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External Evaluation Report of Saameynta -Scaling up Solutions to Displacement- Joint Programme in Somalia

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August 2025

Commissioned by

Saameynta- United Nations Joint Programme in Somalia

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ACRONYMS

APR	Annual Progress Reports
CSOs	Civil Society Organizations
DACs	Displaced Affected Communities
DANIDA	Danish International Development Agency
DSP	Durable Solutions Progress Survey
FGS	Federal Government of Somalia
FMS	Federal Member States of Somalia
IDCAP	Internal Displacement Contingency and Action Plan
IDPs	Internal Displaced Persons
IOM	International Organization for Migration
JSC	Joint Programme Steering Committee
LOA	Letter of Agreement
M&E	Monitoring and Evaluation
MCH	Mother and Child Health Centre
MOIFAR	Ministry of Interior Federal Affairs and Reconciliation
MOPIED	Ministry of Planning Investment and Economic Development
MPTF	Multi-Partner Trust Fund
MOPWRH	Ministry of Public Works, Reconstruction and Housing
MSME	Micro, Small, and Medium Enterprises
NDP	National Development Plan
NRC	Norwegian Refugee Council
OECD/DAC	Organization for Economic Cooperation and Development/Development Assistance Committee
ReDSS	Regional Durable Solutions Secretariat
REINTEG	Programme for Reintegration of Internally Displaced Persons
RF	Results Framework
SDGs	Sustainable Development Goals
SJF	Somalia Joint Fund
SMART	Specific, Measurable, Achievable, Relevant, and Time-bound
STDM	Social Tenure Domain Model
TOC	Theory of Change
TOR	Terms of Reference
UN- HABITAT	United Nations Human Settlements Programme
UNDP	United National Development Program
UNIDO	United Nations Industrial Development Organization
UNSDCF	United Nations Sustainable Development Cooperation Framework
WASH	Water, sanitation and hygiene

EXECUTIVE SUMMARY

a) Description of the Intervention

United Nations and development partners have been supporting the government of Somalia's efforts through various initiatives to address needs of the internally displaced communities. The launch of the Saameynta Joint Programme in 2021 represented a significant milestone in providing innovative, holistic, community-driven, and sustainable solutions for DACs. The aspirational impact of Saameynta seeks to promote the sustainable integration of displaced communities in urban areas by empowering governments to leverage value generated by urbanization and urban infrastructure investment and to increase DACs' self-reliance and access to sustainable basic services in the target cities.

The programme envisaged that investments toward mixed-use land development and urban public works will generate land value increments that, combined with advancements in land tenure security and employment will increase opportunities for access to services and livelihoods, hence contributing to durable solutions for DACs. The programme overall outcomes are: *1) Enhanced capacities of local authorities and DACs reinforce mutual accountability to plan, leverage and implement durable solutions at scale that reflect collective and area-specific priorities, and 2) Strengthened self-reliance and social cohesion of DACs through employment generation, service delivery and additional investments in target sites.* A wide range of interventions were implemented to achieve these outcomes and outputs.

The total duration of the programme was 48 months (from December 2021 to December 2025) and the programme was implemented mainly in Baidoa and Bossaso cities. The programme was funded through the Somalia Joint Fund. The original programme budget was USD 21.03 Million, however, down the road, USD 17.68 Million were made available. At the time of this external evaluation (up to April 2025), the programme has consumed USD 14.34 Million (81% of the available budget). The programme is guided and overseen by a Joint Programme Steering Committee (JSC). The programme is implemented jointly by IOM -as lead agency-, UNDP and UN-Habitat in close collaboration with relevant institutions/ministries of FGS and FMS, Municipalities, CSOs, private sector and local communities etc.

b) Evaluation Objectives and Methodology

The overall objective of the external evaluation of the Saameynta Joint Programme was to assess the effectiveness and impact of the programme in addressing Somalia's internal displacement challenges. The evaluation was mandated to assess the relevance, coherence, effectiveness, efficiency, impact, sustainability and cross cutting themes of the programme in accordance with the DAC evaluation criteria and UNDP Evaluation Guidelines. One of the main purposes of the evaluation was to provide lessons learnt and recommendations for future programmes and policy design.

