

# Country Programme Evaluation for Somalia

Type of Evaluation: **Country Programme Evaluation**

Evaluator: **Research Care Africa**

Time of the Evaluation: **30.1.2018**

## Executive Summary

FCA has been operating in Somalia and Somaliland since 2007 to empower communities and local authorities. FCA country programme focused on peace and stability and assisting People of Concern (PoC), such as Internally Displaced Persons (IDPs), refugees, returnees and marginalized population due to disabilities and drought through its development and humanitarian projects. No comprehensive evaluation of the entire country programme has been conducted since 2007. Given the recent changes made in the country programme, FCA's new strategy launched in 2017 and FCA's upcoming new Global Programme 2018-2023, this evaluation constitutes a comprehensive understanding of the impact of the Country Programme (CP), lessons learnt and formulation of recommendations for effective implementation and future programming of FCA's country programmes.

The evaluation primarily adopted a qualitative approach using key informant interviews and focused group discussions to collect primary data from project stakeholders and beneficiaries across Somalia and Somaliland. OECD/DAC evaluation criteria were used to assess the relevance, effectiveness, efficiency, impact sustainability and accountability of the country programme. The evaluation conducted a total of 25 key informant interviews with key project stakeholders including; FCA country team, Implementing partners, Federal Government of Somalia and Somaliland representatives, local community structures and community peace committees. In addition, five focus group discussion sessions (each FGD had 10-12 participants) were conducted with ongoing and previous project beneficiaries and local stakeholders. Further, a comprehensive desk literature review of project evaluation reports, FCA strategic plans, project results frameworks, country programme level documents and other relevant literature for the period 2013-2017 was carried out.

## Evaluation Findings

The humanitarian projects targeted communities in Somaliland and Puntland, while most peace building, reconciliation and governance initiatives were implemented in the South Central Somalia. The country programme has not implemented humanitarian interventions in the South Central Somalia, which has the worst affected communities. Overall, projects under the country programme's Right to Livelihood (R2L) and Right to Peace (R2P) modalities reached a large number of communities across Somalia and Somaliland.

The absence of formal institutions and strong government structures, lack of trained human capital and technical capacity strategically, prolonged emergency and armed conflict shows that FCA had focused its programme strategies to cover both emergency response and development programming. FCA has successfully identified projects that have advanced national and local administrations priorities through coordination with government agencies and line ministries as FCA supported numerous peace initiatives in which the traditional elders played a key role for improved community cohesion, resolved political disputes and supported governance process in the formation of south-west and Galmudug states.

Participatory approach to program design was also noted across country programmes activities where FCA consulted different stakeholder at the inception and implementation and closeout of projects. Besides, FCA's program in Somalia has gradually expanded from small-scale humanitarian intervention in Somaliland to peace building programs and state formation processes in the South Central Somalia.

Projects geared towards education and employment creation activities would be relevant for FCA's programming. Although right-to-quality education is one of the FCA's global policies, there are no tangible education projects implemented in Somalia or Somaliland over the five years under review due to funding challenges.

FCA interventions were fully aligned with "New Compact Deal" priorities, which informed Somalia's federal government priority needs. Relevance of the linkage between projects under the development programme was well demonstrated by FCA's approach of sequencing its activities and building its engagements with communities from local traditional mechanisms to its governance efforts. Local-level peace-building activities were the first area of intervention by FCA country programme, focusing on restoring dialogue and understanding between and within communities and later evolved its interventions to state building and capacity building such as support for Galmudug state formation and strengthening of Jubaland state administrations.

FCA state building initiatives transitioned from the federal state building process to supporting local district formation as promoted by Wadajir framework. FCA's peace initiative and transition to state building process and to district formation has supported national government and federal states aspiration to develop local administration as a way of devolving governance structure to improve service delivery. FCA and its partners played an important role by supporting local administrations in developing their own peace building policies.

The FCA's humanitarian programme (2013-2017) has managed to successfully implement humanitarian projects for vulnerable communities in Somaliland and Puntland as stakeholders and previous evaluations have highlighted its high relevance to the needs of vulnerable communities targeted in Somaliland and Puntland. However, the country programme did not sufficiently address some of the fundamental aspects of the humanitarian needs of the communities in South Central Somalia, which has borne the brunt of the conflicts and displacement.

