. The International Labour Organization (ILO) implemented the Public Private Development Partnership (PPDP) for renewable energy skills training and the Women's Economic Empowerment (WEE) in Somalia with financial support by the Swedish International Development Cooperation Agency (SIDA) with a total contribution of USD 3,042,000 or 32,500,000 SEK.

The PPDP project was also aligned to the objectives in the Strategy for Sweden's development cooperation with Somalia 2018–2022 which aims to contribute particularly on improved conditions for inclusive and sustainable economic growth in Somalia. The project created linkages with UN and other non-UN international aid organisations such as GIZ TVET project and GEEL USAID project under the RE component.

The project was designed with an overall Project Steering Committee (PSC chaired by the Government) scheduled to meet once annually with an obligation 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.

The representative stakeholders in the PSC were drawn from 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 (FESTU). 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 trade unions, represented by FESTU were keen to support the working woman realise their rights as employees in the work place, especially the informal economy dominated by women. FESTU, besides participating in the committees also presented position papers on the protection of women workers. FESTU also supported the women in terms of access to markets, empowering the women's leadership role in the Somali work place and having strong laws protecting women workers.

4.1.2 Changes in relationships

Reporting process between the stakeholders and the donor was largely affected since there was no clear understanding in terms of reporting requirements and expectations of the donor. This resulted in delays in feedback from the donor, whenever the stakeholders shared out financial reports and subsequently affecting the scheduled activities. For instance, in 2021, 500,000 USD was committed to fund the activities that had been delayed since 2020, yet the IRIS system blocked the funds rendering further delays in implementation. Even so, the FS statement for 2020, 2021 suggests that ILO had sufficient funds to perform all activities. By the end of 2021 there was actually a balance of 670,000USD

The donor made efforts to come to comprise in reporting or alternative supplementary reporting away from the agreed templates but this was disagreed by the partner that it was not part of the original agreement. The evaluator established that a reporting template was settled on between ILO and Sida at Stockholm level, and not Sida Somalia-ILO Country office. This constrained ILO Somali's ability to report. Evidence points to meetings having been held and emails exchanged clarifying the results-based reporting. SIDA also sent sample reports to ILO to review and help better understand RBM. Apparently, the matter was the capacity of ILO to report on RBM. It would have been prudent for SIDA-ILO to agree on supplementary reporting aside from the agreed reporting template. The alternative reporting would have provided complimentary understanding of the program status and liquidity. It is worth noting that

ILO Kenya has similar arrangements with Sida, and it was discussed at length on how this approach could have helped better reporting in Somalia.

4.2 Validity of the design

The project design was preceded by a reflection on lessons learnt from previous similar interventions by SIDA. The design was 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. A pre-implementation needs assessment was carried out to establish the prevailing status of unemployment among women in Somalia with focus on women owned businesses and addressing challenges of renewable energy skills gaps in the Somali power sector which largely informed the project design. Key government agencies were identified and engaged to partner with in implementing the project, leading to the achievement of major milestones through the project team and 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).

4.2.1 Depth of design (realistic and comprehensive)

The PPDP project had two broad components with two separate Theories of Change that were not interrelated, with each having its own separate outcome and output indicators to ensure maximum focus for each. The design of the project was very good in terms of desired outcomes and outputs, though it missed out on the opportunity to embed results-based approach and less of supply driven approach whose focus was training without clear path towards the desired outcomes in implementation. The evaluator also noted that the capacity building required integrated approach including access to markets, links to financial providers and investors, and improvement of operations and productions over and above the thematic trainings for the targeted entrepreneurs.

The logical framework entailed results orientation with well-defined indicators, baselines and targets for each year at both outcome and output level. The evaluator noted misalignment of the indicators and the theory of change in some cases, for example there was omission of an indicator that targeted the surveyed and selected value chains. Further to this, an indicator relating to sectors/value chains reciprocating to creating incomes and opportunities was also highlighted as an indicator at results level. At outcome level, the project intended to measure the level of success of women businesses that showed increased incomes. The design needed to define the metric for the increase in incomes by percentage. It is also noteworthy that some of the numbers overlapped in different indicators or were completely independent of each other. For instance, the WEEs who received entrepreneurship training might be the same as those who received cooperatives trainings and sensitisation or vice versa. This could be further clarified whether the interventions were incremental or independent of each other.

The objectives of each component were clear and well-articulated in the design. Synergies were created by identifying and selecting the energy sector as one sector for promoting women entrepreneurship to thrive.

A critique of the indicators for both components were noted below:

- Indicator under Outcome 1/Output 2 on number of value chains surveyed analysis should conform with the target mentioned in the theory of change of 3 value chains set with a view to sharpening focus of interventions on BDS 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 should have been revised to target less BDSPs/CSOs with activities, with focused and intense capacity building plan 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 should define an increase by at least what percent rather than leave it open to interpretation.

4.2.2 Assumptions

The project was designed to largely address Gender issues, directly in line with Government and country context, with a hindsight that the inequalities are 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 of project implementation. The key step of WED assessments for examining how women in business are affected differently than men by the national business environment envisaged to identify specific issues that women entrepreneurs face. The thematic areas of assessment were policies, laws, institutions and actions for supporting women entrepreneurs and identifying concrete recommendations for policymakers on how to make the environment more favourable for developing the potentials of women's entrepreneurship. The project team was quite lean but required much bigger portfolio, that is at least two national project offices, one for each component, besides minimum of two managers.

4.2.3 Strategy for sustainability

The project was initially designed with sustainability strategies like capacity building, practical skills development, economic empowerment and strategic partnerships among others. One key activity focused on sustainability was addressing the weak components through sustainability training, implemented in collaboration with ITC-ILO in Turin, with a view to long-term impact of the project and sustaining results there-of.

Additionally, the project signed Memorandum of Understanding agreements with two private sector companies and the line Ministries engaged in the project, which entailed formal agreement to look at the long-term ownership of the training centres established, and their sustainable management in the future.

4.2.4 Validity of implementation approach

The project's theory of change was well articulated with well-defined result levels. The targeting approach of beneficiaries fitted well with the local context in Somalia considering the gender and youth dynamics in the country. The implementation was based on plans shared among the stakeholders to implement the project, focusing largely on capacity building, using a human centred approach, besides partnership approach with key stakeholders from the public and private sectors (PPDPs). The key strategy was to engage and synergize with the relevant government agencies and departments, social partners, private sector players and SIDA (donor) to co design, pool resources, and coordinate the implementation of the project.

4.2.5 Gaps and challenges in gender related issues

The project design took cognizance of the SDG 5 aimed at achieving gender equality and empowerment of all women and girls. The project made deliberate efforts to mainstream gender throughout the implementation including disaggregation of data, though did not go beyond gender and youth targeting. The evaluator noted the introduction of the Women entrepreneurship self-check tool (FAMOS) in the training as a very good move but there was no data indicating how gender sensitive

BDS was delivered to the beneficiaries. The action plans that were put in place did not provide clarity of gender concerns and gender mainstreaming and reporting.

4.2.6 Monitoring of gender aspects of the project

The evaluator established that data on gender was well disaggregated though the project did not adequately monitor the broader gender aspects. Additionally, the tools for monitoring and reporting delivery of outputs did not reflect sections that measure or discuss how gender concerns were addressed. Besides the actions plans developed for the project by the partners, some of the partners were equipped with tools to identify gaps in services to women and male led SMES through the FAMOS self-check tool.

4.2.7 Implementation of the MTE recommendations

Regarding the MTE recommendations, the evaluation established that some of the recommendations were not implemented post the MTE. The MTE for instance recommended that ILO and project stakeholders establishes a reviewed log frame and agrees with the donor to scale down the targets to more realistic ones for the remaining and proposed time but this was not implemented. Similarly, the no-cost extension of the project end date recommended in the MTE was not implemented and neither were more funds allocated to trainings and particularly on follow up components in order to extend to more beneficiaries.

This was largely due to misunderstandings/challenges related to financial reporting, which apparently disconnected the relationship between the donor and the implementing entities. Financial reporting therefore paralysed the project and subsequently the implementation of the recommendations

Apparently, no conversations and dialogue were held with the various stakeholders to discuss the recommendations and their subsequent implementation. Decision making was seemingly very slow.

Nonetheless, a good proportion of the MTE recommendations were implemented. For instance, Strathmore University proceed to design the animated online practical trainings to ensure TOT in successfully completed as recommended when the Somali Government did not lift the restrictions on teaching institutions. Likewise, the actual training to beneficiaries commenced without fail once the private sector identified highly qualified engineers TOT participants as recommended by the MTE.

As recommended by the MTE, the Federation of Somali Trade Unions (FESTU) and Somali Chamber of Commerce and Industry built the capacities of women entrepreneurs' associations to advocate for their rights and representation. This included the implementing activities relating to access to markets. Based on the recommendation from the MTE, efforts were made to redress the issue of miscommunication with one of the implementing partners working on the women economic empowerment component (SHURACCO).

4.3 Project effectiveness

The project interventions presented varied degrees (partial and non-achievement) of achievement of the two planned objectives of (1) Women-owned growth-oriented businesses contributing to job creation, value addition and socioeconomic growth and (2) Improved access to reliable, affordable and high-quality energy infrastructure contributing to job creation, value addition and socioeconomic growth. This was based on corresponding results levels of outcome and output and specific indicators.