The evaluation adopted a mix of approaches including participatory evaluation, contribution analysis, outcome mapping etc. Mixed method approach was used for collection and analysis of qualitative and quantitative primary and secondary data. In summary the overall evaluation process consisted of five standard evaluation steps i.e. 1) Evaluation Questions, 2) Evaluation Design, 3) Data Collection Methods, 4) Data Analysis, and 5) Presentation and Reporting. The evaluation adopted a mix of purposive and convenience sampling strategies and main data collection methods included review of documents, key informant's interviews, focus group

discussions, field observations and telephonic perception surveys etc. Similarly, efforts were made to assess the extent how women, vulnerable, disadvantaged and marginalized groups were involved and benefited.

In total 135 key informants (including 45% women) were consulted during the course of the evaluation exercise. These included 69 (including 15 women) representatives of programme institutional stakeholders. While 66 key persons (including 45 women) among direct beneficiaries were consulted through focus group discussions in Baidoa and Bossaso. In addition, 60 identified training participants (including 28 women) were consulted through telephonic perception survey. The acquired data was analyzed both qualitatively and quantitatively using triangulations, validations, interpretations and abstractions and progress and trend analysis. The main audience of this report are programme team, UN agencies, governmental stakeholders and donors etc.

c) Summary Conclusions

Programme Design:

- Broadly the programme Theory of Change (TOC) was found relevant to address protracted displacement in Somalia. Its emphasis on building the capacities of local authorities and DACs and inclusive urban planning and service delivery was found plausible.
- However, the TOC's reliance on increased land value increments, as a financing mechanism, to finance durable solutions at scale pose greater challenges in the context of Somalia due to informal tenure systems and limited municipal capacities in revenues and taxation etc.
- The casual linkages between goal, outcomes and outputs are found logical, however the goal, outcomes and some of the output statements are found broad and overarching.
- The programme design demonstrated strong commitment to gender equality and inclusion of vulnerable groups and has included tragetted interventions to address their needs.

Relevance:

Overall project objectives, outcomes and interventions were found relevant, aligned and consistent with the;

- National priorities, policies and plans related to integration and inclusion of DACs, outlined in the Somalia NDP (2020-2024), NTP (2025-2029), National Durable Solutions Strategy (2020-2024), and National Solutions Pathway Action Plan (2024-2029) etc.
- Needs of the governmental institutions at FG, FMS and municipal levels regarding capacity building to promote durable solutions.
- Needs of the DACs and affected communities, espacially women and vulnerable groups, regarding social and economic integration including tenure security, housing, provision of basic amenities and livelihood improvement opportunities etc.
- Aspiration of the SDGs and priorities of the United Nations in Somalia and priorities of Somalia Joint Fund and donor agencies regarding addressing displacement issues.

Effectiveness:

- The programme has strengthened inclusive urban governance and city planning through the development of City Strategies, Community Action Plans, and Social Cohesion Strategies. However, these strategies and plans heavily depend on external funding.
- The programme has strengthened land governance and tenure security systems especially for IDPs through operationalization of Land Management Law and building capacities.
- The Programme has strengthened the capacities of local institutions and stakeholders including communities in wide range of subjects to promote durable solutions.

- The programme has introduced STDM for regularizing informal tenure systems to ensure tenure security. Accordingly, it has introduced Consul platform to enhance citizen participation in municipal decision making etc.
- The programme has strengthened capacities of involved stakeholders in inclusive local governance, land governance, livelihoods improvement and promotion of community co-funding mechanisms etc.
- The programme has improved target IDP communities' access to water, livelihoods opportunities, durable housing, health services and promoted social cohesion and co-funding mechanisms etc.
    - Durable housing has significantly improved the living conditions of most marginalized IDPs, who were living previously in temporary shelters.
    - The enterprise development and micro-credit services has contributed in improving overall livelihoods of most vulnerable IDPs.
    - The establishment of a MCH Centre in Grible settlement has been found very instrumental in providing health services to IDPs, especially women and children.
    - The football field in Grible has been found quite instrumental in promoting positive youth engagement and enhancing social cohesion among youth.
- However, the scale of the infrastructure and livelihood improvement interventions were found limited as compared to the large numbers IDPs in the target cities.
- The programme has developed several development briefs to meet the prioritized needs of the communities through mobilizing additional investments. However, the mobilization of financial resources for the identified development projects is found quite challenging.
- The programme has effectively targeted and prioritized the needs of the most vulnerable IDPs including women, poor, people with disabilities, youth and marginalized groups in terms of tenure security, housing, livelihood opportunities and basic services etc.