The implementation of cash for work, unconditional cash, vocational trainings' support to poor vulnerable communities, IDPs and returnees in Somaliland and Puntland has effectively alleviated hunger and boosted income among the beneficiary community at least for the short-term period the project was active. In addition, restocking for IDPs and returnees in Burao was seen as one of the most successes of the project, despite some of the beneficiaries reporting to have lost their livestock in the recent droughts.

FCA country programme has gradually expanded and its field presence since 2013 and currently operates field offices in Mogadishu, Hargeisa and has field presence in Baidoa. This has brought FCA closer to project operation areas as well as stakeholders and communities. FCA's presence in Somalia has enhanced its relations and coordination with Somali Federal Government and federal member states and civil society organizations and its role in the implementation of Wadajir framework on local district formation.

FCA's peace building and reconciliation projects made important steps in improving clan relations. FCA was able to successfully mediate conflicts in both South Central Somalia and Northern regions of Puntland and Somaliland, some of which had run for many years. FCA's efforts to reconcile communities and build peaceful coexistence among communities, was followed by interventions in the area of governance and support for decentralization. With Somalia adopting to build a federal government in which regions have federal states, the country programme managed to ramp up efforts by international partners such as UNDP in supporting the formation of regional states, and districts (through the Wadajir Framework). FCA successfully played a significant role in the state formation process for both Galmudug and South West states.

Communities are determined to keep the peace committees operational as they have realized the fruits of their efforts, particularly their role in conflict resolution and reconciliation. Reviving and supporting community structures such as the CPC in South-West State Somalia, created a platform where communities can share vital information on the status of peace building and conflict resolution among neighboring clans.

Partnerships with local NGOs such as Candlelight, SOYDEN, CRD and IIDA have essentially built their capacities for long-term operations in Somalia and supporting communities at various levels. FCA's approach in engaging with local partners enhanced the ownership of the project by Somali stakeholders, and enhanced the credibility of the partners with regard to their peace building work.

## **Lessons learnt**

1. Relations with key stakeholders such as the ministry of interior and ministry of resettlement, reconstruction and rehabilitation (Somaliland) proved valuable in program delivery.
2. Partnership with local NGOs as project-implementing agencies ensured greater buy-in from both the local authorities and the beneficiary communities, hence improves accessibility and quality of the results achieved.

3. Support for Somali traditional mechanisms through the revival of common peace committees, plays a crucial role in conflict resolution processes.
4. Involvement of women and youth in conflict resolution has the potential to support existing conflict resolution mechanism in their peace building work.<sup>1</sup>

## **Recommendations**

1. Education projects in urban centers in South Central Somalia as well as in Somaliland should be given due consideration to promote the right to education and improve the literacy level.
2. FCA should invest in building the capacities of the local partners in South Central Somalia especially, financial and programme management and reporting as the project-implementing agencies will enhance greater buy-in from local community and stakeholders during the project implementation.
3. FCA should reduce its high dependency on partners for program implementation in Somaliland and pursue a self-implementation strategy to enhance program efficiency and effectiveness in this region.
4. To achieve programme coherence and establish mechanisms that promote complementarity and synergy with other aid actors, FCA should redouble its coordination efforts.
5. Lack of continuity after the completion of Galmudug formation has seen FCA miss out on opportunities to build on the tangible achievements the country programme achieved in the state formation process. FCA should carry on with implementing projects to cement its contribution.
6. FCA should embark on projects aimed at addressing youth unemployment through support for Level 2 vocational skills training.
7. FCA should also initiate humanitarian projects in South Central Somalia especially for IDPs, returnees and poor urban dwellers in the country. All potential humanitarian projects should be preceded by relevant assessments to also avoid duplication of intervention.
8. FCA should scale up capacity-building activities at all levels, mainly through technical assistance for the new districts of Luq, Berdale, Elbarde, Hudur and Dollow.

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<sup>1</sup> Final Evaluation of the Somali People's Peace Initiative: 2015, IDC