Results of the WE Component

PROJECT STRUCTURE	INDICATORS	ACHIEVEMENTS AT MTE	ACHIEVEMENTS AT ENDLINE EVALUATION
Outcome 1 Women-owned SMEs are more viable and have effective institutional and peer support,			
	<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; <p># of active advocacy platforms for enabling business environment for GOWE. Target: 2.</p>	<p>370 entrepreneurs trained in SIYB modules</p> <p>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</p> <p>No cooperatives created yet</p> <p>No advocacy platforms</p>	<ul style="list-style-type: none"> • 370 (212 in IYB & 159 in IYES) WEs trained on entrepreneurship tools. • Eight (8) BDSPs trained on WE self-check tool (FAMOS). • Formation of six (6) cooperatives • Eight BDSPs & CSOs (8) organizations with 30 (16M&14F) team members trained online on gender action plans after FAMOS check.
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. <p>3 BDSPs completed working on desk research and started doing the field research. Activity is to be completed</p>	<ul style="list-style-type: none"> • Online training conducted for eight (8) organizations with 30 (16M&14F) team members surpassing the targeted four (4) BDSPs and CSOs for gender action plans after FAMOS check training.
	# 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 	<ul style="list-style-type: none"> • 21 BDSPs and CSOs (10 trainers on SIYB and 11 trainers on IYES) attended training & refreshers & certification in the ILO entrepreneurship and cooperative development tools training package.

		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	<ul style="list-style-type: none"> None reported 	<ul style="list-style-type: none"> 20 BDSPs and CSOs developed market-based & demand-driven business models & implementation plans. 370 (212 in IYB and 159 in IYES) entrepreneurs trained on entrepreneurship tools.
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)	<ul style="list-style-type: none"> 370 entrepreneurs were trained on entrepreneurship tools. 212 in IYB and 159 in IYES. Jobs creation not documented 	<ul style="list-style-type: none"> 21 (10 trainers on SIYB and 11 trainers on IYES) certified for the training package. BDSPs & CSOs reported having experiential learning of new skills in marketing, record keeping and stock management.
	# 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. 	<ul style="list-style-type: none"> 6 Cooperatives of WEs formed and linked to the Cooperatives Union
	# 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. 	<ul style="list-style-type: none"> Established Network of BDSPs (Financial & Non-Financial). Financial facilities mapping undertaken
	% 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 	<ul style="list-style-type: none"> Value Chain Analysis (VCA) assessment was undertaken with the VCA designed to build on the WED assessment

		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.	<ul style="list-style-type: none"> • Specific interventions were identified 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 	<ul style="list-style-type: none"> • Entrepreneurship training conducted in Garowe town, Puntland State, for women owned SMEs

Source: Project documents, MTE Report, May 2021 and Final evaluation

Specifically, the project aimed to build the skills of 500 small and medium women entrepreneurs in Mogadishu and Garowe and create job opportunities for 1,000 individuals. It also aimed to provide access to finance to trained women entrepreneurs. By the time of this final evaluation targeted 500 growth-oriented women entrepreneurs had been trained on entrepreneurship tools in SIYB modules; The evaluation also established that only eight (8) BDSPs against the target 100 were trained on Women entrepreneurship self check tool (FAMOS). Other outputs like assessment and formation of six (6) cooperatives were undertaken in the last quarter of the project with beneficiaries trained both in Cairo and Mogadishu. Service providers came together regularly and periodically and shared their challenges, but also their successes in supporting women entrepreneurs, for instance ZAMZAM and IBS shared with the other service providers their best practices and experiences of what worked for them.

The project targeted four (4) BDSPs and CSOs for gender action plans after FAMOS check training. The training was conducted online and saw the target surpassed to eight (8) organizations with 30 (16M&14F) team members.

Planned field research targeted three (3) BDSPs upon completion of desk research. This activity had not been completed by the time of this final evaluation. The final evaluation also established that out of the 100 targeted BDSPs and CSOs for training and refreshers and certification in the ILO entrepreneurship and cooperative development tools, only 21 (10 trainers on SIYB and 11 trainers on IYES) had been certified for the training package.

The project targeted 20 BDSPs and CSOs to have developed market-based and demand-driven business models and implementation plans. The FGD discussants in all the locations reported having learnt new skills in marketing, record keeping and stock management.

The project also targeted training of 1,000 entrepreneurs with additional jobs created by GOWE. Here, only 370 (212 in IYB and 159 in IYES) out of the 1,000 entrepreneurs were trained on entrepreneurship tools, though the number of jobs created was not documented in the project reports.

The support to growth-oriented women entrepreneurs to access financial facilities targeted 300, and at the time of the final evaluation, the training on financial literacy and financial mapping/ assessment had been undertaken.

FGD Session GAROWE

“Before the training, I just relied on the cash generated on a daily basis to keep taps on the business performance.” , but now I keep the financial records of the business and I can clearly calculate my net profit and gauge the financial position of the business.” she concluded.

The project targeted to have 75% of targeted growth-oriented women access new markets opportunities within the project period. Entrepreneurship training was conducted in Garowe town, Puntland State, for small and micro enterprises particularly woman-owned businesses.

FGD Session Mogadishu

Effective business management was the most significant factor in the training. Record keeping skills, costing and pricing, marketing skills learnt enabled us (i.e., project participants) to efficiently handle our business.

Any low accomplishment was largely due to the effects of COVID-19. Poor communication, gaps in staffing and transition also disrupted the delivery of the project activities.

The evaluation established that Value Chain Analysis (VCA) assessment was undertaken 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.

The project targeted to have at least 30% of technical staff of key IP's certified with a view to improving access to reliable, affordable and high-quality energy infrastructure. Three (3) staff were trained and awarded completion certificates. SIMAD IHUB, which is the innovation hub of SIMAD university, one of the main partners of the PPP project, trained over 250 women entrepreneurs. SIMAD also conducted WEE Check assessment at the university to establish if it's a gender responsive institution. This resulted in hiring of three (3) new staff. Additionally, SIMAD collaborated with ILO in conducting two studies in value chain analysis and also financial access assessment.

The project targeted to have at least 10% of new businesses created by graduate apprentices. Data on improved employment status and job satisfaction among beneficiaries indicated that over 72% of the beneficiaries were on the affirmative.

The project targeted to upgrade and fully equip two (2) training facilities and thus two (2) training centers were established, that is NECSOM in Garowe and BECO in Mogadishu. Curriculums for basic electrical and solar PV were developed besides training materials for both teachers and students. Additionally, certification tools were also developed in discussion with ministries of labour and social affairs and ministry of education as well. The project targeted to undertake four (4) ToT training programmes.

The project targeted to deliver 14 basic training programmes and certification at least twice a year per facility upon agreement with beneficiary IPPs, and targeting 280 (10% women) beneficiaries with

specific certification in advanced intermediate electrical services. Two private sector IPPs were identified and supported in terms of training and training facilities upgrading. Online animated practical trainings were organized in consultations with Kenya Power and Lighting Company (KPLC) and Strathmore offered for 18 ToTs.

The project targeted 350 students for training and certification on basic electrical services, 10% of whom were women. This included workshop programme and certification scheme for advanced and intermediate training with tailor made programmes developed and workshops identified. A number of long-term agreements were signed with IPPs to ensure commitments from both the ILO and private sector. Part of the project deliverable was development of a database of continuous training providers and individual experts delivered to PPD group and the Ministry of Energy.

Upon graduation of the trainees, new jobs were created in the renewable energy sector specifically as Solar PV system project developers, Solar PV system designers, Solar PV Installers, Electricians specialized in solar PV and Solar PV maintenance specialists, translating into improved employment status and job satisfaction for 70% of trainees, who were hired by BECO powering Somalia. The Banadir Training institute trained two batches of 200 students, surpassing the target of 175, in electrical technicians, cleaning, collectors (money collection), and driving skills, where ILO-SIDA funded 100 of them consisting of drivers and technicians. Another 100 technicians were trained on Renewable Energy Skills in collaboration with ILO and MOLSA Project. All trainings were planned for three months each.

Results of the 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 at MTE	Achievements at Independent Final Evaluation
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 No recorded data on businesses created by graduate apprentices as activities are not completed No recorded data on improved employment status and job satisfaction as activities are not completed 	<ul style="list-style-type: none"> 3 staff trained and awarded certification 500 growth-oriented WEs had been trained on entrepreneurship tools in SIYB modules; 72% declared satisfaction 500 growth-oriented WEs trained on entrepreneurship tools in SIYB modules; Only eight (8) BDSPs against the target 100 were trained on WE self-check tool (FAMOS).
	# of new businesses created by graduate apprentices. Target: 10%.		
	% of trainees declaring that they improved their employment status and job satisfaction. Target: 70%		
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. 	<ul style="list-style-type: none"> The two training centers established

	<p># of training facilities are upgraded and fully equipped. Target: 2</p> <p># of trainers completed the ToT programme. Target: 4</p> <p># of basic training programmes and certification delivered (twice a year per facility). Target: 14</p> <p># of students trained and certified on basic electrical services (% of women). Target: 350 (10% women)</p>	<ul style="list-style-type: none"> • Curriculum 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 & Covid restriction – to be transferred to SERC • Zero trainings delivered for beneficiaries 	<ul style="list-style-type: none"> • Curriculum developed for <i>Renewable Energy & Electrical Skills, Power Transmission & Distribution, Building Services, Pedagogy and Law Issues (Labour Laws, Gender & Equality and Occupational Safety & Health)</i> • Online animated practical trainings organized in consultations with Kenya Power & Lighting Company (KPLC) & Strathmore Energy Research Center (SERC) offered for 18 Teachers trained as ToTs
<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># of intermediate and advanced training workshops are delivered upon agreement with beneficiary IPPs. Target: 14</p>	<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 • Zero Students trained yet • No database yet 	<ul style="list-style-type: none"> • Workshop programme and certification scheme for advanced and intermediate training with tailor made programmes developed. • Workshops identified. • A number of long-term agreements signed with IPPs to ensure commitments from both the ILO and private sector. • 280 (10% women) beneficiaries with specific certification in advanced intermediate electrical services achieved. • The Banadir Training institute trained two batches of 200 students, surpassing the target of 175, in electrical technicians, cleaning, collectors (money collection), and driving skills • 100 technicians trained on Renewable Energy Skills in