Cross Cutting Issues

- The programme has effectively integrated cross-cutting issues and has ensured gender equality and inclusion of vulnerable groups. Women, youth, and persons with disabilities benefitted from land rights, housing, livelihoods, health, and WASH services. Overall, the programme fostered social inclusion and promoted equitable distribution of benefits.

Efficiency

- The total original programme budget was USD 21.03 Million. However, down the road only USD 17.68 Million was made available through Somalia Joint Fund (with 16% shortfall).
- As of April 2025, the Programme has utilized USD 14.34 Million, with a total delivery rate of 81%. It is expected that the remaining resources will be consumed by December 2025.
- A major chunk (33%) of the total spent resources has been utilized under outcome-2, followed by outcome-1 at 20%. The rest (47%) of spent resources account for programme management and overhead expenses.
- Overall, it is found cumbersome to assess the exact value for money given the complexity of interventions. However, the programme has delivered value through: improvement of land governance, development of city strategies, improvement of stakeholders capacities, improvement of service delivery and livelihood conditions for target DACs.
- The Programme was originally designed for 3 cities. However, down the road Beledweyne was excluded due to security, political concerns and funding and time constraints.

- Overall collaboration among various stakeholders remained forthcoming. However, the coordination among stakeholders was found a bit cumbersome and informal.

Sustainability

- The availability of suitable policies, strategies and legal and institutional frameworks and social acceptability provides sound basis for continuity and sustainability.
- However, in view of larger IDP population, the scaling up of durable solutions remains challenging and requires sustained availability of external financial and technical resources.
- The financing of developed city strategies and development brief projects pose greater challenges and requires an effective resource mobilization strategy.

d) Summary Recommendations

- There is greater need to speed up work on the remaining interventions especially in Bossaso to complete all interventions before project end in December 2025.
- The programme should support/conduct a comprehensive end line survey to assess the overall achievement status of impact and outcome level indicators and targets etc.
- The programme should prepare a pragmatic exit strategy for this phase, outlining various measures to smoothly hand over assets and knowledge products to relevant institutions.
- Given the large scale of displaced population, the durable solutions need to be scaled up. Therefore, external technical and financial support needs continue in near future.
- The theory of change for future programmes needs to be articulated in a more logical and pragmatic way keeping in view the specific context of Somalia and ground realities.
- Future programmes should develop more specific, realistic, achievable and measurable goals, outcomes and outputs and corresponding indicators and targets.
- Future programmes should carry out detailed stakeholders mapping and clearly define their roles and responsibilities.
- Future programmes should develop and institutionalize formal governance, coordination and communication mechanisms. In addition to JSC, the programme should establish technical level committees to facilitate implementation.
- Future programmes should support the implementation mechanisms for the developed city strategies and plans, including, among other, resource mobilization mechanisms.
- Future programmes should further strengthen and scale up innovations like STDM and Consul platforms. Similarly, the micro-credit and enterprise development schemes needs to be institutionalized, scaled and sustained.
- Future programmes should continue building the capacities of relevant governmental institutions and stakeholders to promote, implement and scale up durable solutions.
- To ensure sustainability the capacity-building interventions should be embedded within governmental training institutions and if possible, in academic curricula.
- Future programmes should further capitalize and institutionalize the community co-funding model for expanding public service delivery in existing and other municipalities.
- Future programmes should develop comprehensive and targeted resource mobilization strategies to bridge the financial gaps in scaling of durable solutions through exploring diversified funding streams beyond traditional aid including, diaspora & private sector etc.
- Future programmes should employ dedicated M&E expertise at the programme level, to ensure development and implementation of programmatic M&E frameworks to regularly measure objective, outcomes and output level indicators.

