

Draft Report
Endline Assessment of Galdogob and Bursalah
Stabilization and Economic Development
Initiative

Prepared for Somalia Stability Fund under the
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Prepared by

Horn Africa Consultants Firm
Somalia: +252615906006/+252616770800
Landline Somalia: +2521856854
Kenya: +254 736 776 436/ +254 727 334 876
Email: info@hacof.com/ info@hacof.so
Website: www.hacof.com

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Executive Summary

This report has been prepared for the Somalia Stability Fund (SSF) as part of the Endline assessment of the HANO project (Investment Number: SSFPL-019-A01) and in response to Terms of Reference (ToR) of the March 7, 2019 issue of Request for Task Order Proposal (RFTOP). The main audience for this Endline assessment is the SSF Kenya office while its secondary audiences are CARE Somalia, Galdogob and Bursalah local authorities, and other relevant stakeholders.

The primary purpose of the project assessment was to establish endline information in the Project implementation areas and locations to track project output and outcome indicators and assess project performance. Further, the assessment sought to provide relevant information on programming and areas of learning to support implementation of future projects.

Major findings and key results

Through the project activities mainly VSLAs, vocational training and infrastructure projects, beneficiaries in the project location of Galdogob and Bursallah have realized improved access to financial services (savings and loans) as well as improved livelihood opportunities especially for vulnerable groups in the community mainly the youth and female members of the community.

A. Livelihoods

- The project has improved livelihood opportunities and overall wellbeing of community members in the project locations with completion of vocational training playing a significant role in livelihood and wellbeing outcomes. For example, surveyed community members who had completed vocational training indicated that they had recorded: *increased consumption of quality food* [overall (60%) female (62%) and males (52%): youth (55%) and older adults (65%)]; *increased savings/investments* [overall (58%): female (60%) and males (48%): youth (55%) and older adults (60%)]; *improved sense of livelihood security* [overall (40%): female (35%) and males (64%): youth (53%*) and older adults (29%)]; and *general ability to provide for family* [overall (45%): female (45%) and males (48%): youth (45%) and older adults (45%). Specifically, the project has enhanced livelihood and wellbeing outcomes of vulnerable members of the community in the project locations. The youth have recorded major gains in the areas of 'improved sense of livelihood security', 'improved expenditure on household and non-household items', 'reduced reliance on financial support from relatives, friends and patrons', and 'improved relationship with my relatives or friends'. Female members of the community have also recorded improvement in the areas of 'Increased consumption of quality food', 'increased savings or investment', and 'general ability to provide to my family e.g. access food, clothing, housing, health, education etc.' As demonstrated, completion of vocational training has enhanced the abilities of community members and more so women and the youth in accessing job opportunities in both formal and informal sector thus improving their livelihoods
- The role of the three infrastructure projects (solar street lights, markets and police station) in improving livelihood outcomes was recorded. While baseline data indicated that women and female youth as well as people with special needs such as

persons living with disabilities and internally displaced persons (IDPs) are disproportionately disadvantaged as far as access to and usage of critical facilities such as markets, streets and vocational training centres are concerned, endline data shows that such vulnerable groups including women and youth have all benefitted from the infrastructure projects. For example, endline data from the survey as well as the key informant interviews (KIIs) and in-depth interviews with community members shows that these three infrastructure projects have accrued immediate impacts such as ability to move freely, ability to conduct business at all times, general trust and sense of safety and ability to socialize at all times. These outcomes have resulted in improved livelihoods of beneficiaries. For example, apart from lighting the streets and roads hence improving visibility and sense of security, the installed solar street lights have ensured that community members are able to continue with their businesses including socializing after dark. In addition, the youth are able to participate in sports activities late into the night. While markets are still not operational, it was noted that community members will access and use the market stalls for free thus enabling them realize maximum gains from their respective businesses.

B. Financial services

- Baseline data showed that only 27% of surveyed VSLA members in the target Project locations of Galdogob and Bursallah reported access to improved financial services¹ with a majority indicating that they mainly used financial services from individuals (66%), 17% used financial services offered by VSLAs, and 8% used cooperative organizations. As a result of the VSLA project including participation in vocational training, endline data shows significant gains made in the area of access to financial services by project beneficiaries. Specifically, VSLA beneficiaries reported that 55% of them now use financial services offered by their VSLA while approximately 49% and 16% of them use cooperative organizations and banks respectively. Approximately 43% of VSLA members reported they still use financial services offered by individuals. Overall, a total of 325 VSLA members (310 females, 15 males) drawn from established 21 Village savings and loans associations-VSLA benefitted from the project and therefore realized improved access to financial services.
- Endline data from key informants and VSLA members shows that as a result of participating in literacy and numeracy trainings, entrepreneurial trainings, training on self-selected skills, and mentorship in development of business plans, VSLA members have realized improved financial outcomes especially with regard to making savings and effectively being able to access credit from financial institutions. Specifically, more females (95%) than men (84%) as well as more youth (99%) than older adults (89%) reported improved ability to access savings services. In addition, more females (95%) than men (88%) as well as more youth (97%) than older adults (91%) reported improved ability to access credit/loan services. This shows that the project has improved financial services of marginalized groups such as the youth and female members of the community.

¹Access to finance is the ability of individuals or enterprises to obtain financial services, including credit, deposit, payment, insurance, and other risk management services. In this case, insurance is excluded, as there are no insurance service providers in the target region.

Through successfully facilitating dialogue between communities from Galdogob and Bursalah, conducting reconciliations dialogues between clan/tribes, conducting forums for women empowerment and participation in decision-making, engaging youth in peer-to-peer dialogues and peer networks, conducting dialogues between the community and the Puntland Government and conducting talk shows and engaging the media, the project has realized increased collaboration between community members and government in local development and conflict management and also enhanced trust between community and government.

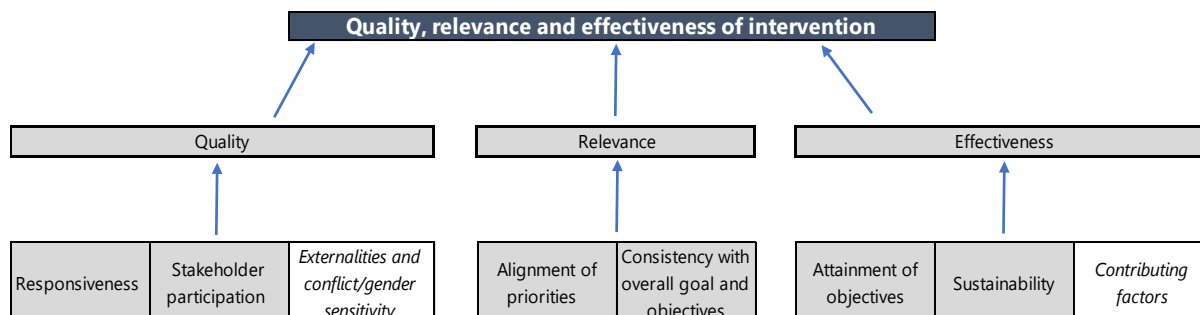
The dialogues/engagement resulted in a number of outcomes:

- women groups overcame community barriers that hinder their participation in decision-making platforms as women join Galdogob new council members
- clan/tribal reconciliations dialogues resulted in forgiveness by victims of clan conflicts in the project locations
- acceptance by Guurti elders on the important role of women in development and need for their involvement in decision-making at all levels.
- Apart from enhancing contacts between the youth and government through Ministry of Labour, Youth and Sports-MoLYS, a platform for the youth to voice their issues of concern and be heard was also provided
- collaboration between the communities in Bursalah & Galdogob and the Puntland Government to identify and resolve issues affecting community members thus ensuring enhanced social cohesion and peaceful coexistence among community members
- wide reach of community members through radio talk shows thus ensuring visibility of community-government efforts in addressing community issues

In addition, enhanced civic education-conflict management skills of community members have equipped the community with the necessary skills to address conflicts between clans in Galdogob and Bursalah while installation of solar street lights Galdogob/ Bursalah and construction and equipping of Galdogob police station were identified as important connectors between community members as well as between community members and the government through ensuring common use of resources and improving governance outcomes such as safety and security, trust and access to services.