			<p>collaboration with ILO and MOLSA Project</p> <ul style="list-style-type: none"> • Four (4) ToT training programmes undertaken. • Improved communications & data management processes around WE. • Established common database for all women's entrepreneurship activities;
	# 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		
<p>Outcome 2:</p> <p>A PPDP supported capacity for producing skills specific to the renewable energy sector is established and operational.</p>	# 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 	<ul style="list-style-type: none"> • Two private sector IPPs were identified and supported in terms of training and training facilities upgrading. • 70% of trainees hired by BECO powering Somalia.
	% 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 	<ul style="list-style-type: none"> • 72% reported satisfaction
<p>Output 2.1</p> <p>Specialised training programme for solar PV technicians developed and implemented</p>	At least one training facility fully equipped	<ul style="list-style-type: none"> • Two training centres have been established and equipped. 	<ul style="list-style-type: none"> • Upgraded & fully equipped two (2) training facilities/centers at NECSOM in Garowe and BECO in Mogadishu.
	# of trainers that completed the ToT programme. Target: 2	<ul style="list-style-type: none"> • 18 teachers completed TOTs • Tier-1 and tier-2 trainings have been developed. 	<ul style="list-style-type: none"> • Online animated practical trainings organized in consultations with Kenya Power & Lighting Company (KPLC) & SEC offered for 18 Teachers trained as ToTs
	# of tier-1 and tier-2 solar PV training programmes and certification are delivered (twice a year). Target: 7	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Curriculums for basic electrical and solar PV were developed besides training materials for both teachers and students.
	# 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.		<ul style="list-style-type: none"> • Certification tools were developed in discussion with Ministries of labour and social affairs and the Ministry of education as well.

Source: Project documents, Mid Term Evaluation Report and Final evaluation

Skills in collaboration with ILO and MOLSA Project. All trainings were planned for three months each. Nonetheless, NECSOM training centre did not train any students despite being one of the funded training centres.

The project therefore failed to achieve on a substantial number of targets; including but not limited to the trainings on Women entrepreneurship self check tool (FAMOS), the field research, training on the ILO entrepreneurship and cooperative development tools, and certification for the training packages.

The low accomplishment was largely due to the effects of COVID-19, poor communication, gaps in staffing and transition which disrupted the delivery of the project activities. The project management structure that saw a lean team with low capacity managing the project in Somalia, also contributed to this low achievement. The failure to effectively rope in the government resulted to the miscommunication between SIDA, FGS and ILO. Besides, the financial absorption capacity of the project was relatively low as quite a substantive amount of money was refunded or not be disbursed. The financial capacity for the project to understand, manage and report on exactly what was happening in the program was limited.

There were opportunities and efforts to resolve most of these issues but ILO and Sida reached an amicable decision to end the program in June 2022 and agreement amendment initiated and signed by both parties.

4.3.1 Significant program outcomes of ILO interventions

The evaluation established that two training centres were built and funded and a number of technicians trained as ToTs. Additionally, a number of women entrepreneurs were also trained and their capacities built in entrepreneurship. It provided hands-on and experiential learning, though did not enhance the access to finance which would have complemented the skills gained for the realization of more meaningful impact.

FGD session Mogadishu

“Entrepreneurial training is important. It enhanced our business management skills, boosting productivity and improving the business culture etc. Most of the entrepreneurs lacked business management skills such as filing systems and record/bookkeeping, social media marketing, importance of exhibition, costing and pricing, treating the business as a separate legal entity hence the need to train to change the business culture.”

Some of the gains were unique to organizations, for instance Zamzam reported improved awareness and improvement of gender responsive programming. An inclusive advisory team was also set up to guide Zamzam in implementing gender equity across the organization. These resulted in improved communications and data management processes around women entrepreneurship followed by establishment of a common database for all women’s entrepreneurship activities.

As well, there was strategic inclusion of gender at policy and operational levels which resulted in increased number of female staff at Zamzam and participation at higher decision-making levels. Other reported gains include improved gender policies; the WEE check report which resulted in the appointment of a new woman chancellor for the university and departmental head, just to have a focal person for the female students. It was notable that the university had enrolled approximately 4,000 students with 39% females;

It was also noted that the university adopted the business trainings curriculum and trained over 250 Women entrepreneurs with a spill over effect of reaching other women entrepreneurs outside of the project, contributing to the sustainability of the project.

The university also saw improved monitoring, evaluating and reporting of gender related activities across departments as a result of an online directory developed for women entrepreneurs to showcase their businesses online. This was a huge and quite a significant activity within the project that went on for several months.

On the renewable energy component, the university developed two well equipped training centres in Mogadishu and Garowe. The university worked with Strathmore Energy Research Centre in Nairobi to train 18 technicians as ToTs. The modules taught during the ToT included Renewable Energy and Electrical Skills, Power Transmission and Distribution, Building Services, Pedagogy and Law Issues (Labour Laws, Gender & Equality and Occupational Safety & Health). The successes of the intervention may be attributed to the several good partnerships created with several organizations on the ground in Mogadishu coupled with the technical backstopping team, coordination and the donor funding.

The working woman realised their rights as employees in the workplace, especially the informal economy dominated by women. More women accessed markets, the women's leadership role in the Somali workplace was enhanced and strong laws protecting women workers are being implemented.

4.3.2 Most significant changes contributed to by the ILO supported work

The evaluation established that effective business management was the most significant factor in the training. Planning, record keeping skills, costing and pricing, marketing on both online and social media skills learnt, business skills and attitudinal changes enabled the project participants to effectively and efficiently handle our business.

Quote from FGD Session

"Our biggest gain is on financial literacy such as how to calculate the cost of the products inclusive of the transportation costs and the pricing of the products. Book keeping was also a major knowledge and skill we gained and it has made it easier for us to manage our businesses operations more efficiently."

The project did very well in terms of skills transfer and hands on training. The exposure and the networking with Strathmore University was also particularly very good initiative.

The evaluators drew a few significant change stories and quotes from the respondents. Some of these are reported verbatim in the following text box;

Quote from FGD discussant in Garowe

Mrs. Halima - "Before the training, I just relied on the cash generated on a daily basis to keep tabs on the business performance. Now I keep the financial records of the business and I can clearly calculate my net profit and gauge the financial position of the business."

4.3.3 Shortfalls and gaps realised during the implementation of the project / Elements of the programs that didn't work well

The evaluator identified a number of shortfalls and gaps in the project implementation. Human resource gap was experienced in staff turnover with a project manager leaving in June, only to be replaced in early November, citing a miscommunication with the Human Resource department escalated to a lot of difficulty in communication between the Addis office and the project team in

Somalia. Another issue was that a lot of payments and disbursements were delayed for partners due to inadequate staffing. The evaluation established from the statement for 2020, 2021, that ILO had enough funds to carry out all activities with a balance of 670,000USD at the end of 2021. A huge gap was also noted when the Financial and administrative assistant (FAA) and the M&E officer left without proper transition. There should have been basically a finance officer solely responsible for the project since the project manager did not have rights of access to IRIS. The accounting system was also a challenge since the team had to make reconciliation between the work plan and the budget from the donor. This also required mapping exercise (going through staff addresses) by the team to reconcile the different budget lines and accounts for different activities.

The evaluator noted a gap in access to finance for trained entrepreneurs, a very important component that complements the skills training. Its where positive results can be attested for expansion of entrepreneurs' businesses.

The project worked with different stakeholders including public and private sectors, however, there were bureaucratic processes delaying timely access to information for trainers as well as entrepreneurs. Again, ILO does not have office in the country (Somalia) which delayed the timely delivery of planned activities.

The reporting aspect didn't have a very clear understanding in terms of the needs of the donor and poor communication. Expectations management was also skewed as each of the sides did not have clear cut steps especially with high staff turnover which resulted in various delays and misunderstanding. This was not any different for financial reporting. The project should have developed standard reporting templates coupled with pre-project kick-off orientation or training for all lead stakeholders. The project did not support the entrepreneurs beyond the training in terms of exchange visits or provision of financial support, falling short of addressing capital needs for the beneficiaries.

In order to work better, the project should have continued the entrepreneurship training program, targeting women and youth with innovative business skills. The project should have also organized business pitching and competitions and provided access to finance to final winners by availing seed capital for start-ups. The project should have also organized cross country or regional visits and exchange programs for knowledge transfer.

The factors that caused delays thus included staffing issues where the project lacked adequate number of staff members on the ground, for instance the was only one project manager and the finance and M&E staff positions had grim gaps. There was also no dedicated office in the country. Approvals were all done from the regional office or headquarters. The work from home mode resulting from the COVID-19 pandemic also caused significant delays and disruptions.

The COVID-19 pandemic breakout, besides the insecurity and violence in some of the project locations paused the greatest challenge leading to delays to kick-start the project.