1. INTRODUCTION

This is the External Evaluation Report of Saameynta -Scaling up Solutions to Displacement- Joint Programme in Somalia. The programme, launched in December 2021, is expected to complete its stipulated 48 months' lifespan on 31 December 2025. The external evaluation was commissioned to assess the effectiveness and impact of the programme in addressing Somalia's internal displacement challenges through innovative and sustainable solutions, and to provide recommendations for future such projects and programmes. The evaluation assesses the relevance, coherence, effectiveness, efficiency, impact, and sustainability of the programme in accordance with the OECD DAC evaluation criteria and UNDP Evaluation Guidelines.

The primary audience of this report are programme partners including IOM, UNDP, UN Habitat and governmental partners at the FGS, FMS and Municipality level, and programme donors. However, the report is also prepared with the view to benefit broader stakeholders working for the promotion of durable solutions in Somalia. It is expected that programme main partners will duly consider and prepare a detailed management response for the incorporation of the recommendations and lessons into future such programmes in Somalia.

The report is structured according to the UNDP Evaluation guidelines (2021) for project evaluations and the main sections include; Introduction, Description of the intervention, Evaluation scope and objectives, Evaluation approach and methods, Data analysis, Findings, Conclusions, Recommendations and Lessons learned. The Findings sections analyses and discuss in detail the overall Design, Management, Partnerships, Relevance, Coherence, Effectiveness, Efficiency, Impact and Sustainability. The report provides an assessment of overall programme progress and performance and results achieved against the stipulated targets provided in the programme document. Similarly, it also furnishes a set of recommendations for remaining period of the programme and for future such programmes.

2. DESCRIPTION OF THE INTERVENTION

2.1 Background

According to project document, displacement in Somalia is characterized as large-scale, urban and protracted issues. According to 2024 estimates, approximately 3.1 million people, representing approximately 16% of the country's total population, are living in displacement[1] in various parts of the country, with around 80% of them living in urban or peri-urban informal settlements. Much of this population has been displaced for more than one year, and in some cases thirty years or more. According to a World Bank Report these IDPs are the poorest of the poor with significant barriers to access water, sanitation, schooling, tenure rights and other basic services.

Baidoa, one the target locations for the program, has the largest proportion of IDPs per capita in Somalia. Due to the prevailing droughts and security situation in Somalia, in recent years, the city has experienced unprecedented impact on its urban fabric due to influx of enormous numbers of IDPs. Managing this population growth was, and is, one of the greatest challenges related to its urbanization process. The influx of IDPs, who are trying to permanently settle in

[1] Internal Displacement Monitoring Centre: https://www.internal-displacement.org/countries/somalia/

Baidoa resulted in protracted overcrowding of settlements and rapid unplanned urban expansion. The rapid population growth has also resulted in competition for limited resources and tensions among the host communities and IDPs. Similarly, the IDPs have very limited resources and livelihood options are living in miserable conditions.

Bossaso, another target location for the program, has also, over the years, witnessed a steady increase in the influx of IDPs due to prevailing droughts and security conditions. Managing this population growth was, and is, one of the greatest challenges related to its urbanization process. The rapid growth rate combined with poor urban management has meant that urban services, education, and health care are over stretched and are in a deplorable state. Environmental degradation is often the most visible problem and is particularly dangerous for the displaced communities.

Addressing large-scale and protracted displacement in Somalia has been a priority for both national and international stakeholders. Recognizing the complex challenges posed by mass displacement, the Federal Government of Somalia (FGS) has intensified efforts to implement durable solutions that promote long-term stability and resilience for displacement-affected communities (DACs). Significant progress has been made in integrating durable solutions as a national priority. This commitment is reflected in key policy frameworks of the Government of Somalia.

Since 2016, the United Nations and the international community have been supporting the government's effort through various flagship programmes to address needs of the displaced communities and their integration. The launch of the Saameynta Joint Programme -funded UN Somalia Joint Fund- represents a significant milestone in advancing these efforts, aiming to provide innovative, holistic, community-driven, and sustainable solutions for DACs. By aligning with national policies and leveraging multi-stakeholder collaboration, the Saameynta Joint Programme aims to address Somalia's internal displacement challenges through innovative and durable solutions.