Conclusions

To draw conclusions from the project, the assessment operationalized the framework for SSF Indicator Output 2.1 as shown below to effectively score the quality, relevance and effectiveness of the HANO project.



A scoring criterion (1-7 scale; higher is better) developed with the OECD DAC criterion as its foundation, was carried out to establish the scores for the following sub-components of the three measurement areas of quality, relevance and effectiveness of the HANO project.

A. Quality

- 1) To what extent was the intervention fully responsive and adaptive in the face of challenges?
- 2) To what extent did all relevant sub-groups have the appropriate opportunity to participate in programme decisions and activities (dialogue, decision-making and management)?
- 3) To what extent did the intervention activities reflect conflict sensitivity?

B. Relevance

- 1) To what extent were the programme objectives aligned with the priorities of community?
- 2) To what extent was the investment consistent with SSF's overall goal and objectives (alignment with SSF strategy and log frame objectives)?

C. Effectiveness

- 1) To what extent did the investment achieve its intended objectives and reaches the proposed target beneficiaries?
- 2) To what extent is the project fully sustainable (including high level of community ownership, clear long-term planning and buy-in, continued resources to sustain itself)?
- 3) Overall, what were the major factors influencing success and major challenges to achieving the project's objectives

Overall, the following conclusions can be drawn from the assessment:

A. Quality

Component	Score (1-7 scale)
Responsiveness	7
Stakeholder participation	7
Externalities and conflict/gender sensitivity	N/A
Overall Score	7

In the context of the project and in line with SSF Indicator Output 2.1 definitions, 'quality' refers to how well the activity was designed and implemented.

The assessment established that:

- Challenges in implementation of project activities resulted in change in strategy. For example, under *Activity 1.7: Media engagement through organizing TV Talk shows*, the project targeted eight (8) media talk shows in both target locations. However, only one (1) media talk show was conducted. CARE and SSF discussed this activity as there was misunderstanding with the community dialogues, both decided to divert the remaining budget balance to cover project documentary films and contribution to the Bursalah local market.
- Further examples of responsiveness of the project were recorded:
 - As a result of disputed sites and contested land for construction of local market, the project facilitated Galdogob Phase II reconciliation dialogue between Sacad-Hawiye and Leelkase-Darod clans, charged the local administration with steering the implementation of the project priority investment and was able to allocate suitable land, and facilitated contribution of money by community members to purchase suitable land
 - As a result of challenges on recruitment of project staff belonging to one of the sub clans, the project redeployed affected staff to Garowe, a less polarised area
- The project ensured all relevant and important stakeholder groups were involved in the planning and implementation of the project investments including traditional elders and local administration officials, youth and women groups, men, government ministries and agencies and media. The assessment noted that planning sessions held in the two districts of Galdogob and Bursalah prior to implementation of the project brought together all these stakeholder groups thus resulting in strengthened ownership of the process as a consequence of stakeholders working together to build consensus. Further, implementation of the project investments and activities prioritized consultation as vital component of stakeholder participation. For example, continuous consultation with partner government ministries occasioned important decisions leading to improved efficiency of the project activities. For example, under *Activity 1.3*, the project intent to facilitate three (3) clan/tribal reconciliations dialogues through traditional elders and local authorities. However, on request of the Ministry of Interior – PL, one big dialogue between two main clans ensured that all clans and community groups were brought together in a common forum thus ensuring collective decision-making and agreements

B. Relevance

Component	Score (1-7 scale)
Alignment of priorities	7
Consistency of overall goal and objectives	7
Overall Score	7

In the context of the project and in line with SSF Indicator Output 2.1 definitions, 'relevance' refers to the extent to which the activity is aligned with SSF II strategy and SSF II gender equality and social inclusion strategy.

The assessment established that:

- The *project priorities* were completely aligned to the project objectives and at higher level also well aligned to the Puntland state strategic development, which mainly focuses on the key pillars of governance, security, justice, livelihoods, and infrastructure development. In addition, the project reflected the needs and priorities of the target groups in Gagodob and Bursallah with nearly all surveyed beneficiary community members (99%) believing that the project investments (solar street lighting in Galdogob/Bur Salah, Galdogob police post and local markets) were relevant and therefore good investments for the community. Specifically, the project addressed priority needs of people of Somalia which was informed by evidence gathered through planning sessions held in the two districts prior to implementation. A key result of the planning sessions was strengthened ownership of the process as a consequence of stakeholders working together to build consensus. In designing the Project, the intended beneficiaries were represented at all decision making and planning forums as well as monitoring and implementation thus ensuring that their views are taken into consideration.
- The assessment also established that consistency with overall goal and objectives was achieved through alignment of project activities with SSF II strategy through addressing Output 3, GESI strategy and log frame objectives. While the quality of engagement between the FMS and the targeted communities in the project locations of Galdogob and Bursallah could not be directly established, survey data as well as data from key informants and community members through in-depth interviews shows that there is improved engagement between the federal government mainly through project dialogue meetings bringing together government ministries and community members. The survey established that the dialogue meetings have resulted in improved access to federal government by community members to air issues (76%) and improved responsiveness of federal government to issues aired by community members (75%). However, the survey established a higher level of engagement between the communities and local government - the dialogue meetings have resulted in improved access to local government by community members to air issues (89%) and improved responsiveness of local government to issues aired by community members (90%).
- As part of its equity efforts, the project was able to align itself with SSF's strategy on gender equality and social inclusion. Specifically, the assessment established that the project involved different clans and community groups such as women, youth, men and people living with disability in the planning sessions. While the established

VSLAs were favourably biased to females (310 females and 15 males), the intention was to ensure equity for female community members, who at baseline, were established to be more disadvantaged compared to men with regard to access to financial services.

- While the assessment could not establish the total number of men and women who have benefitted from socio-economic opportunities in partnership with government (i.e. district, FMS, and FGS), this report² has documented the realized socio-economic opportunities that have accrued to the beneficiaries.

C. Effectiveness

Component	Score (1-7 scale)
Attainment of objectives	6
Sustainability	6
Overall Score	6

In the context of the project and in line with SSF Indicator Output 2.1 definitions, 'effectiveness' refers to the extent to which an activity attains its objectives. The assessment established that:

The assessment established that:

- At process level, analysis of the project log frame shows that all project activities were completed thus reaching all target groups including traditional elders and local administration officials, members of VSLA groups, youth and women groups, government ministries (Ministry of Interior, Ministry of Security, Local Government and Rural Development (MoLGRD)] media, Police Unit. However it was noted that the HANO project revised its strategies for implementation of a number of activities either based on immediate obtaining circumstances or to ensure efficiency. For example, based on continuous engagement and consultation with the government, changes to project implementation plans were recorded in some of the project activities:
 - *Activity 1.9: Construction or Extension of police station in Galdogob for the District:* The project was targeting only the construction of the new Galdogob Police Station; instead, with request from the Ministry of Security & DDR and Puntland Police Unit, the project additionally rehabilitated the old police station so the police use this as their residence.
 - *Activity 1.8: Training in civic education, including management of public meetings:* The project was to target six (6) training sessions on civic education-conflict management, instead CARE and MoIFAD revised this as two (2) trainings; one in Galdogob and one in Bursalah with the numbers of training days increased in order to accommodate training materials/or topics.
 - The project was to target two (2) state-level dialogues. Instead, the project conducted one (1) state-level dialogue between communities and Puntland Government as this was an arrangement directed by the Ministry of Interior, Federal Affairs & Democratization-MOIFAD.