4.3.4 Addressing shortfalls and gaps in the future

Project teams should be bigger to match the workload and coverage for instance there should be two national project offices, one for each component and two managers like one CTA and one project manager.

The capacity building activities for beneficiaries should include business management and effective operations; skills on starting business and managing business growth; components on financial literacy and marketing and exhibition skills. Provision of more coaching and mentorship programs,

development of success stories and documentation and more media engagement where entrepreneurs can exhibit their talents and creativity should be adopted to address the identified shortfalls.

4.3.5 Project implementation success factors

The evaluation also established a number of contributing and challenging factors towards project's success. First and foremost, the project mainly targeted women entrepreneurs with existing businesses giving a proper platform for triggered interest in the project. The assessments that were undertaken prior to the commencement of the entrepreneurship training coupled with the training needs assessments also proved very valuable to positive start and subsequent success. The project also capitalized on local resource utilization for instance use of local trainers who understood the dynamics of the community, enhancing buy-in and ease of integration. The project also created effective communication channels for the entrepreneurs through a WhatsApp platform for post training support. The project also created synergies by identifying and selecting the energy sector as a key sector for promoting women entrepreneurship.

The entrepreneurial skills building and practice component (marketing, costing & pricing, networking, record keeping, people and productivity, buying and stock control) that was part and parcel of the project design were enabling factors.

The delivery of the capacity building and training was through face-to-face interactions with beneficiaries of the project for the interventions offered to them, which offered first hand experience to see success of the project implementation.

The BDSPs and CSOs displayed high capacities to deliver business development services to growth-oriented women entrepreneurs, besides the ultimate goal of job creation and sustainable incomes and improvement of livelihoods capital among the beneficiary families. This laid ground for assured successful implementation of the project.

The sharing of ILO/SIDA deliverables done under the auspices of the Technical Working Groups (TWGs) structured as Pillar working group 5- Economic Growth and infrastructure working groups also steered the project towards success.

Other factors for successful implementation of the project included active engagements with local and international partners working in the renewable sector in Somalia, most notably, IFC, AfDB and AECF and a number of meetings (with GIZ, IFC and AfDB) where information was exchanged and coordinated plans were established. Linkage of the interventions and partners with International Organisation of Migration for further support to the women entrepreneurs in accessing training and markets also ensured success.

The project was designed basing largely on lessons learned and previous experience in Somalia and in the region, in addressing barriers to women's economic participation and success in the private sector. This forms part of experiential learning and thus perfecting the present based on the past. Typical example was where ILO worked in 2015-2016, to improve the capacity of women's associations to promote women entrepreneurs, and for a number of years working with Shuraako, a local NGO.

The government, employers and workers' organizations being ILO constituencies were involved in the planning and implementation of the project since the beginning. This was done through the Project Steering Committee (PSC) and separate Project Technical Working groups (PTWG). Involving and engaging them in the planning through the technical working group enabled higher chances of success, not only for the training but also for future support systems for the beneficiaries of the program.

Nonetheless, the two components (WEE and RE) 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.

4.4 Efficiency of resource use and management arrangements

The key resources considered for establishing efficiency of this project included human resources, time, expertise and funds etc. allocated and used to provide the necessary support to achieve the broader project objectives.

The program had an absorption rate of 66% based on the initial agreement of 49 SEK and what was expended that is 32.5 SEK, 60% of which went into program management and 40% into development. While this appears to have been against the initial agreement that the recurrent expenditure should not be above 30%, it may be attributed to Covid-19 which saw the suspension of some development activities whereas salaries were being paid.

The evaluation noted that there were delays in payment of entrepreneurs' transportation or fare refunds and delays in the project facilitating access to finance. One other noted issue was failure to adhere to set training timelines. The feedback process was also noted to be quite bureaucratic.

The steps in undertaking the value chain analysis and other assessments like that of the cooperatives and the WEE Check, especially for the renewable energy component were very positive moves towards evidence-based actions and planning. The actions resulted in the project consolidating centralized and updated information.

The Global platform introduced in the project enhanced technical support to employer organizations in the rollout, for instance IBS or Zamzam which supported women entrepreneurs to be champions of gender equality.

4.4.1 Alignment of project activities, disbursements and project expenditures with workplans

The annual mapping exercise reconciled the project budget lines and work plans based on IRIS system, though liaising with Addis-Ababa office caused a lot of delays to sort or sit down and really figure out these bottlenecks of these finance issues where they arose. One typical example was when the staff submitted financial statements at the end of December 2020 showing an available balance of 670,000 US Dollars, yet the project failed to undertake activities since the project team indicated that they were waiting for release of more money. Similarly in 2021, a balance of 500,000 US Dollars was committed to 2021 activities that were delayed. These incidences exposed a lot of inconsistencies which could have been explained better at the inception stage.

4.5 Impact orientation and sustainability

4.5.1 Impacts of the project

The evaluation established that the project had notable long-term changes among the populace with all the 500 targeted women trained across various facets of entrepreneurship. Several participants shared testimonies on remarkable improvement and transformation in Knowledge, Attitude and Practice (KAP) aspects which enhanced formalization of business practices around record keeping and business planning. The targeted BDSPs reported improved knowledge in marketing, record keeping and costing strategies. The introduction of cash records, record keeping, and marketing budgets were some of the immediate changes experienced by the women entrepreneurs. The participants also noted ability to develop business visions and learnt risk prevention which increased their business incomes.

The impact of the project was also seen among the ToTs who enhanced their professional competence ensuring job security, translating into improved quality of services to the community. The capacity

building plan for the local communities ensured continuity of the skills shared and handing down of knowledge and tools, a human centred approach.

4.5.2 Sustainability components

The project design carefully considered sustainability measures, for instance the partnership with both private and the private sector in implementation through key government ministries, non-government and private sector organizations, complimented with capacity building and skills transfer, curriculum developed for collective actions.

The program came to an end in April 2022 and the donor and ILO entered into an agreement amendment after ILO requested two more months for reporting, and SIDA honoured that request. However, by the end of June, ILO had not completed the report and an amendment was agreed to extend the period to October to do the final reporting and the financial statement.

A close out meeting was held in Mogadishu and a new partner (NIS Foundation) identified by the donor who will take over the project. SIDA desired to move on with the program with another partner since the private sector had invested heavily in infrastructure to offer training in the hope that SIDA would equip the facilities. This they did but have not enrolled the number of trainees expected. The whole point was to not let the facility and equipment go to waste and thus the need to identify a new partner to continue with the program. The program has an inception period of 5 months to Dec 2022 and enrolment starts in Jan 2023. Important to note is that negotiations were required with private sector as the new implementing partner has different engagement modalities with Sida unlike ILO.

The end-line evaluation established a number of gaps in the sustainability measures of the project. The most common one was eminent political turmoil in the country, Somalia being a volatile country. The negative perception of the community towards the program due to unfulfilled promises in access to funding was also a glaring gap to the project. The focus on women also created a perception that the Program favoured women more than men.

On the renewable energy component, the project had an activity on sustainability that failed to be implemented due to lack of funds and the time constraints.

The sustainability of any project is assessed through four elements, i.e., Social, Political, Financial and Environmental elements. A brief analysis for the project on these four elements is given as follows:

1) Social Sustainability

The project contributed to two main themes, i.e., promotion of renewable energy as well as enhancing women empowerment through employment and entrepreneurship. Both of these subjects are socially acceptable in Somalia. There is an acute shortage of affordable and clean energy – particularly for enabling the poorest households to access energy. This project assisted in this dimension through promotion of women employment which was very low in numbers at the beginning. Women were mostly concentrated in the informal economy. This project focused on enhancement of number of employment opportunities and business creation for women and helped them formalize their employments. Project made necessary arrangements to engage all social partners and stakeholders in PSC and PTWGs – to keep them informed and get their feedback on implementation modalities. This project was therefore considered to be a socially viable project.

2) Political Sustainability

The Government of Somalia fully recognizes the need for enhancing energy to improve industries and living standard of people. The government was fully engaged in the development of this project. The Government was also cognizant of the importance of women's employment and that is the reason that

the Prime Minister of Somalia assigned the Ministry Labour & Social Affairs (MoLSA) and Ministry of Women Development & Human Rights (MoWHR) to work jointly for enhancing decent employment opportunities for 3,000 women in 2019. The National Development Plan, as well as the Roadmaps for Social Development and Economic Growth – fully highlights Government’s commitment in these two areas. Therefore, this Project is fully in line with the Political ambitions of the country and is considered politically viable.

3) Financial / Economic Sustainability

The project supported the following institutions and systems:

- a. **Establish Training Institutions through PPDP:** All capital resources were provided by Private Sector companies and committed to provide for recurring costs of the institutions – after the project completion. There was a provision for charging reasonable/nominal fee from the training participants – to meet recurring costs of the training institutions.
- b. **Establish Network of BDSPs (Financial & Non-Financial):** The premise of BDSPs was to offer continued support to the women entrepreneurs – a ‘for-profit’ work. BDSPs continued to offer this service for their own sustainability. They also made their individual Business Plans to continue and enhance their business support activities.
- c. **Cooperatives of Women Entrepreneurs:** The growth-oriented women entrepreneurs were organized in form of Cooperatives and linked to the Cooperatives Union for enhancing social and economic solidarity. While some training courses for Cooperatives were supported by the Project, the rest of support was provided directly by Cooperative Union of Somalia (UDHIS) – for which, women entrepreneurs directly paid fees - with no financial implications for the project.