2.2 The Saameynta -Scaling Up Solutions to Displacement in Somalia Joint Programme

The Saameynta Joint Programme recognized that addressing the protracted displacement issues in Somalia is an imperative and urgent priority. The programme focuses on strengthening local governance, securing tenure rights for displaced communities, and leveraging public private partnerships (PPPs) to improve social and public infrastructure. By fostering inclusive community planning, Saameynta seeks to enhance self-reliance and durable (re)integration of DACs while reducing risks such as forced evictions.

The programme is aligned with national and sub-national policy frameworks, including the Somalia National Development Plan (2020-2024)[2], National Transformation Plan[3], the Somalia Recovery and Resilience Framework (2018)[4], and the National Policy on Refugee-Returnees and Internally Displaced Persons[5]. These policies emphasize the need for sustainable approaches to forced displacement, focusing on socio-economic integration, access to services, and long-term settlement solutions. More recently, the FGS has reinforced durable solutions as a cross-

[2] Somalia National Development Plan (2020-2024): https://mop.gov.so/somali-national-development-plan-9-2020-2024/
[3] National Transformation Plan (NTP) 2025-2029: https://mop.gov.so/national-transformation-plan-ntp-2025-2029-report/
[4]Somalia Recovery and Resilience Framework (2018)
https://www.undp.org/sites/g/files/zskgke326/files/migration/so/Somalia-RRF-Summary-Report_final_layout6July2018-2.pdf
[5] National Policy on Refugee-Returnees and Internally Displaced Persons
https://faolex.fao.org/docs/pdf/som204930.pdf

cutting priority through the launch of the National Durable Solutions Strategy (2020 - 2024)[6] and the National Solutions Pathway Action Plan (2024 - 2029)[7].

The aspirational impact of Saameynta seeks to contribute to: "Promote the sustainable integration of displaced communities in urban areas by empowering governments to leverage value generated by urbanization and urban infrastructure investment and to increase DACs' self-reliance and access to sustainable basic services in three Somali cities (Baidoa, Bossaso and Beletweyne)". It is important to note that initially the programme was intended to be implemented in the above mentioned three cities. However, later on Beletweyne was excluded due to political and security concerns and constrained funding and the programme was implemented only in Baidoa (South West State) and Bossaso (Puntland State). It is important to highlight that Beledweyne has been experiencing significant political and security challenges, including the presence of multiple overlapping administrations, a rise in armed militias, and ongoing al-Shabaab terrorist activity, leading to instability, crime, and conflict. Which made it difficult to safely reach out and implement programmatic interventions.

The more attainable programme goal of Saameynta is: "Investments toward mixed-use land development packages and urban public works will generate land value increments that, combined with advancements in land tenure security and employment will increase opportunities for self-reliance and access to social services hence contribute to durable solutions at scale in a DAC-inclusive way". This is subsequently translated into two immediate outcomes, with their respective outputs. The immediate outcomes are:

1) Enhanced capacities of local authorities and DACs reinforce mutual accountability to plan, leverage and implement durable solutions at scale that reflect collective and area-specific priorities

2) Strengthened self-reliance and social cohesion of DACs through employment generation, service delivery and additional investments in target sites

The achievement of these outcomes, based on strengthened systems, capacities and more inclusive DACs with development packages already prepared for investors, can bring durable solutions initiatives in Somalia to another scale. It will move interventions from funding humanitarian interventions to funding nexus interventions to finance and improve the situation for a higher number of vulnerable DACs and will provide a precedent for addressing displacement issues in a sustainable way. A number of outputs have been outlined to achieve the specified outcomes. The respective outputs of the programme are:

- Output 1.1: Preparatory studies and assessments are produced that include a gender and conflict angle.
- Output 1.2: Strategies and legal provisions are produced that include specific priorities of women, and youth and are climate smart.
- Output 1.3: Institutions, governance mechanisms, and tools are developed in the areas of land as well as inclusive and accountable governance
- Output 1.4: Technical knowledge of authorities and DAC members is enhanced.
- Output 2.1: Consultations between authorities and communities improve access to service delivery and livelihoods.