² See 'Major findings and key results' in the Executive Summary

- *Activity 1.3 Facilitate clan/tribal reconciliations dialogues through traditional elders and local authorities.* The plan was to conduct 3 dialogues, instead the project conducted one big dialogue between two main clans as per the request from the Ministry of Interior-PL.
- The project has been effective in ensuring its sustainability through three key efforts: ensuring active involvement and participation in planning and implementation of the HANO project by direct project beneficiaries in the target communities including community members, traditional and religious elders, community leaders and federal and local government officials; establishing collaborations and partnerships mainly with the local government; and training of technicians to ensure maintenance of the solar street lights. Further actions that hint sustainability of project investments include:
 - The project established committees to oversee construction and management of facilities under the project
 - There were individual contributions towards purchase of land hence signifying a sense of community ownership
 - Use of locally based contractors to construct market, police station and street lights
 - Official handing-over ceremonies to the central government signifies recognition and support for investments

Overall, the investment projects have made significant impacts in a number of areas: *VSLAs have provided opportunities to community members including the illiterate to gain knowledge on basic literacy and numeracy skills as well as business skills; and community members are already drawing benefits from the completed project investments in the form of police post, the markets and solar streetlights.* The long-term impact is there to see. A number of factors have contributed to the above observations:

- **Efficiency:** To ensure that the project attains its objectives both in the short term and long term, the assessment noted that the project had put in place an effective communication mechanism emphasizing continuous consultation, the project adhered to established project contractual processes and procedures, and involved all important stakeholder groups in the planning and implementation of the project activities.
- **Leverage:** A measure of leverage, the assessment established that the project carried out a NGO mapping to establish potential partners to support sustainability of current and future projects, community members provided ready labour during implementation of project investments, available resources in the community such as land were provided by women groups participating in the project while collaboration with local authorities and federal ministries ensured continuous support and monitoring of the project.
- **Additionality:** The assessment recorded added outputs in the areas of installation of streetlights and establishing of VSLAs. Specifically, a total of 220 instead of 150 streetlights were installed in Galdogob and Bursalah. Further, a total of 326 instead of 300 VSLA members were trained, identified business ideas per individual and provided with selected business equipment and tools.

Food for thought

- 1) The adaptability of a more targeted approach to project implementation where at risk groups such as minority communities, youth, women and IDPs can attain significant impact from the project implementation
- 2) Expanding the literacy programme would benefit more community members deserving of it
- 3) Critical priority areas such direct engagements to create youth employment and construction of a court/Elders centre to compliment the improved police infrastructure should be explored
- 4) Transforming existing VSLAs into microfinance institutions

CHAPTER 1: THE PROJECT AND ASSESSMENT BACKGROUND

This chapter contains the background of the Galdogob and Bursalah Stabilization and Economic Development Initiative (HANO project) and the Project Endline assessment that covers the context in which the assessment exercise was undertaken. Specifically, it comprises of the Project background and results framework, purpose and scope of the Endline assessment.

1.1 Purpose of the Endline Assessment

This report has been prepared for the Somalia Stability Fund (SSF) as part of the Endline assessment of the HANO project (Investment Number: SSFPL-019-A01) and in response to Terms of Reference (ToR) of the March 7, 2019 issue of Request for Task Order Proposal (RFTOP). The main audience for this Endline assessment is the SSF Kenya office while its secondary audiences are CARE Somalia, Galdogob and Bursalah local authorities, and other relevant stakeholders.

The primary purpose of the project assessment was to establish endline information in the Project implementation areas and locations to track project output and outcome indicators and assess project performance. Further, the assessment sought to provide relevant information on programming and areas of learning to support implementation of future projects including answering the following research questions at the intervention level (SSF Output 4.1).

a) Quality

- i. To what extent was the intervention fully responsive and adaptive in the face of challenges?
- ii. To what extent did all relevant sub-groups have the appropriate opportunity to participate in programme decisions and activities (dialogue, decision-making and management)?
- iii. To what extent did the intervention activities reflect conflict sensitivity?

b) Relevance

- i. To what extent were the programme objectives aligned with the priorities of community?
- ii. To what extent was the investment consistent with SSF's overall goal and objectives (alignment with SSF strategy and logframe objectives)?

c) Effectiveness

- i. To what extent did the investment achieve its intended objectives and reaches the proposed target beneficiaries?
- ii. To what extent is the project fully sustainable (including high level of community ownership, clear long-term planning and buy-in, continued resources to sustain itself)?
- iii. Overall, what were the major factors influencing success and major challenges to achieving the project's objectives

1.2 Project context³

Somalia has made courageous progress and comeback after more than two decades of instability, conflicts and power politics. Unflinchingly over time, this is changing gradually in the last 4-5 years, since transitioning to a federal system and the revival of governance structures. However, state capacity remains weak and decentralization of power and resources is at a rudimentary stage, though Puntland State is making important progress in rebuilding its institutions necessary for stability, social cohesion and local development. Galdogob remains remote and fragile with limited presence of developmental actors and basic services.

Galdogob is a district in Mudug region of Puntland state of Somalia and located in the western part of Mudug region, about 75km from Galkayo. The district has an estimated population of about 79,595 (UNFPA, 2014). Several years of droughts have contributed to a rapid deterioration of the humanitarian context in the district, with a predicted high risk of famine in 2017 (OCHA, 2017). According to a Joint Multi-Cluster Needs Assessment by OCHA in 2017, economic and livelihood challenges experienced by households when attempting to access food included lack of resources to buy food and lack of food items available to purchase, necessary for minimal household survival in the face of shocks. The report also indicated that a high number of the population are vulnerable and their majority of them worryingly are women (28%) and children (21%). The assessment also indicated that 98% of the population is poor, understood as the remoteness of these communities, and deprived access to basic social service, markets, employment and household capacity for self-reliance.

A rapid drought assessment conducted by CARE in February 2018 indicated that the food security situation has significantly deteriorated. The assessment also confirmed that 95 percent of the households' food intake is two meals per day or less than, compared to before the drought. Furthermore, the cost of available food items in all the assessed locations were high due to drought, inflation and fluctuation of Somalia Shilling, Prices for shoats also dropped by 40%, from USD50 to USD30, while that of camels dropped by 60%. Most of the households reported a lack of access to markets, and having suffered several household levelshocks including severe lower terms of trade, increased water prices as water discharges of the boreholes and shallow wells lower. At the same time, livestock sales greatly decline, affecting income at household level and subsequent purchasing power of food, medicine, and basic needs. These communities are remotely placed and fragile, and, when stricken by severe food and water shortages, spurring displacement that leaves the poor and the most vulnerable especially women, elderly and children left behind with no options.

1.3 Background of HANO project

The Galdogob and Bursalah Stabilisation and Economic Development Initiative (HANO project), implemented by CARE from February 2019 — April 2020 and targeting 79,595 individuals (13,266 households) as the intended beneficiaries, focuses on stabilization and economic initiatives involving construction of infrastructure, community dialogue, civic

³ CARE SSF Galdogob narrative proposal

education, media engagement, support to livelihoods through establishment of VSLAs, livelihoods training and support and construction of local markets.

The goal of the project is to contribute towards increased stability and economic development by enhancing citizen engagement, government visibility and legitimacy, address drivers of inequality in economic development and conflict management and by providing viable livelihood opportunities for women and marginalized groups in Galdogob and Bursalah. As captured in the terms of reference (ToR), the project outputs and outcomes and related indicators are detailed in **Table 1**.

Table 1: Galdogob Stability and Economic Development log frame

OUTCOME
Increased government visibility & community engagement
Indicator 1: Quality of engagement between the FMS and targeted communities.
Indicator 2: Total number of men and women who have benefitted from socio-economic opportunities in partnership with government (i.e. district, FMS, and FGS).
Indicator 3: Quality of engagement between district administrations and targeted communities. ⁴
Output 1
Enhanced community and government trust and collaboration in equitable local development and conflict management
Indicator 1.1: #of peace resolutions/actions or development adopted by communities and government as a result of dialogue at the local, state and regional levels ⁵
Indicator 1.2: %of peace or development resolutions implemented by communities and government as a result of dialogue at the local, state and regional levels
Output 2
Improved access to financial services (savings, loans and insurances) & diversified livelihood opportunities for vulnerable households by the end of the project
Indicator 2.1: # of women and female youth including members of traditionally marginalized groups with improved access to financial services ⁶ (savings, loans and insurances)
Indicator 2.2: % of women and female youth(including those from traditionally marginalized groups)targeted under the programme with improved livelihood opportunities ⁷ , wellbeing

⁴The quality of this relationship for indicator 1 and 3 is defined by the following sub-components: Involvement = Visibility + Openness + Engagement + Accessibility; Shared Priorities = Government and people have aligned priorities; Reciprocity = Government participates with People / People participate on behalf of government; Trust =Government keeps its word and delivers on commitments with integrity and honesty

⁵Local development initiatives that communities could agree to contribute to or share to minimize conflicts

⁶Access to finance is the ability of individuals or enterprises to obtain financial services, including credit, deposit, payment, insurance, and other risk management services. In this case, insurance is excluded, as there are no insurance service providers in the target region.