Thus, the project did not create any entity which has un-planned recurring costs. Therefore, the project was considered economically viable, however, during its implementation, special efforts should have been made to ensure financial viability of all institutions being created or supported in this project.

4) Environmental Sustainability

The Project contributed positively towards environmental conservation – by promoting clean and affordable Renewable Energy. In the second component as well, the project supported those enterprises which – in one way or the other – supported environment consideration. This is helpful in reducing carbon emission through reduced use of fossil fuels and contributed positively towards climate change. Therefore, the project gives the impression of environmental sustainability – however, special consideration should be made for promoting women entrepreneurs continuously to select environmentally sound enterprises.

4.6 Gender Equality and non-discrimination

The project was designed with deliberate focus on growth-oriented women entrepreneurs. This strategy enhanced women’s meaningful participation and engagement in decision making in labour unions, while championing gender issues at the work place. A typical example was the enrolment and training of women (16% of the cohort) in electrical skills, an otherwise male dominated domain. The promotion of women in these skills was a game changer since the informal MSMEs in Somalia were mainly owned by women at 60% against 40% men.

The project uplifted the women to engage in high-value businesses through the skills shared, recognition and the support accorded to them. The assessment undertaken by the partners in the project using the ILO WE – check tool brought out the gender gaps that existed within the said

organizations and addressed them accordingly, for instance Zamzam managed to elevate women to high-ranking positions like chancellor for the university and departmental heads. All the gender related successes in the project were attributed to the initial design and subsequent implementation of gender mainstreaming actions. Budget allocation covered all the gender related actions in the project for instance gender assessment using the WE-Check tool which was implemented across all the partner organizations.

4.7 Human Rights

The project was designed with special focus on the most vulnerable people for equal provision and access to the ILO interventions. This included the Persons with Disabilities (PwDs) and those with other special needs. The evaluation established that most of the Women who received the training presented high vulnerabilities such as living with high number of dependents, living in informal settlements, having children at risk of child labour and having family members with varied forms of disabilities. The poor and marginalized groups were included in the training program, plus Internally Displaced Persons (IDPs) and low-income entrepreneurs.

The project clearly aimed to support those considered very poor and vulnerable noting that most of the women that were involved had been displaced in Somalia and had very limited means of livelihoods. They carried the heavy burden of fending for their families and thus required quick turn around with resourceful and creative support to develop their own livelihood by forming business ideas and being supported to do so by the ILO project. One such example was the renewable energy component where technicians, with limited means of livelihood resources, were funded through grants for training, and subsequent employment in the renewable energy field.

4.8 Good Practice

1. The practice of service providers coming together regularly and periodically and sharing their challenges, but also their successes in supporting women entrepreneurs, for instance ZamZam and IBS shared with the other service providers their best practices and experiences of what worked for them.
2. The participatory approach used in designing the project brought together all potential stakeholders to make contributions. This was very innovative for the project especially the choice of the two components of Women's Economic Empowerment and of Renewable Energy.
3. The project was largely based on evidence from past lessons learnt and continuous assessments undertaken. Evidence based programming ensured sustainability and effective project implementation.

4.9 Lessons Learned

1. Development of livelihoods focused on hands on trade crafts and blending with business management skills is a recipe for success and buy-in fragile habitats. The project employed multi sectoral approach in its design and implementation.
2. Working with and through the private sector in form of PPPs enhances efficiency of resource use and delivery of results. The project used minimal resources while tapping into the private sector funds, efficiency and innovativeness.

3. Strategic partnerships should be accompanied with clear communication structures for seamless flow of actions. The project faced disruptions due to gaps in communication.
4. Evidenced based programming ensures sustainability and effective project implementation. The assessments and studies undertaken in the project for instance the WE- Check tool for gender assessment and the value chain analysis brought out very tangible information to help improve the implementation of the project.

4.10 Conclusions

1. The project commenced with several delays caused mainly by gaps in human resource deployment. The orientation process was not well coordinated resulting in structural delays as well. Despite the disruptions at the beginning including the COVID-19, the final evaluation noted the accomplishments throughout the life of the project.
2. The project was designed with smart sustainability measures, for instance strategic partnerships that drew together the private and public sectors (IPPs) including line Ministries and government departments, universities from the design stage, which led to innovate ideas like working on the two components of entrepreneurship and renewable energy to support the women.
3. Orientation of partners in the project was not effectively undertaken to harmonize understanding especially on activity and financial reporting, leading to poor relationships with the donor.
4. The staffing component was not commensurate with the workload especially on the part of the project implementation teams on the ground, for instance there was only one manager for overall management.
5. Gender equity consistently affects the Somali community. The project made concerted efforts in championing gender mainstreaming, though missed out by focusing largely on gender targeting.
6. The role of the private sector in enhancing efficiency cannot be overemphasized as seen in the training on renewable energy for the women entrepreneurs by BECO.

4.11 Recommendations

1. This project was designed with a hindsight to provide the opportunity to build on best practices. ILO should therefore scale up results achieved to leverage the strong linkages with local, regional and national strategies and hasten formation of cooperatives and subsequently strengthen them through organizational capacity strengthening plans.

Responsible	Priority	Time Implication	Resource implication
ILO and SIDA	High	June – December 2022	High

2. Gender mainstreaming was part and parcel of this women economic empowerment and renewable energy project. Going forward, there should be more specific focus especially by the government on gender equity by addressing existing gender biases that exist in the communities for instance cultural biases, and promote women entrepreneurship. The government should enact laws that prohibit discriminatory practices.

Responsible	Priority	Time Implication	Resource implication
ILO, Government of Somalia, local leadership	High	Throughout	medium

3. In similar projects the trainings on enterprises development should be accompanied by start-up capital through either provision of grants or access to financial institutions. Trainings for similar projects should be stretched to include coaching and mentoring sessions for at least six months' post training to hone the skills learnt by the recipients.

Responsible	Priority	Time Implication	Resource implication
ILO, SIDA, Universities, Financial Institutions	High	June – December 2022	Medium

4. Evidence based programming was a key factor in the achievements of the project. In similar projects a component on research and documentation should also be undertaken to enhance knowledge management of ILO and national stakeholders.

Responsible	Priority	Time Implication	Resource implication
ILO/SIDA and all stakeholders	High	Throughout	High

5. Exclusive incentives, tax rebates, duty cuts and subsidized equipment and technology can be provided to encourage women in emerging sectors. Special recognitions and award can be instituted for women participating in such targeted industries. This can be extended to individual business levels, practitioners and stakeholders in the project areas so as to consolidate the gains especially around Knowledge, Attitude and Practice.

Responsible	Priority	Time Implication	Resource implication
ILO/SIDA and all stakeholders	High	Short-term -	High

6. Small women enterprises are especially exposed to periods of crisis, which tend to follow a common four step pattern: strategic crisis, success crisis, liquidity crisis and insolvency. Crisis management skills should be integrated in training of entrepreneurs to help them mitigate the effects of periods of slowdown on business activities, for instance COVID-19 pandemic.

Responsible	Priority	Time Implication	Resource implication
ILO/SIDA	High	Throughout	High

7. ILO should facilitate follow-up workshops for development of appropriate curricula and modes of support in relation to accessing digital services for both financial management and record keeping and risk analysis and management, in the next one year to enhance the business operations of WEs in the project locations.

Responsible	Priority	Time Implication	Resource implication
ILO/SIDA /Government of Somalia/Universities	High	Throughout	High

Annexes

1. Terms of Reference (ToR)



TERMS OF REFERENCE

INDEPENDENT FINAL EVALUATION

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 final
Date of the evaluation	April 2022
Evaluation Manager	Ricardo Furman, Senior Monitoring & Evaluation Officer, ILO Regional Office for Africa

I. Background

According to the World Bank⁵, 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.

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.

⁵ The World Bank, country partnership framework for the federal republic of Somalia for the period 19 – 22, August 2018

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 workplaces

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.

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. The new project manager that joined mid October 2021 is based in Geneva Switzerland.

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 goes through two independent evaluations. Both evaluations are managed by an ILO certified evaluation manager and implemented by independent evaluators. This final evaluation will be managed by the Regional M&E officer for ILO Africa. The mid-term evaluation took place in February-April 2021. 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 is 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. 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:

1. Assess the relevance and coherence of project’s design regarding country needs and perception of its value for the target groups.
2. Identify the contributions and alignment of the project to DWCP, the SDGs, the UNSDCF, the ILO P&B objectives and Countries outcomes, the Abidjan Declaration, and its synergy with other projects and programs
3. Analyse the implementation strategies of the project with regard to their effectiveness in achieving the project outcomes and impacts (i.e. in relation to the identified Theory of Change); including unexpected results and factors affecting project implementation (positively and negatively).
4. 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.
5. Asses the implementation efficiency of the project.
6. Assess the strategies for outcomes’ sustainability and impact.
7. Identify lessons and potential good practices for the key stakeholders.
8. Provide strategic recommendations for the different key stakeholders towards the sustainability of outcomes achieved and future similar projects or related subjects .

IV. Scope of the Evaluation

The final evaluation will cover the period May 2018 to April 2022. 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 ILO constituents, other national stakeholders, donor, and

ILO. The Office and stakeholders involved in the execution of the project would use, as appropriate, the evaluation findings, recommendations, lessons learnt, and good practices developed in this evaluation.

VI. Evaluation criteria and questions

The evaluation should address the OECD's Development Assistance Committee (DAC) evaluation criteria as defined in the ILO Policy Guidelines for results-based evaluation, 2020 (see Annex I). 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).