[6]National Durable Solutions Strategy (2020 - 2024): https://mop.gov.so/wp-content/uploads/2022/07/The-National-Durable-Solutions-Strategy-2020-2024_English.pdf

[7] National Solutions Pathway Action Plan (2024 - 2029): https://mop.gov.so/national-solutions-pathways-action-plan-2024-2029/

- Output 2.2: Community funds and access to livelihoods support and empower DACs to implement community-identified priorities to secure increased economic self-reliance.
- Output 2.3: Development briefs increase the investment potential of target sites and enhance tenure security for vulnerable IDPs.

The total duration of the programme was 48 months (from December 2021 to December 2025) and the target Locations were Baidoa (South-West State) and Bosaso (Puntland State). The third location i.e. Beletweyne (Hirshabelle State) was excluded down the road due to reasons mentioned prior. The programme is implemented jointly by International Organization for Migration (IOM) -as lead agency-, United Nations Development Programme (UNDP) United Nations Human Settlements Programme (UN-Habitat) in close collaboration with relevant institutions/ministries of Federal Government of Somalia (MoPIED, MoIFAR, MoPWRH) and Federal Member States (MoPIED, MoIFAR, MoPWRH), CSOs, private sector and local communities etc.

According to the programme document, the total original programme budget was USD 21.03 Million, however, down the road, according to estimates provided by programme management team only USD 17.68 Million were made available. The programme was funded through the Somalia Joint Fund (formerly MPTF). Main donors included Swiss Agency for Development and Cooperation, Government of Netherlands -LAND-at-scale program-[8] and Norwegian Ministry of Foreign Affairs. Overall, the programme is guided and overseen by a Joint Programme Steering Committee (JSC) comprising members from UN organizations and governmental ministries and institutions at the federal and state level. The Programme Management Unit, co-led by the Programme Coordinators from IOM, UNDP and UN Habitat and representatives from FGS and FMS, MoPIED, MOPWR and MOIFAR is responsible for overall management, implementation, coordination and reporting of the programme at the federal and state level etc.

3. EVALUATION OBJECTIVES AND SCOPE

31. Objectives and Scope

According to the ToR, the overall objective of the external evaluation of the Saameynta Joint Programme was to assess the effectiveness and impact of the programme in addressing Somalia's internal displacement challenges through innovative and sustainable solutions, and to provide recommendations on future programme and policy design. The evaluation was mandated to assess the relevance, coherence, effectiveness, efficiency, impact, and sustainability of the programme in accordance with the OECD DAC evaluation principles and criteria and UNDP Evaluation Guidelines (2021). Specific objectives of the evaluation are to:

- Assess the extent to which the programme achieved its intended outcomes and impact.
- Evaluate the effectiveness of implementation strategies and resource utilization.
- Identify lessons learned and best practices for future programming, like expected next phase of the programme and development of national and state level policies etc.

[8] The funding is sourced from the LAND-at-scale program. All funding from LAND-at-scale was dedicated to the land governance related activities. The LAND-at-scale program is a land governance support programme active in 12 countries and is financed by the Ministry of Foreign Affairs of the Netherlands and managed by the Netherlands Enterprise Agency (RVO). The Embassy of the Kingdom of the Netherlands (EKN) act as central advisory body in the program, including Somalia.

- Provide evidence-based recommendations for decision-making and policy formulation.
- Assess the relevant cross cutting issues including leaving no one behind, inclusion, equality, women empowerment, disability and human rights.

The external evaluation was mandated to be conducted against the whole results chain involving outcomes and outputs indicators, and immediate impacts to assess their achievability status. Geographically, the evaluation covered programme focused areas in Baidoa, South-West State, and Bosaso, Puntland State. Similarly, the evaluation covered the entire programme implementation period from December 2021 to May 2025.

3.2 Evaluation Criteria

In line with UNDP Evaluations Guidelines and OECD DAC evaluation criteria, the evaluation thoroughly adhered to the standard evaluation criteria of *Relevance, Coherence, Efficiency, Effectiveness, Sustainability and Impact* to assess the overall project performance. Following is a summary description of the main criteria:

RELEVANCE: Is the Intervention doing the right things? The extent to which the intervention objectives and design respond to global and national needs, policies and priorities and those of beneficiaries and partner institutions.