⁷Improved livelihood opportunities and wellbeing means living a sustainable life that enables people to cope with and recover from shocks and stresses (such as natural disasters, famine, drought and economic or social upheavals) and enhance their well-being and that of future generations without undermining the natural environment or resource base

CHAPTER 2: ASSESSMENT SCOPE AND METHODOLOGY

This chapter outlines the methodology used to carry out the endline assessment. More specifically, it describes in detail the various approaches used in conducting the assessment and the target scope for each approach used. In addition, the justifications for adoption of the various methodologies used are provided.

2.1 Assessment Design

The portfolio of the SSF stabilization initiatives implemented by CARE is multi-sectoral and multi-disciplinary involving short-term and long-term activities. In implementing the Project activities, CARE has adopted a participatory approach entailing partnerships with Somali local government institutions, the private sector, the civil society and the community to design, implement and deliver projects in Galdogob and Bursalah. The activities cover five programmatic areas namely: *government engagement and dialogue with the communities; infrastructural support; government institutional strengthening and capacity building; strategic communication and civic engagement; and livelihood support.*

Thus, taking into consideration the elaborate nature of the HANO project, the endline assessment adopted a mixed-methods approach integrating a set of quantitative and qualitative data collection methods as well as a desk review to measure project performance and answer the key assessment questions. This approach allowed for complementarity of source data thus ensuring reliable and valid evaluation findings based on results and conclusions drawn using the three different methodologies

To obtain quantitative measures of assessment data, questionnaire surveys were used to gather data at household level through telephonic interviews while in-depth interviews and key informant interviews (KIIs) were employed to obtain qualitative measures of the endline data, and to contextualize the quantitative survey findings and provide further discourse on the established outcome and output indicator data. Specifically, three types of data collection tools comprising of survey questionnaire, IDIs and KII guides were utilized in the endline assessment:

- 1) Survey questionnaires targeting community members aged at least 15 drawn from target settlements in Galdogob and Bursalah. The survey tools covered the following modules;
 - a. Livelihood and wellbeing including: livelihood diversification; wellbeing; vocations; financial services; and VSLAs
 - b. Governance including: service delivery covering assets and infrastructure, equality and equity in access to existing assets and infrastructure, and quality and satisfaction with existing assets and infrastructure, and general security (access)
- 2) In-depth interview guides targeting community members aged at least 15 drawn from target settlements in Galdogob and Bursalla. The survey tools covered the following modules;
 - a. Livelihood and wellbeing including: livelihood diversification; wellbeing; vocations; financial services; and VSLAs

- b. Governance including: service delivery covering assets and infrastructure, equality and equity in access to existing assets and infrastructure, and quality and satisfaction with existing assets and infrastructure, and general security and access
- 3) Key Informant Interview (KII) guides targeting relevant stakeholders in the target regions comprising of local government officials, civil society organizational and community leadership. The KII guides covered the following three modules:
- a. Livelihood and wellbeing including: livelihood diversification; wellbeing; vocations; financial services; and VSLAs
 - b. Areas of learning including quality (responsiveness, stakeholder participation, externalities and conflict/gender sensitivity), relevance (alignment of priorities and consistency with overall goal and objectives) and effectiveness (attainment of objectives, sustainability and contributing factors)

2.1.1 Document review

This entailed review of SSF/CARE project documents including Galdogob and Bursalah Stabilisation and Economic Development Initiative Narrative proposal, project log frame, progress updates and narrative reports, DNH Conflict Sensitivity Analysis report, and monitoring data and reports. In addition, other relevant literature on stabilization in conflict environments from a variety of sources including DFID, USAID and other donors, United States Government (USG) and other governments, international organizations; and other relevant secondary data identified by the consultant.

2.1.2 Key Informant Interviews (KIIs)

The selection of the key informants to participate in the programme evaluation adopted a purposive sampling approach⁸, a non-probability sampling technique, that served to achieve two key things: first, enabling for deliberate selection of assessment participants based on their knowledge and involvement in SSF investments and particularly the HANO Project activities in the target project locations as well as expertise in stabilization in conflict environments thus ensuring relevance of evaluation findings; and secondly, obtaining a sample systematically selected for typicality and relative homogeneity and heterogeneity thus providing more confidence that the evaluation adequately represented both the average members of the key informant population as well as the entire range of variation in responses to the evaluation questions.

Specifically, the KIIs were held with: relevant SSF and CARE Project staff in Nairobi and Somalia; and Somalia stakeholders drawn from the local authorities, government institutions, civil society, and private sector including community leadership. A total of 16 KIIs were successfully achieved in Galdogob and Bursalah districts.

⁸ Patton states that: "The logic and power of purposeful sampling lies in selecting information-rich cases for study in depth. Information-rich cases are those from which one can learn a great deal about issues of central importance to the purpose of the research, thus the term purposeful sampling."(Patton, 1990:169)

Description	Number of KIIs
CARE	1
Line ministries	3
Regional, district and municipal authorities	4
Civil society organizations	3
National TV	0
Police Administration	2
Private organizations	1
Community leadership	2
Total	16 KIIs

2.1.3 Focus Group Discussions (FGDs)

The selection of in-depth interview (IDIs) participants to participate in the project assessment adopted a purposive sampling approach where respondents were drawn from the community and specifically made up of both beneficiaries and non-beneficiaries of the HANO project activities. SSF played a key role in ensuring that a careful and purposeful selection of the respondents was carried out thus guaranteeing that only respondents that had been directly involved in the Project activities made the sample so as to be able to provide quality and comprehensive responses to the assessment questions. A total of 23 IDIs were successfully conducted in Galdogob and Bursalah districts.

Description	Number of IDIs
Women, men, youth and religious leaders, local government and community level participating in dialogues	3
Men, women and youth including business community (beneficiaries of solar street lighting)	2
Police staff using equipment at police station	0
Men, women and youth participating in civic dialogue	5
Women, men and youth conducting businesses at the constructed markets	1
Women, men and youth and members of VSLAs participating in training	3
Youth engaging in dialogue and peer networks including youth champions	5
Women, men and youth participating in training in the management of public meetings	4
Total	23 IDIs

2.1.4 Questionnaire survey

The quantitative data collection methods mainly through surveys was used to establish quantitative enline data for the project outputs and outcome indicators and other relevant measurement areas as well as support qualitative results from assessment areas established using data from IDIs and KIIs. In drawing the survey sample, a probability sampling methodology entailing random and systematic sampling of households was utilised.

Based on the sample computation formula below, a total sample of 314 respondents comprising [314 adult women, male and female youth (127 female and male youth, 187 adult women) in Galdogob district and Bursalah]⁹ was targeted to be included in the survey sample.

$$n = \left\lceil \frac{(z^2) * (p) * (1 - p) * (e^2) * (N)}{1 + (z^2) * (p) * (1 - p) * (e^2)} \right\rceil$$

Where N is the target beneficiary population for each investment, *e* is 0.05 margin error, *p* is 0.5 proportion and *z* is a confidence interval of 1.96. The sample size will be allocated to male and female youth and above youth (women adults) populations proportionate to their size in line with the demographic and gender proportions based on the 2014 Population Estimation Survey for Somalia (PESS)¹⁰.

From a list of potential respondents drawn from the project locations of Galdogob and Bursalah districts, a total of 312 respondents were successfully reached and interviewed. The beneficiary groups targeted and reached in included community members living and working in the Project implementation locations in Galdogob and Bursalah districts and therefore directly or indirectly benefitting from the HANO Project initiatives. The non-beneficiaries constituted community members that do not stand to directly or indirectly benefit from the Project initiatives. A breakdown of the quantitative target sample composition is detailed in the table below.