The evaluation will cover the following evaluation criteria:

- vi) Relevance, coherence, and strategic fit,
- vii) Validity of design,
- viii) Project progress and effectiveness,
- ix) Efficiency,
- x) Impact orientation and sustainability

Analysis of gender-related concerns will be based on the ILO Guidelines on Considering Gender in Monitoring and Evaluation of Projects (September 2007). T

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 below with special focus on answering how and why, through an analysis of data collected. 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 questions 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 considered.

Key Evaluation Questions

The evaluator shall examine the following key issues:

1. Relevance, coherence and strategic fit,
 - To what extent is the project's expected results aligned to the DWCP of Somalia and United Nations Sustainable Development Cooperation Framework for Somalia, the SDGs and the implementation plan of the Abidjan Declaration?
 - How well does the project complement and build on other complete and on-going Swedish Government initiatives and other ILO and UN projects in the country?

- Have the ILO constituencies (government, employers', and workers' organizations) been involved in the planning of the project since the beginning?
 - Has the project created good relationship and cooperation with relevant national, regional and local level government authorities and other relevant stakeholders to implement the project? If not, please state the issues that occurred.
 - Have been changes in the relationship of the project with project stakeholders and other projects (UN, Swedish funded ones, government, others) during the life of the project and how affected positive or negatively the project outcomes?
2. Validity of design
- Has the design clearly defined outcomes, outputs and indicators (with baselines and targets for outcomes)?
 - Was the project design 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?
3. Project effectiveness
- To what extent have the project objectives and their related outcomes and outputs been achieved according to the work plans?
 - 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?
 - 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?
4. Efficiency (use of resources and management arrangements)
- How efficiently have resources (human resources, time, expertise, funds etc.) been allocated and used to provide the necessary support to achieve the broader project objectives (e.g. project team, ILO Country Office, DWT, HQ)? How could this have been improved?
 - To what extent were the project's activities and the disbursements and project expenditures in line with the workplans?
 - How did the project address COVID-19 with existing resources?
 - Has there been a comprehensive monitoring and evaluation strategy in place (e.g. relevant information systematically collected and analysed (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?
5. Impact orientation and sustainability

- To what extent have the target population benefited from the project outputs? Has the project changed their lives in any meaningful way?
- Are the project impacts sustainable? Identify and discuss gaps in the sustainability strategy and how the stakeholders, including other ILO projects support, could address these beyond the project life.
- Has the project developed 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?
- Has a formal agreement been implemented in regard to the use and management of the training centre facilities?

6. General

- Has the project addressed the recommendations of the mid-term evaluation? If in some cases not, are the rationale for those valid?
- How crosscutting issues have been integrated in the project including gender and non-discrimination (i.e., people with disabilities), international labour standards, social dialogue and fair transition related to environment?

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 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). An international consultant will conduct the evaluation virtually (home-based).

The evaluation will be carried out through a desk review and virtual 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 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 evaluation data collection methodology will consist of remote/virtual data collection. This will require enhanced engagement and collaboration with the project team in terms of organizing the contact with stakeholders.

The Evaluator 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 (including independent interpretations when deemed necessary and to the extent possible). The evaluator 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 evaluator that 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

The evaluator will hold meetings with relevant stakeholders, including members of the Project Steering Committee (PSC) and Technical Work Group (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.

At the end of the data collection, the evaluators will organize, with logistic support from the project, a virtual 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 evaluator 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 I) 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

Evaluator

The evaluator will work under the supervision of the evaluation manager. The evaluation consultant will have responsibility for the evaluation report. The deliverables have to be approved by the evaluation manager.

Evaluation Manager

The evaluation consultant 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 be x working days in March-April 2022

Phase	Tasks	Responsible Person	Timing	Evaluator working days
I	➤ Preparation of TOR	Evaluation manager	7 th -18 th March	0
II	➤ Circulation of ToRs with national stakeholders, ILO internal ones and donor for comments	Evaluation manager	21 st -25 th March	0
	➤ Contracting of the evaluator	Evaluation Manager	21 st -25 th March	0
III	➤ 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	28 th March – 1 st April	5
IV	➤ 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	4 th -15 April	10
V	➤ Draft evaluation report based on desk review and consultations from field visits	Consultant	18 th -22 nd April	5
VI	➤ Circulate draft evaluation report to key stakeholders ➤ Consolidate comments of stakeholders and send to consultant	Evaluation manager	25 th – 27 th April	0
VII	➤ Incorporate comments and inputs including explanations if comments were not included	Consultants	28 th April	1
X	➤ Approval of report by EVAL	EVAL	29 th April	0
XI	➤ Official submission to CO for dissemination and management response	EVAL	30 th April	0
	Total			21

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

- The Evaluation Consultant 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 Evaluation Consultant 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 Consultant should have the following qualifications:

- Master's 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; local languages will be an asset
- Demonstrated ability to deliver quality results within strict deadlines.
- No prior experience with his project

XI. Resources

The required resources are the following ones:

- Consultant: 21 workdays
- Project support to contact stakeholders by the consultant
- Stakeholders workshop with national stakeholders and the donor
- To the extent possible, project support in interpretation

2. References

- ILO policy guidelines for evaluation: Principles, rationale, planning and managing for evaluations, 3rd ed. (Aug. 2017)

http://www.ilo.ch/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm

- Code of conduct form (To be signed by the evaluator)

http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm

- Checklist. 3 Writing the inception report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm

- Checklist 5 Preparing the evaluation report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm

- Checklist 6 Rating the quality of evaluation report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm

6. Template for lessons learnt and Emerging Good Practices

http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm

http://www.ilo.org/eval/Evaluationguidance/WCMS_206159/lang--en/index.htm

7. Guidance note 7 Stakeholders participation in the ILO evaluation

http://www.ilo.org/eval/Evaluationguidance/WCMS_165982/lang--en/index.htm

8. Guidance note 4 Integrating gender equality in M&E of projects

http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm

9. Template for evaluation title page

http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm /.

3. Evaluation questions matrix

Evaluation criteria	Key questions	Data source	Data collection methods/tools	Methods of data analysis	Indicators/success standards
Relevance and strategic fit	1. To what extent is the project's expected results aligned to the DWCP of Somalia and United Nations Sustainable Development Cooperation Framework for Somalia, the SDGs and the implementation plan of the Abidjan Declaration?	<ul style="list-style-type: none"> • Interviews • FGDs • Project document • Reports 	<ul style="list-style-type: none"> • KIIs • FGDs • Documents review 	<ul style="list-style-type: none"> • Thematic analysis • Labelling (coding) • Comparative analysis • Triangulation 	<ul style="list-style-type: none"> • Respondent perceptions, level of achievement of objectives and outcomes
	2. How well does the project complement and build on other complete and on-going Swedish Government initiatives and other ILO and UN projects in the country?	<ul style="list-style-type: none"> • Interviews • FGDs • Project document • Monitoring reports 	<ul style="list-style-type: none"> • KIIs • FGDs • FGDs • Documents review 	<ul style="list-style-type: none"> • Thematic analysis • Labelling (coding) • Comparative analysis • Triangulation 	<ul style="list-style-type: none"> • Respondent perceptions, project design
	3. Have the ILO constituencies (government, employers', and workers' organizations) been involved in the planning of the project since the beginning?	<ul style="list-style-type: none"> • Interviews • FGDs • Project document • PMPs • Reports 	<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, level of achievement of objectives and outcomes
	4. Has the project created good relationship and cooperation with relevant national, regional and local level government authorities and other relevant stakeholders to implement the project? If not, please state the issues that occurred.	<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
	5. Have been changes in the relationship of the project with project stakeholders and other projects (UN, Swedish funded ones, government, others) during the life of the project and how affected positive or negatively the project outcomes?	<ul style="list-style-type: none"> • Interviews • FGDs • Project document • Monitoring reports 	<ul style="list-style-type: none"> • KIIs • FGDs • FGDs • Documents review 	<ul style="list-style-type: none"> • Thematic analysis • Labelling (coding) • Comparative analysis • Triangulation 	<ul style="list-style-type: none"> • Respondent perceptions, project design
Validity of design	1. Has the design clearly defined outcomes, outputs and indicators (with baselines and targets for outcomes)?	<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 standards
	2. Was the project design 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
	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
Project effectiveness	1. To what extent have the project objectives and their related outcomes and outputs been achieved according to the work plans?	<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 • Labelling (coding) • Comparative analysis • Triangulation • Simple descriptive statistics 	<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 • # 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"> • KIIs • FGDs • Documents review 	<ul style="list-style-type: none"> • Thematic analysis • Labelling (coding) • Comparative analysis • Triangulation 	<ul style="list-style-type: none"> • Respondent perceptions, # and outcomes of cases of an enabling environment