COHERENCE: How well does the intervention fit? The compatibility of the intervention with other interventions in a country, sector or institution.

EFFECTIVENESS: To what extent were the expected outcomes achieved? What have been the key results and changes attained for men, women and vulnerable groups?

EFFICIENCY: How well are resources being used? The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.

SUSTAINABILITY: Are the programme benefits likely to last beyond the intervention? To what extent will financial, economic and institutional resources be available to sustain the benefits achieved by the project?

IMPACT: What difference does the intervention make? What will be the longer-term changes, positive or negative, expected as a result of project interventions?

In addition to the assessment of above criteria, the evaluation will also thoroughly assess project design, results frameworks, theory of change and management and implementation monitoring and evaluation and collaboration among stakeholders etc. As mentioned earlier the evaluation will also assess the relevant cross cutting issues including leaving no one behind, inclusion, equality, women empowerment, disability and human rights.

e) Evaluation questions

A number of evaluation questions have been identified in the TOR to assess the overall relevance, coherence, efficiency, effectiveness, sustainability, impact and cross cutting issues. These questions were further refined and adjusted in consultation with the programme team and were used during the data collection exercise to assess the specified evaluation criteria and overall project progress and performance. A detailed evaluation matrix was prepared,

outlining the evaluation criteria, main evaluations questions, data sources/methods, indicators and methodology etc. Please see Evaluation Matrix as Annex-4.

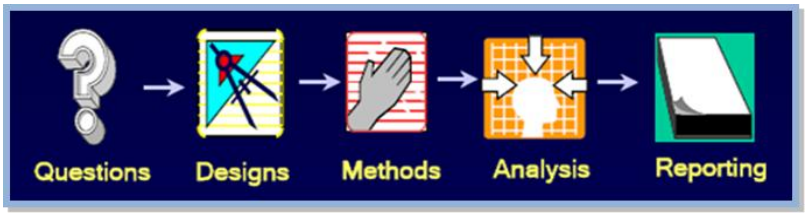
In addition, specific questions were also developed for key informant interviews and focus group discussions with various project stakeholders including Participating UN Agencies, programme team, governmental institutions (federal government and federal member states), donors, CSOs, private sector and beneficiary communities etc. These questions were used during the key person interviews, focus group discussions and field visits. Please see Annex-5 for list of evaluation questions for stakeholders.

4. EVALUATION APPROACH AND METHODS

4.1 Evaluation approach

Overall, the External Evaluation exercise was conducted in accordance UNDP Evaluation Guidelines (revised edition 2021) and OECD/DAC standard evaluation criteria and principles. The evaluation used a mix of approaches including participatory evaluation, contribution analysis, outcome mapping etc. Needless to emphasize that the evaluation was participatory in nature and duly involved main stakeholders. Similarly, the theory of change of programme was validated to assess the overall contributions of interventions in achieving the overall outcomes and impacts. Furthermore, the actual outcomes of various initiatives were discussed during key informant interviews and focus group discussions.

Overall, the evaluation adopted mixed method approach, employing range of qualitative and quantitative data collection and analysis methods and tools to collect and analyze project related primary and secondary data. In summary the overall evaluation process consisted of five standard evaluation steps i.e. 1) Evaluation Questions, 2) Evaluation Design, 3) Data Collection Methods, 4) Data Analysis, and 5) Presentation and Reporting.



4.2 Sampling strategy

Keeping in view the diverse range of stakeholders involved, the evaluation adopted a mix of purposive and convenience sampling strategies. Academically it is a form of non-probability sampling in which researchers (evaluators and programme team) rely on their own judgment when choosing members of the population (stakeholders) to participate in the evaluation. Similarly, in convenience sampling researchers leverage individuals that can be identified and approached with as little effort as possible. Determining sample size in purposive sampling relies on achieving data saturation, where new data collected no longer yields new information. There isn't a specific formula, but it starts with a small, expert-selected sample and continue until saturation is reached. Factors like the research question, the diversity of the target population, and the depth of information needed influence the final size.