Description of community members	Age	Achieved number of survey interviews
Female youth	< 36 years old	109
Male youth	< 36 years old	49
Women	36 years+	92
Men	36 years+	62
Grand total		312

2.2 Data analysis

Once the qualitative data was collected, the audio recordings were transcribed and summaries of each transcript created for use in writing the report. The evaluation primarily adopted the OECD DAC criteria, which evaluates development work based on five key parameters to measure results. This endline evaluation therefore assessed this investment against their quality, relevance and effectiveness. Data collected using the qualitative approach underwent analysis through grouping collected information by themes to facilitate content analysis. This entailed first identifying the common themes guided by the study indicators around which the analysis should be carried out. Exploratory analysis of the qualitative data was then carried out and this entailed structural coding and partitioning of

⁹ To be further discussed during inception meeting including locations to representatively distribute and allocate sample for both beneficiaries and non-beneficiaries

¹⁰ Youth 40.4, male 50.3%, female 49.7% and youth 40.6%

data in line with the identified themes. Finally, extraction of the data for further analysis was carried out to ensure that each thematic area was comprehensively addressed.

Data collected through the quantitative approach was analysed using IBM SPSS Statistics Version 24. Sample proportions of key attributes were computed and tests of group differences, especially with regard to location, gender and age, were measured using z-test and adjusted for all pairwise comparisons using the Bonferroni correction.

2.3 Training

Prior to carrying out a pre-test of the assessment tools and later the data collection proper, a total of 10 enumerators were trained on specific areas that included: familiarization with the baseline assessment terms of reference (ToR); survey questions and questionnaire flow; recording of information; household selection; interview administration and techniques; integrity during data collection; informed consent, confidentiality and gender considerations as key components of research ethics.

2.4 Ethical considerations

At the core of the ethical principles deployed during the endline assessment was the need to always *do good and do no harm*. Thus the ethical considerations incorporated as part of ensuring successful execution of the endline assessment included obtaining written and oral consents from literate and illiterate respondents prior to conducting interviews with all respondents and after apprising the respondents of the purpose of the endline assessment in Somali language. Further, participation in the endline assessment was voluntary and based on informed consent, which entailed providing survey participants with information about the survey and its approach, their role in the survey, the roles of the survey team and the attendant personal benefits, both directly and indirectly. As part of addressing confidentiality issues, respondents' names and addresses were not recorded on the questionnaires.

CHAPTER 3: THE ASSESSMENT FINDINGS

This chapter presents a detailed account of the assessment findings guided by the objectives of Project assessment. Specifically, it provides a comprehensive analysis of the Project outcomes and outputs in line with key thematic areas comprising of: quality (responsiveness, stakeholder participation, externalities and conflict/gender sensitivity), relevance (alignment of priorities and consistency with overall goal and objectives) and effectiveness (attainment of objectives, sustainability and contributing factors).

3.1 Introduction

The HANO project aims to realize two result areas:

- i. **Result 1:** Enhanced community and government trust and collaboration in equitable local development and conflict management through: construction/extension and equipping of Galmadog police stations, solar street lights and supporting relevant government ministries and departments and stakeholders in project implementation and monitoring; and facilitation of dialogue between communities & government at local and state/regional levels, youth civic engagement and training in civic education, media engagement.
- ii. **Result 2:** Improved access to financial services (savings and loans) and diversified livelihood opportunities for vulnerable households by the end of the project through establishment of VSLA groups and providing related training.

Further, evaluation of development work is carried out to determine the relevance and fulfilment of objectives, developmental efficiency, effectiveness, impact and sustainability of efforts supported by aid agencies.¹¹ In this report, this section provides a detailed analysis of the key findings of the end-line evaluation based on three key components of evaluation including quality, relevance as well as effectiveness.

3.2 Result areas

3.2.1 Dialogue facilitation, media and youth civic engagement and civic education

Endline assessment results show that through successfully facilitating dialogue between communities from Galdogob and Bursalah, conducting reconciliations dialogues between clan/tribes, conducting forums for women empowerment and participation in decision-making, engaging youth in peer-to-peer dialogues and peer networks, conducting dialogues between the community and the Puntland Government and conducting talk shows and engaging the media, the project has realized increased collaboration between community members and government in local development and conflict management and also enhanced trust between community and government.

According to assessment data and project reports, the dialogues/engagement resulted in a number of outcomes:

¹¹ http://journals.sfu.ca/jmde/index.php/jmde_1/article/download/167/183/

- Women groups overcame community barriers that hinder their participation in decision-making platforms as women join Galdogob new council members
- Clan/tribal reconciliations dialogues resulted in forgiveness by victims of clan conflicts in the project locations
- Acceptance by Guurti elders on the important role of women in development and need for their involvement in decision-making at all levels.
- Apart from enhancing contacts between the youth and government through Ministry of Labour, Youth and Sports-MoLYS, a platform for the youth to voice their issues of concern and be heard was also provided
- collaboration between the communities in Bursalah & Galdogob and the Puntland Government to identify and resolve issues affecting community members thus ensuring enhanced social cohesion and peaceful coexistence among community members
- Wide reach of community members through radio talk shows thus ensuring visibility of community-government efforts in addressing community issues

In addition, enhanced civic education-conflict management skills of community members have equipped the community with the necessary skills to address conflicts between clans in Galdogob and Bursalah while installation of solar street lights Galdogob/ Bursalah and construction and equipping of Galdogob police station were identified as important connectors between community members as well as between community members and the government through ensuring common use of resources and improving governance outcomes such as safety and security, trust and access to services.

3.2.2 Livelihood and wellbeing

The project has improved livelihood opportunities and overall wellbeing of community members in the project locations with completion of vocational training playing a significant role in livelihood and wellbeing outcomes. For example, surveyed community members who had completed vocational training indicated that they had recorded: *increased consumption of quality food* [overall (60%) female (62%) and males (52%): youth (55%) and older adults (65%)]; *increased savings/investments* [overall (58%): female (60%) and males (48%): youth (55%) and older adults (60%)]; *improved sense of livelihood security* [overall (40%): female (35%) and males (64%): youth (53%*) and older adults (29%)]; and *general ability to provide for family* [overall (45%): female (45%) and males (48%): youth (45%) and older adults (45%).

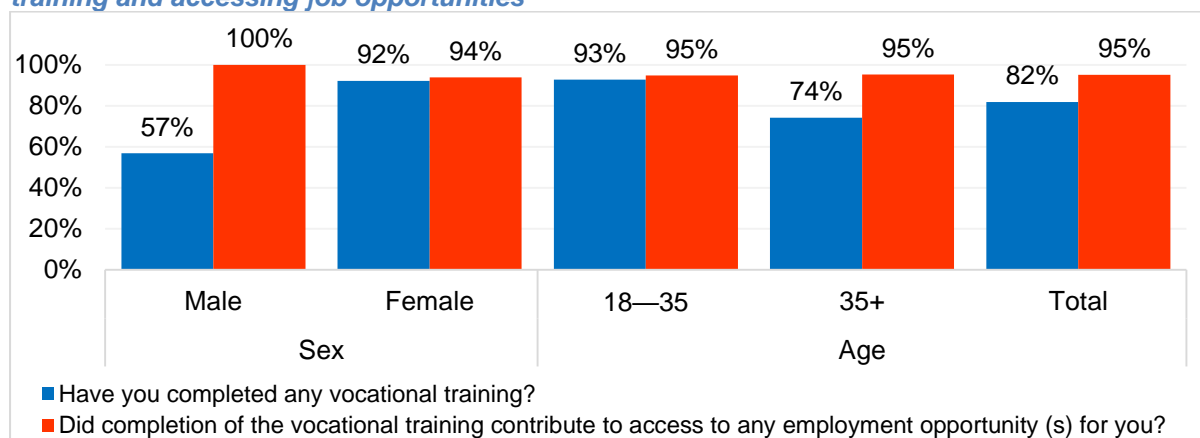
Table 2: Perceived changes in livelihood by VSLA members after completion of vocation training

Livelihood outcomes	Sex		Age		Total n=163
	Male n=33	Female n=130	18—35 n=77	35+ n=86	
Increased consumption of quality food	52% _a	62% _a	55% _a	65% _a	60%
Improved sense of livelihood security	64% _a	35% _b	53% _a	29% _b	40%
Increased savings or investment	48% _a	60% _a	55% _a	60% _a	58%
Increased expenditure on household and non-household items	42% _a	22% _b	29% _a	23% _a	26%
Reduced reliance on financial support from relatives, friends and patrons	42% _a	25% _b	31% _a	26% _a	28%
General ability to provide to my family e.g. access food, clothing, housing, health,	48% _a	45% _a	45% _a	45% _a	45%

education etc					
Improved relationship with my relatives or friends	30% _a	11% _b	21% _a	9% _b	15%
Other	12% _a	6% _a	8% _a	7% _a	7%
Note: Values in the same row and subtable not sharing the same subscript are significantly different at p< .05 in the two-sided test of equality for column proportions. Cells with no subscript are not included in the test. Tests assume equal variances.²					
1. This category is not used in comparisons because its column proportion is equal to zero or one.					
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.					