Evaluation criteria	Key questions	Data source	Data collection methods/tools	Methods of data analysis	Indicators/success standards
	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"> • KIIs • 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. To what extend has the COVID-19 Pandemic influenced project results and effectiveness and how the project has addressed this influence to adapt to changes?	<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, cases of unintended results
Project Effectiveness	1. To what extent have the project objectives and their related outcomes and outputs been achieved according to the work plans?	<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 • Labelling (coding) • Comparative analysis • Triangulation 	<ul style="list-style-type: none"> • Respondent perceptions
	2. Has the project successfully built or strengthened an enabling environment (systems, policies, people's attitudes, etc.)?	<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 • Labelling (coding) • Comparative analysis • Triangulation 	<ul style="list-style-type: none"> • Respondent perceptions,
	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 • Project documents 	<ul style="list-style-type: none"> • Documents review • KIIs 	<ul style="list-style-type: none"> • Thematic analysis • Labelling (coding) • Comparative analysis • Triangulation 	<ul style="list-style-type: none"> • Respondent perceptions,
	4. To what extend has the COVID-19 Pandemic influenced project results and effectiveness and how the project has addressed this influence to adapt to changes?	<ul style="list-style-type: none"> • Interviews • Project documents 	<ul style="list-style-type: none"> • Documents review • KIIs 	-do-	<ul style="list-style-type: none"> • Respondent perceptions
Efficiency (use of resources and	1. How efficiently have resources (human resources, time, expertise, funds etc.) been allocated and used to provide the necessary support to achieve the broader project objectives (e.g. project team, ILO Country Office, DWT, HQ)? How could this have been improved?	<ul style="list-style-type: none"> • Interviews • Project document 	<ul style="list-style-type: none"> • Documents review • KIIs 	As above	<ul style="list-style-type: none"> • Project expenditure and delivery trends, project work plans and budget revisions

Evaluation criteria	Key questions	Data source	Data collection methods/tools	Methods of data analysis	Indicators/success standards
management arrangements)	2. To what extent were the project's activities and the disbursements and project expenditures in line with the workplans?	<ul style="list-style-type: none"> • Interviews • Project document • PMPs 	<ul style="list-style-type: none"> • KIIs • Documents review 	As above	<ul style="list-style-type: none"> • Project expenditure and delivery trends, project work plans and budget revisions, procurement timelines
	3. How did the project address COVID-19 with existing resources?	<ul style="list-style-type: none"> • Interviews • Project documents 	<ul style="list-style-type: none"> • KIIs • Documents review 	• As above	<ul style="list-style-type: none"> • Periodic reports, joint workshops, and consultative meetings, and minutes of meetings/decisions
	4. Has there been a comprehensive monitoring and evaluation strategy in place (e.g. relevant information systematically collected and analysed (disaggregated by sex and by other relevant characteristics)?	<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. 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 document 	<ul style="list-style-type: none"> • KIIs • Documents review 	As above	<ul style="list-style-type: none"> • Respondent perceptions, project performance
	1. To what extent have the target population benefited from the project outputs? Has the project changed their lives in any meaningful way?	<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
Impact orientation and sustainability	2. Are the project impacts sustainable? Identify and discuss gaps in the sustainability strategy and how the stakeholders, including other ILO projects support, could address these beyond the project life.	<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
	3. Has the project developed 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?	<ul style="list-style-type: none"> • Interviews • FGDs • Project doc. 	<ul style="list-style-type: none"> • KIIs • Documents review 	• As above	<ul style="list-style-type: none"> • Respondent perceptions, Project management structure
	4. Has a formal agreement been implemented in regard to the use and management of the training centre facilities?	<ul style="list-style-type: none"> • Interviews • FGDs • Project document 	<ul style="list-style-type: none"> • KIIs • Documents review 	• As above	<ul style="list-style-type: none"> • Respondent perceptions, institutional change, changes in behaviour, policy changes promoted

Evaluation criteria	Key questions	Data source	Data collection methods/tools	Methods of data analysis	Indicators/success standards
General	<ul style="list-style-type: none"> Has the project addressed the recommendations of the mid-term evaluation? If in some cases not, are the rationale for those valid? 	<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 marker data assigned to the project
	<ul style="list-style-type: none"> How have crosscutting issues been integrated in the project including gender and non-discrimination (i.e., people with disabilities), international labour standards, social dialogue and fair transition related to environment? 	<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

4. Lessons learned

ILO Lesson Learned Template	
Project Title: Public Private Development Partnership for Renewable Energy Skills Training and Women Economic Empowerment in Somalia	
Project TC/SYMBOL: SOM/17/02/SWE	
Name of Evaluator: Dr. Edwin Okul, PhD	Date: June,2022
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)	Development of livelihoods focused on hands on trade crafts and blending with business management skills is a recipe for success and buy-in fragile habitats. The project employed multi sectoral approach in its design and implementation.
Context and any related preconditions	There are low levels of skills among women entrepreneurs in Somali, mainly due to lack of training opportunities, 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 the physical and political environment to encumber women's participation in enterprise unless addressed. Economic realities which reinforce them and restrict women's access to technical and business skills training and the institutions which require proficient trainers, ought to be addressed.
Success / Positive Issues - Causal factors	The women trained on business management which enables them to carry out profitable businesses. They have been trained on various aspects of business management, enabling them to be independent in carrying out their activities without reliance on donors.
ILO Administrative Issues (staff, resources, design, implementation)	The existence of project partners, government, Trade unions and the trainers worked well in guiding the project implementation and components with the aim of ensuring realization of benefits to the target groups.

ILO Lesson Learned Template

Project Title: Public Private Development Partnership for Renewable Energy

Skills Training and Women Economic Empowerment in Somalia

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

Name of Evaluator: Dr. Edwin Okul, PhD

Date: June,2022

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)	Strategic partnerships accompanied with clear communication structures leads to seamless flow of actions.
Context and any related preconditions	Somalia has experienced more than three decades of widespread violence, chronic food shortages and instability due to war and insurgency. However, there are signs of progress, and communications has an important role to play.
Targeted users / Beneficiaries	The donor, ILO, the government, partners as well as other relevant stakeholders
Challenges /negative lessons - Causal factors	The project faced disruptions due to gaps in communication. There was miscommunication with one of the implementing partners working on the women economic empowerment component (SHURACCO) and between SIDA, FGS and ILO.
Success / Positive Issues - Causal factors	There is strong stakeholder ownership and support by key stakeholders as seen by their involvement in the trainings.
ILO Administrative Issues (staff, resources, design, implementation)	There is also an elaborate and structured ILO country office administrative policies and procedures which allow transparency in decisions regarding use of resources against agreed resource actions.

ILO Lesson Learned Template

Project Title: Public Private Development Partnership for Renewable Energy

Skills Training and Women Economic Empowerment in Somalia

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

Name of Evaluator: Dr. Edwin Okul, PhD

Date: June,2022

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)	Working with and through the private sector in form of PPPs enhances efficiency of resource use and delivery of results . The project used minimal resources while tapping into the private sector funds, efficiency and innovativeness.
Context and any related preconditions	The project is being implemented in a perplexing setting. Somalia state is delicate, its institutions are frail, and development work is often exposed to challenges relating to violence, and institutional incapacity. There is however a budding presence of enthusiastic private sector
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 recent elections, insecurity and violence in some of the project locations has been the greatest challenge leading to delays to the project kick-start and implementation. 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 and a substantive finance officer .
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 Economic Empowerment in Somalia

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

Name of Evaluator: Dr. Edwin Okul, PhD

Date: June,2022

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)	Evidenced based programming ensures sustainability and effective project implementation. The assessments and studies undertaken in the project for instance the WE- Check tool for gender assessment and the value chain analysis brought out very tangible information to help improve the implementation of the project.
Context and any related preconditions	The design was 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. The pre-implementation needs assessment carried out to establish the prevailing status of unemployment among women in Somalia with focus on women owned businesses and addressing challenges of renewable energy skills gaps in the Somali power sector informed the project design.
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 lack of technical and business skills as well as cultural practices existing in Somali did not allow the women to fully participate in profitable business activities. Most of them had very weak businesses and track record of profit making.
Success / Positive Issues - Causal factors	Besides supporting the implementation, as a member of ILO's tripartite constituency for Somalia, the trade union movement continued to champion for decent work for Somali women and will continue to engage social dialogue with social partners without comprising women's fundamental rights.
ILO Administrative Issues (staff, resources, design, implementation)	There were structures encompassed in institutional arrangements which ensured policy and strategic guidance guaranteeing successful delivery of the project and the various partners, including the government had a direct interest in the project.

5. Good Practice

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: Dr. Edwin Okul, PhD

Date: June 2022

The following 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 participatory approach used in designing the project brought together all potential stakeholders to make contributions. This was very innovative for the project especially the choice of the two components of Women's Economic Empowerment and of Renewable Energy.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The protracted war in Somalia has eroded the economic capacities of women, notwithstanding the patriarchal nature of the community. The blend of the two components and the PPPs created were a very rich recipe for the achievements of the project. Though limited by literacy and numeracy levels, the practical approaches in the trainings saw up-take of skills in record keeping, financial management and marketing amongst the WEs.
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, public and private sectors. The blend of the two project components ensured maximum utilization of locally available resources to turn around the economic fortunes of the WEs in the two project locations.
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 were trained and obtained certification continue to impart the skills learnt in their communities on need-by-need basis. The foundation set by the project for replication of skills development and women economic empowerment intervention, provides for a multi-level approach to development.
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	Linkage with financial institutions and provision of seed capital including start-up kits was an opportunity missed in the design of the project.