Specifically, and as shown in **Table 2**, the project has enhanced livelihood and wellbeing outcomes of vulnerable members of the community in the project locations. The youth have recorded major gains in the areas of ‘improved sense of livelihood security’, ‘improved expenditure on household and non-household items’, ‘reduced reliance on financial support from relatives, friends and patrons’, and ‘improved relationship with my relatives or friends’. Female members of the community have also recorded improvement in the areas of ‘Increased consumption of quality food’, ‘increased savings or investment’, and ‘general ability to provide to my family e.g. access food, clothing, housing, health, education etc.’ As demonstrated, completion of vocational training has enhanced the abilities of community members and more so women and the youth in accessing job opportunities in both formal and informal sector thus improving their livelihoods.

Figure 1: Proportions of beneficiary respondents reporting having completed vocational training and accessing job opportunities



The role of the three infrastructure projects (solar street lights, markets and police station) in improving livelihood outcomes was recorded. While baseline data indicated that women and female youth as well as people with special needs such as persons living with disabilities and internally displaced persons (IDPs) were disproportionately disadvantaged as far as access to and usage of critical facilities such as markets, streets and vocational training centres are concerned, endline data shows that such vulnerable groups including women and youth have all benefitted from the infrastructure projects.

For example, endline data from the survey as well as the key informant interviews (KIIs) and in-depth interviews with community members shows that these three infrastructure projects have accrued immediate impacts such as ability to move freely, ability to conduct business at all times, general trust and sense of safety and ability to socialize at all times. These

outcomes have resulted in improved livelihoods of beneficiaries. For example, apart from lighting the streets and roads hence improving visibility and sense of security, the installed solar street lights have ensured that community members are able to continue with their businesses including socializing after dark. In addition, the youth are able to participate in sports activities late into the night. While markets are still not operational, it was noted that community members will access and use the market stalls for free thus enabling them realize maximum gains from their respective businesses.

3.2.3 Financial services

Baseline data showed that only 27% of surveyed VSLA members in the target Project locations of Galdogob and Bursallah reported access to improved financial services¹² with a majority indicating that they mainly used financial services from individuals (66%), 17% used financial services offered by VSLAs, and 8% used cooperative organizations. As a result of the VSLA project including participation in vocational training, endline data shows significant gains made in the area of access to financial services by project beneficiaries. Specifically, VSLA beneficiaries reported that 55% of them now use financial services offered by their VSLA while approximately 49% and 16% of them use cooperative organizations and banks respectively. Approximately 43% of VSLA members reported they still use financial services offered by individuals. Overall, a total of 325 VSLA members (310 females, 15 males) drawn from established 21 Village savings and loans associations-VSLA benefitted from the project and therefore realized improved access to financial services.

Table 3: Proportion of community members reporting access to financial services

Service provider	Sex		Age		Total
	Male	Female	18—35	35+	
VSLA	19%	70%	65%	48%	55%
Cooperative organizations	55%	47%	58%	43%	49%
Individuals	69%	32%	39%	46%	43%
Banks	24%	13%	19%	14%	16%

Endline data from key informants and VSLA members shows that as a result of participating in literacy and numeracy trainings, entrepreneurial trainings, training on self-selected skills, and mentorship in development of business plans, VSLA members have realized improved financial outcomes especially with regard to making savings and effectively being able to access credit from financial institutions. Specifically, more females (95%) than men (84%) as well as more youth (99%) than older adults (89%) reported improved ability to access savings services. In addition, more females (95%) than men (88%) as well as more youth (97%) than older adults (91%) reported improved ability to access credit/loan services. This shows that the project has improved financial services of marginalized groups such as the youth and female members of the community.

¹²Access to finance is the ability of individuals or enterprises to obtain financial services, including credit, deposit, payment, insurance, and other risk management services. In this case, insurance is excluded, as there are no insurance service providers in the target region.

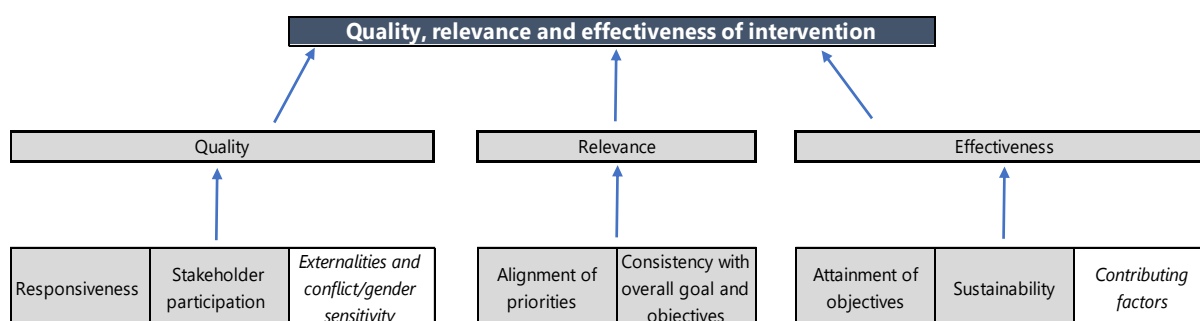
Table 4: Perceived changes in access to financial services by beneficiary community members

Factor	Level of access	Sex		Age		Total n=190
		Male n=58	Female n=132	18—35 n=81	35+ n=109	
Ability to access savings services	Worsened	0%	0%	0%	0%	0%
	Remained the same	16%	5%	1%	11%	7%
	Improved	84%	95%	99%	89%	93%
	Refused to answer	0%	0%	0%	0%	0%
	Don't know	0%	0%	0%	0%	0%
Ability to access loan services	Worsened	0%	0%	0%	0%	0%
	Remained the same	12%	5%	3%	9%	6%
	Improved	88%	95%	97%	91%	94%
	Refused to answer	0%	0%	0%	0%	0%
	Don't know	0%	0%	0%	0%	0%

3.3 Project evaluation

To evaluate the project, the assessment operationalized the framework for SSF Indicator Output 2.1 as shown below to effectively score the quality, relevance and effectiveness of the HANO project.

Figure 2: Framework for SSF Indicator Output 2.1 for scoring the quality, relevance and effectiveness of the HANO project



A scoring criterion (1-7 scale; higher is better) developed with the OECD DAC criterion as its foundation, was carried out to establish the scores for the following sub-components of the three measurement areas of quality, relevance and effectiveness of the HANO project.

A. Quality

- 1) To what extent was the intervention fully responsive and adaptive in the face of challenges?
- 2) To what extent did all relevant sub-groups have the appropriate opportunity to participate in programme decisions and activities (dialogue, decision-making and management)?
- 3) To what extent did the intervention activities reflect conflict sensitivity?

B. Relevance

- 1) To what extent were the programme objectives aligned with the priorities of community?
- 2) To what extent was the investment consistent with SSF's overall goal and objectives (alignment with SSF strategy and log frame objectives)?

C. Effectiveness

- 1) To what extent did the investment achieve its intended objectives and reaches the proposed target beneficiaries?
- 2) To what extent is the project fully sustainable (including high level of community ownership, clear long-term planning and buy-in, continued resources to sustain itself)?
- 3) Overall, what were the major factors influencing success and major challenges to achieving the project's objectives

3.3.1 Quality

In the context of the project and in line with SSF Indicator Output 2.1 definitions, 'quality' refers to how well the activity was designed and implemented. An overall maximum score of 7 was recorded for the quality criterion [responsiveness (7), stakeholder participation (7)]

Component	Score (1-7 scale)
Responsiveness	7
Stakeholder participation	7
Externalities and conflict/gender sensitivity	N/A
Overall Score	7

a) Responsiveness

The assessment established that in the face of challenges in the implementation of the project activities, change in strategy was recorded. For example, under *Activity 1.7: Media engagement through organizing TV Talk shows*, the project targeted eight (8) media talk shows in both target locations. However, only one (1) media talk show was conducted. CARE and SSF discussed this activity as there was misunderstanding with the community dialogues, both decided to divert the remaining budget balance to cover project documentary films and contribution to the Bursalah local market.

- Further examples of responsiveness of the project were recorded:
 - As a result of disputed sites and contested land for construction of local market, the project facilitated Galdogob Phase II reconciliation dialogue between Sacad-Hawiye and Leelkase-Darod clans, charged the local administration with steering the implementation of the project priority investment and was able to allocate suitable land, and facilitated contribution of money by community members to purchase suitable land
 - As a result of challenges on recruitment of project staff belonging to one of the sub clans, the project redeployed affected staff to Garowe, a less polarised area

b) Stakeholder participation

The project ensured all relevant and important stakeholder groups were involved in the planning and implementation of the project investments including traditional elders and local administration officials, youth and women groups, men, government ministries and agencies and media.

Women participation was exemplary, with significant impact made by the literacy project for women traders who have learnt the art of reading and writing from scratch. According to the Mayor of Galgodob, the government has not only participated in the implementation of the project but also ensured that no one was left out. Much as the project greatly adhered to public driven approach, the government also had significant influence during the implementation process. It was noted that the infrastructure projects were launched by the President of Puntland state, while significant mention was made about state officials participating in project events.

The assessment noted that planning sessions held in the two districts of Galdogob and Bursalah prior to implementation of the project brought together all these stakeholder groups thus resulting in strengthened ownership of the process as a consequence of stakeholders working together to build consensus. However, some of the key informants felt that important groups such as farmers, internally displaced persons (IDPs) and returning refugees were left out of the project processes.

Further, implementation of the project investments and activities prioritized consultation as vital component of stakeholder participation. For example, continuous consultation with partner government ministries occasioned important decisions leading to improved efficiency of the project activities. For example, under *Activity 1.3*, the project intent to facilitate three (3) clan/tribal reconciliations dialogues through traditional elders and local authorities. However, on request of the Ministry of Interior – PL, one big dialogue between two main clans ensured that all clans and community groups were brought together in a common forum thus ensuring collective decision-making and agreements

c) Externalities and conflict/gender sensitivity

It is essential for development projects to rigorously analyse what problems it could generate into the communities albeit its intent to inject investment opportunities for the target population. The project staff echoed that the project did an initial do no harm analysis before the kick starting the implementation process. The project design was collectively designed local experts composed of elders, women, and youth and government officials.

Further, while the trainings and skills development opportunities targeted a 1:1 gender ratio, this was not achieved. It was noted that the project also aimed to reach female members of the project communities who constitute a major proportion of marginalized groups in the project locations.

To address disagreements and conflicts between clans living in the project area, the project utilised consensus-building approach. This has enhanced working relations between conflicting clans and communities. Evidently, the co-shared benefits from the community resources (markets, streetlights and police station) have enhanced integration.

3.3.2 Relevance

In the context of the project and in line with SSF Indicator Output 2.1 definitions, ‘relevance’ refers to the extent to which the activity is aligned with SSF II strategy and SSF II gender equality and social inclusion strategy. An overall maximum score of 7 was recorded for the relevance criterion [Alignment of priorities (7), Consistency of overall goal and objectives (7)]

Component	Score (1-7 scale)
Alignment of priorities	7
Consistency of overall goal and objectives	7
Overall Score	7

a) Alignment of priorities

The *project priorities* were completely aligned to the project objectives and at higher level also well aligned to the Puntland state strategic development, which mainly focuses on the key pillars of governance, security, justice, livelihoods, and infrastructure development. In addition, the project reflected the needs and priorities of the target groups in Gagodob and Bursallah with nearly all surveyed beneficiary community members (99%) believing that the project investments (solar street lighting in Galdogob/Bur Salah, Galdogob police post and local markets) were relevant and therefore good investments for the community.

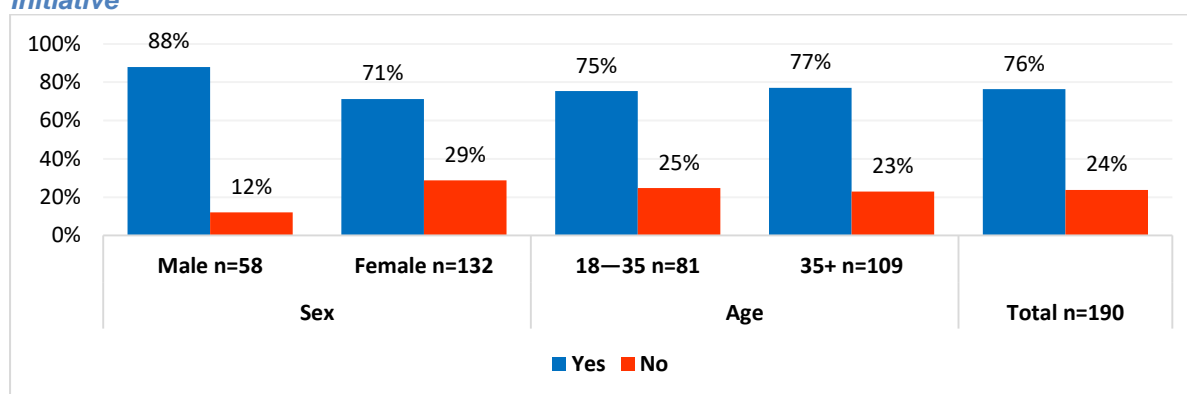
“The project is community driven initiative since SSF consulted with the community before supporting the intervention and it was the entire community that selected the project activities.”

Project staff, KII

Specifically, the project addressed priority needs of people of community members in the target project locations of Galdogob and Bursallah. This was informed by evidence gathered through planning sessions held in the two districts prior to implementation. A key result of the planning sessions was strengthened ownership of the process as a consequence of stakeholders working together to build consensus. In designing the Project, the intended beneficiaries were represented at all decision making and planning forums as well as monitoring and implementation thus ensuring that their views are taken into consideration.

Majority of respondents reported that the project addressed existing challenges in Galdogob and Bursallah. For instance, immediate impacts recorded through construction and rehabilitation of police stations included addressing the major challenge of lack of enough space to remand criminals with project staff indicating that the project gave identity to the police. According to survey data (**Figure 3**), approximately three in every four beneficiary community members (76%) comprising 88% males and 71% females and a near equal proportion of youth and older adults, indicated that they had benefitted from the project – an indication that that the project investments were aligned to their individual and communal priorities. Some of the key benefits that respondents directly attributed to the project initiatives include: ability to move freely; ability to conduct business at all times; ability to socialize at all times; access to employment opportunities; improved livelihoods; and improved access to better services. Solar street lights and police post as a key components of the project ensured an improved sense of safety and security in the community and thus played a key role in contributing to the aforementioned project benefits.

Figure 3: Proportion of community members reporting having benefitted from Galdogob Initiative



The new local markets in Galdogob and Bursalah provided beneficiary community members with better opportunities to expand their businesses while the financial component of the project has resulted in improved literacy, numeracy and entrepreneurial skills of VSLA members including members who have never attended any formal schooling. The solar street lights recorded immediate impacts for beneficiary communities in the form of improved lighting and therefore visibility and improved security, ability to socialize after dark and carry out productive activities after dark including sports activities.

“This project is the first of its kind in Galgodob, much as many organisations made efforts to respond to our needs, CARE’s project confronted those needs from multiple dimensions”;

Abdi Ali Ahmed-Policeman

“The youth feel safer and work late hours till 11pm, light has enhanced good life and there is free movement and youth can have dialogue at night”

Hodan Ahmed Omar-Women member of the VSLAs

Taxi drivers interviewed reported appreciation with the solar streetlights saying that it built their confidence in working at night and parking their cars with a newfound sense of safety and security. Project investment created job opportunities for the youth with great strides made out of the long working hours. Milk sellers whose main product is perishable that it cannot stay for the night have now obtained reliable market at night. Apparently, many of these are young women entrepreneurs whose opportunities sprung from the inception of this project.

b) Consistency of overall goal and objectives

The assessment also established that consistency with overall goal and objectives was achieved through alignment of project activities with SSF II strategy through addressing Output 3, GESI strategy and log frame objectives.