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: Dr. Edwin Okul, PhD

Date: June 2022

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 practice of Service providers coming together regularly and periodically and sharing their challenges, but also their successes in supporting women entrepreneurs, for instance ZamZam and IBS shared with the other service providers their best practices and experiences of what worked for them.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The synergies built by the various stakeholders offers great opportunity for collective voices in addressing the plight of the Somali women in addressing barriers to women's economic participation without necessarily re-inventing the wheel. This is also a good platform for creating buy-in amongst stakeholders.
Establish a clear cause-effect relationship	The project design was largely built on lessons learnt from previous interventions by several other development partners in Somalia. The ensuing assessment tools and processes like FAMOS helped were some of the factors that enhanced effectiveness of the project. The project enabled women owned growth-oriented businesses to expand, created jobs, improved the value and productivity of their operations thus making them part of socioeconomic growth in Somalia.
Indicate measurable impact and targeted beneficiaries	The general Knowledge, Attitude and Practice (KAP) amongst the Women Entrepreneurs especially with focus on economic empowerment were largely enhanced through the project activities. The WEs shared testimonies that pointed towards growth and long-term change in their livelihoods and business practices and growth. A number of job were also created.
Potential for replication and by whom	The coming together of public and private partners and sharing, the institutionalization of ToTs and the tools developed, the formation of cooperatives and growing membership are perfect foundations for replication. The Universities can replicate the project activities across the country.
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	The donor relations with the implementing agencies if enhanced, will see higher impacts of the project. Addressing Gender issues plays a very significant role in project implementation success.

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: Dr. Edwin Okul, PhD

Date: June 2022

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 was largely based on evidence from past lessons learnt and continuous assessments undertaken. Evidence based programming ensured sustainability and effective project implementation.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The assessments and studies undertaken in the project for instance the WE- Check tool for gender assessment and the value chain analysis brought out very tangible information to help improve the implementation of the project. The application of assessment tools, for instance FAMOS, requires high skills in analysis and time which may be impeded by the prevailing conditions in Somalia as a country.
Establish a clear cause-effect relationship	The project design was largely built on lessons learnt from previous interventions by several other development partners in Somalia, informing the evidence-based programming adopted in this project. The project enabled women owned growth-oriented businesses to expand, created jobs, improved the value and productivity of their operations thus making them part of socioeconomic growth in Somalia.
Indicate measurable impact and targeted beneficiaries	The general Knowledge, Attitude and Practice (KAP) amongst the Women Entrepreneurs especially with focus on economic empowerment were largely enhanced through the project activities. The WEs shared testimonies that pointed towards growth and long-term change in their livelihoods and business practices and growth. A number of job were also created.
Potential for replication and by whom	The coming together of public and private partners and sharing, the institutionalization of ToTs and the tools developed, the formation of cooperatives and growing membership are perfect foundations for replication. The Universities can replicate the project activities across the country.
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	Strong research components followed by dissemination of results amongst stakeholders should form a significant part of the interventions.

6. Evaluation schedule

Phase	Tasks	Responsible Person	Timing
I	➤ Preparation of TOR	Evaluation manager	7 th -18 th March
II	➤ Circulation of ToRs with national stakeholders, ILO internal ones and donor for comments	Evaluation manager	21 st -25 th March
	➤ Contracting of the evaluator	Evaluation Manager	21 st -25 th March
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	28 th March – 1 st April
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	4 th April – 31 st May
V	➤ Draft evaluation report based on desk review and consultations from field visits	Consultant	5 th May -22 nd June
VI	<ul style="list-style-type: none"> ➤ Circulate draft evaluation report to key stakeholders ➤ Consolidate comments of stakeholders and send to consultant 	Evaluation manager	25 th – 27 th June
VII	➤ Incorporate comments and inputs including explanations if comments were not included	Consultants	3rd September

7. Documents reviewed

- i) MTE Report
- ii) Project Steering Committee Meeting Minutes
- iii) Project Document
- iv) Donor Reports
- v) Partner Reports
- vi) OEF Shuraako Documents
- vii) Partner Agreements
- viii) Project Document and Budget
- ix) Project Governance Documents
- x) Technical Reports
- xi) Technical Tools
- xii) The World Bank, country partnership framework for the federal republic of Somalia for the period 19 – 22, August 2018
- xiii) International Labour Office. ILO strategy on promoting women’s entrepreneurship development. Geneva, March 2008
- xiv) National Development Plan Somalia. 2019-2024
- xv) UNSDCF 2021-2025
- xvi) Sweden International Development Cooperation Strategy, 2018-2022

8. List of people interviewed

KII Respondents

Organization	Name	Position
ILO Country Office - Addis		
International Labour Organization, Addis	Alexio Musindo	Director
International Labour Organization, Addis	Dereje Alemu	Program Unit Officer
PARDEV HQ		
International Labour Organization, Geneva	Elma Meijboom	Responsible for SIDA portfolio
ILO PPDP Project Team		
International Labour Organization, Geneva	Rebecca Tomkins	Project Manager
International Labour Organization, Mogadishu	Amran Mohamed	National Project Officer
International Labour Organization, Mogadishu	Ibrahim Mohamad	Finance and Admin Assistant
ILO Technical Backstopping Team		
International Labour Organization, Geneva	Virginia Rose Losada	WED Specialist
Donor - SIDA		
SIDA, Nairobi	Kamau Waithaka	Programme Manager
Implementing Partners - WEE Component		
International Bank of Somalia (IBS)	Joseph Adongo	Risk Management Expert
SIMAD University, Somalia	Mohamed Muse Hassan	Director, SIMAD iLab
ZamZam Foundation, Somalia	Suleikha Ali Yusuf	Director, ZamZam Foundation
Implementing Partners - RE Component		
NECSOM	Abdiwahab Abshir Ibrahim	Partnerships Officer
Strathmore University, Nairobi	Sarah Odera	Director, Strathmore Energy Research Centre
Strathmore University, Nairobi	Thomas Bundi	Quality Engineer, Energy Research Centre
Government agency – Ministry of Labour and Social Affairs		
MOLSA	Mohamed Hassan Haanbe	TVET Director
Social Partners		
Federation of Somali Trade Unions (FESTU)	Omar Faruk Osman	Secretary General

FGD Participants

NO.	NAME	DISTRICT
1	HINDI ABDI MOHAMED	GAROWE
2	FADUMA ABDULLAHI ALI	GAROWE
3	MADINA AHMED FARAH	GAROWE
4	ZEYTON KHALIF FARAH	GAROWE
5	MAKO HASSAN CEGAAG	GAROWE
6	SAHRA ABDIRIZACK MOHAMED	GAROWE
7	FATIMA HAYD MOHAMED	GAROWE
8	NAJMA MOHAMED ADAN	GAROWE
9	SAMIRA ABDULLAHI ALI	GAROWE
10	FADUMA MOHAMED DIREY	GAROWE
11	MUNA ALI HASSAN	GAROWE

NO.	NAME	DISTRICT
1	FAWZIA FARAH ABDIRAHMAN	GAROWE
2	ABSHIRO ABDI ALI	GAROWE
3	FARDOWSA ABDISALAN ELMI	GAROWE
4	CUREJI ABDULLAHI ABSHIR	GARAWE
5	IDIL SAID SHIRE	GARAWE
6	AMINA ISMAIL HAJJI	GAROWE
7	LEILA SHUEB MOHAMED	GAROWE
8	KHATRA CEYDURUS AHMED	GAROWE
9	HIJAB SAID YUSSUF	GAROWE
10	HAMDY NUUR ELMY	GAROWE
11	ISTAHIL OSMAN NUR	GAROWE
12	FADUMA MOHAMED NUR	GAROWE

NO.	NAME	DISTRICT
1	FARDOWSA ABDIRAHMAN ABSHIR	GAROWE
2	MADINA MOHAMED ALI	GAROWE
3	HAFSA JAMA MOHAMED	GAROWE
4	HAMDY NUR AHMED	GAROWE
5	ASIA MOHAMED MUSE	GAROWE
6	FADUMA MOHAMED MUSE	GAROWE
7	NASTEHA ABDULLAHI ABDI	GAROWE
8	HAFSA MOHAMED ADAN	GAROWE
9	BISHARA ISSE OSMAN	GAROWE
10	NUHUBO AHMED JAMA	GAROWE
11	NAJAH OSMAN ABDIKADR	GAROWE
12	HODAN ABDIRAHMAN ALI	GAROWE

NO.	NAME	DISTRICT
1	LEILA ALI MOHAMED	MOG
2	SAHRA ABDIKADIR ALI	MOG
3	RAMLA ADAN MOHAMED	MOG
4	HODAN OMAR MOHAMED	MOG
5	ANAB ABDIRIZACK ALI	MOG
6	FADUMA ALI MOHAMED	MOG
7	HANI MOHAMUD MOHAMED	MOG
8	ZUHUR LIBAN AHMED	MOG

NO.	NAME	DISTRICT
1	MARYAN ABUKAR AHMED	MOG
2	FARHIA IBRAHIM HUSSEIN	MOG
3	FARDOWSA ABDIRAHMAN ALI	MOG
4	MULKI ALI HURSHE	MOG
5	IDIL MOHAMED MUHIDIN	MOG
6	NAIMA MOHAMED ALI	MOG
7	FATHI ABDULLAHI ABDIRAHMAN	MOG

8	NAIMA ALI HURSHE	MOG
9	HAMDI JAMA WARSAME	MOG

NO.	NAME	DISTRICT
1	NAIMA ABDISALAN ADAN	MOG
2	RAHMA SALAT ABDI	MOG
3	HAFSA ABDIAZIZ MOHAMED	MOG
4	AYAN ABDULLAHI HASSAN	MOG
5	MAIDA HASSAN AHMED	MOG
6	NASRA ALI ISSE	MOG
7	ADAB IBRAHIM AHMED	MOG
8	MARYAN ARAB WASUGE	MOG
9	ZAMZAM HASSAN SHIDANE	MOG
10	MOHAMED IBRAHIM YARROW	MOG