While the quality of engagement between the FMS and the targeted communities in the project locations of Galdogob and Bursalah could not be directly established, survey data as well as data from key informants and community members through in-depth interviews shows that there is improved engagement between the federal government mainly through project dialogue meetings bringing together government ministries and community members. The survey established that the dialogue meetings have resulted in improved access to

federal government by community members to air issues (76%) and improved responsiveness of federal government to issues aired by community members (75%). However, the survey (**Table 5**) established a higher level of engagement between the communities and local government - the dialogue meetings have resulted in improved access to local government by community members to air issues (89%) and improved responsiveness of local government to issues aired by community members (90%).

Table 5: Perceived changes in engagement with federal and local government in addressing community issues

Area	Sex		Age		Total n=190
	Male n=58	Female n=132	18—35 n=81	35+ n=109	
a) Ease of access to local government by community members to air issues	91%	89%	91%	88%	89%
b) Ease of access to federal government by community members to air issues	79%	75%	79%	74%	76%
c) Responsiveness of local government to issues aired by community members	91%	89%	89%	91%	90%
d) Responsiveness of federal government to issues aired by community members	91%	68%	79%	72%	75%

Further, as part of its equity efforts, the project was able to align itself with SSF’s strategy on gender equality and social inclusion. Specifically, the assessment established that the project involved different clans and community groups such as women, youth, men and people living with disability in the planning sessions. While the established VSLAs were favourably biased to females (310 females and 15 males), the intention was to ensure equity for female community members, who at baseline, were established to be more disadvantaged compared to men with regard to access to financial services.

While the assessment could not establish the total number of men and women who have benefitted from socio-economic opportunities in partnership with government (i.e. district, FMS, and FGS), previous sections of this report¹³ have documented realized socio-economic opportunities that have accrued to the beneficiaries.

3.3.3 Effectiveness

In the context of the project and in line with SSF Indicator Output 2.1 definitions, ‘effectiveness’ refers to the extent to which an activity attains its objectives. An overall score of 6 was recorded for the relevance criterion [**Attainment of objectives (6), Sustainability (6)**]

Component	Score (1-7 scale)
Attainment of objectives	6
Sustainability	6
Overall Score	6

¹³ See ‘Major findings and key results’ in the Executive Summary

a) Attainment of objectives

At process level, analysis of the project log frame shows that all project activities were completed thus reaching all target groups including traditional elders and local administration officials, members of VSLA groups, youth and women groups, government ministries (Ministry of Interior, Ministry of Security, Local Government and Rural Development (MoILGRD)) media, Police Unit. However it was noted that the HANO project revised its strategies for implementation of a number of activities either based on immediate obtaining circumstances or to ensure efficiency. For example, based on continuous engagement and consultation with the government, changes to project implementation plans were recorded in some of the project activities:

- *Activity 1.9: Construction or Extension of police station in Galdogob for the District:* The project was targeting only the construction of the new Galdogob Police Station; instead, with request from the Ministry of Security & DDR and Puntland Police Unit, the project additionally rehabilitated the old police station so the police use this as their residence.
- *Activity 1.8: Training in civic education, including management of public meetings:* The project was to target six (6) training sessions on civic education-conflict management, instead CARE and MoIFAD revised this as two (2) trainings; one in Galdogob and one in Bursalah with the numbers of training days increased in order to accommodate training materials/or topics.
- The project was to target two (2) state-level dialogues. Instead, the project conducted one (1) state-level dialogue between communities and Puntland Government as this was an arrangement directed by the Ministry of Interior, Federal Affairs & Democratization-MOIFAD.
- *Activity 1.3 Facilitate clan/tribal reconciliations dialogues through traditional elders and local authorities.* The plan was to conduct 3 dialogues, instead the project conducted one big dialogue between two main clans as per the request from the Ministry of Interior-PL.

Overall, the investment projects have made significant impacts in a number of areas: *VSLAs have provided opportunities to community members including the illiterate to gain knowledge on basic literacy and numeracy skills as well as business skills; and community members are already drawing benefits from the completed project investments in the form of police post, the markets and solar streetlights.* The long-term impact is there to see. A number of factors have contributed to the above observations:

- **Efficiency:** To ensure that the project attains its objectives both in the short term and long term, the assessment noted that the project had put in place an effective communication mechanism emphasizing continuous consultation, the project adhered to established project contractual processes and procedures, and involved all important stakeholder groups in the planning and implementation of the project activities.
- **Leverage:** A measure of leverage, the assessment established that the project carried out a NGO mapping to establish potential partners to support sustainability of current and future projects, community members provided ready labour during implementation of project investments, available resources in the community such as

land were provided by women groups participating in the project while collaboration with local authorities and federal ministries ensured continuous support and monitoring of the project.

- **Additionality:** The assessment recorded added outputs in the areas of installation of streetlights and establishing of VSLAs. Specifically, a total of 220 instead of 150 streetlights were installed in Galdogob and Bursalah. Further, a total of 326 instead of 300 VSLA members were trained, identified business ideas per individual and provided with selected business equipment and tools.

b) Sustainability

Sustainability of any project is determined by the ability of the project and its benefits to continue after the lifetime of the project implementation has come to an end.

According to endline data, the project has been effective in ensuring its sustainability through three key efforts: ensuring active involvement and participation in planning and implementation of the HANO project by direct project beneficiaries in the target communities including community members, traditional and religious elders, community leaders and federal and local government officials; establishing collaborations and partnerships mainly with the local government; and training of technicians to ensure maintenance of the solar street lights.

“Local government has assumed full ownership, maintenance challenge is in acquiring the solar batteries but if we get them, we are good to go not forgetting that we have solar technicians here”

Puntland state minister

Further actions that hint sustainability of the completed project investments include:

- The project established committees to oversee construction and management of facilities under the project
- There were individual contributions towards purchase of land hence signifying a sense of community ownership
- Use of locally based contractors to construct market, police station and street lights
- Official handing-over ceremonies to the central government signifies recognition and support for investments

CHAPTER 4: CONCLUSIONS

The assessment conclusions are delivered in this final chapter. The conclusions are aligned to the respective assessment questions and are supported by the Endline assessment findings.

Overall, the investment projects have made significant impacts in a number of areas: *VSLAs have provided opportunities to community members including the illiterate to gain knowledge on basic literacy and numeracy skills as well as business skills; and community members are already drawing benefits from the completed project investments in the form of police post, the markets and solar streetlights.* The long-term impact is there to see. A number of factors have contributed to the above observations:

- **Efficiency:** To ensure that the project attains its objectives both in the short term and long term, the assessment noted that the project had put in place an effective communication mechanism emphasizing continuous consultation, the project adhered to established project contractual processes and procedures, and involved all important stakeholder groups in the planning and implementation of the project activities.
- **Leverage:** A measure of leverage, the assessment established that the project carried out a NGO mapping to establish potential partners to support sustainability of current and future projects, community members provided ready labour during implementation of project investments, available resources in the community such as land were provided by women groups participating in the project while collaboration with local authorities and federal ministries ensured continuous support and monitoring of the project.
- **Additionality:** The assessment recorded added outputs in the areas of installation of streetlights and establishing of VSLAs. Specifically, a total of 220 instead of 150 streetlights were installed in Galdogob and Bursalah. Further, a total of 326 instead of 300 VSLA members were trained, identified business ideas per individual and provided with selected business equipment and tools.

While this project has come to an end, it is important to consider the following now or in the future:

- 1) The adaptability of a more targeted approach to project implementation where at risk groups such as minority communities, youth, women and IDPs can attain significant impact from the project implementation
- 2) Expanding the literacy programme would benefit more community members deserving of it
- 3) Critical priority areas such direct engagements to create youth employment and construction of a court/Elders centre to compliment the improved police infrastructure should be explored
- 4) Transforming existing VSLAs into microfinance institutions