It is important to highlight that given the security situation in one of the target location i.e. Baidoa the evaluation team couldn’t visit project sites therefore selected beneficiaries were

invited to UN compound for focus group discussions.. However, to address the potential for bias of the non-probabilistic sampling methodology, efforts were made to validate the information during the focus group discussions with diverse groups of beneficiaries. Additionally, the information was also validated through triangulation using information obtained from programme partners and programme documents and secondary sources.

The list of most informed key informants among main stakeholders was formulated in consultation with the programme team, considering their level of involvement/participation in project design, implementation and benefits received, nevertheless also depending on their availability. With the selection of most informed key persons and beneficiary communities, the discussions/interviews generated credible primary data related to the various aspects of programme performance in line with the mentioned evaluation criteria. Main stakeholders included officials of UN agencies, programme team, participating governmental institutions/ministries at the federal, FMS and municipal levels, CSOs, private sector, donors and beneficiary communities etc. Please see list of key persons consulted as Annex-1.

It is important to mention that the programme was implemented in two main cities i.e. Baidoa (South-West State) and Bossaso (Puntland State), hence the evaluation team also conducted field missions to Baidoa and Bossaso, met relevant stakeholders including beneficiaries and also visited IDP settlement in Grible (Bossaso) and observed programme interventions 1st hand.

4.3 Cross-cutting issues

As outlined in the ToR, one of the objectives of the evaluation is to assess the relevant cross cutting issues including leaving no one behind, inclusion, gender equality, disability and human rights. It is important to highlight that a comprehensive gender framework has been prepared for Saameynta Programme, to ensure that IDP women and disadvantaged groups are duly involved and benefited from the programme. The Saameynta project aims to ensure that gender equality and empowerment of women and girls be part of every project endeavor – from land tenure to socioeconomic development, access to justice, capacity building and decision-making processes. The Gender Monitoring Framework laid specific emphasis on the availability of gender disaggregated data regarding the indicators of the programme results framework.

Saameynta programme target populations are internally displaced people, half of which are women. These IDPs are considered one of the most vulnerable and disadvantaged segments of the Somali society. Therefore, the evaluation assesses how cross cutting issues like including leaving no one behind, social inclusion, gender equality and disability and human rights, have been addressed in the project design and implementation. Similarly, efforts were made to assess the extent how women, vulnerable, disadvantaged and marginalized groups were involved and benefited from the programme interventions. A number of social inclusion and gender specific indicators are provided in the programme results framework, which were used to assess the progress and effects of various cross cutting dimensions. Similarly, where applicable, IEO's Gender Results Effectiveness Framework (GRES) was used to assess the gender responsiveness of the programme outcomes and outputs, using the five categories i.e. gender negative, gender blind, gender targeted, gender responsive and gender transformative.

In this regard several specific evaluation questions have been included in the evaluation matrix to collect and analyze disaggregated data related to gender equality and social inclusion. Similarly, as mentioned, while assessing the achievability status of various programme

outcomes and outputs, where applicable, gender and HR lens was used to assess the extent of social and material benefits received by the women and vulnerable groups through the project interventions. Needless to emphasize that efforts were made to involve and consult key persons among women and vulnerable groups during the data collection exercise, as applicable. It is important to mention that since these were cross cutting issues therefore they are embedded in each section of the report.

4.4 Data-collection procedures and instruments

The evaluation followed participatory and consultative approach that ensured close engagement with all relevant stakeholders during the data collection process. As mentioned, a mixed method approach was adopted using both qualitative and quantitative data collection methods and tools. It important to highlight that most of the data was collected in qualitative form through key informant interviews, focus group discussions and field observations. While quantitative data related to project progress and outcome and output targets was also collected through perception survey and was extracted from project related documents, reports, publications and secondary sources. Following are the main data collection methods employed during the evaluation exercise:

- ***Desk Review of documents***

A good deal of relevance, coherence, efficiency, effectiveness, sustainability, impact and project management and cross cutting issues related data was obtained from review of relevant documents. Qualitative and quantitative data was extracted from various project documents and secondary sources and was used to assess project progress and performance based on mentioned evaluation criteria and specified indicators and targets outlined in the Results Framework. Similarly, data related to financial aspects was also obtained from project management team. These documents included but not limited to;

- Programme document
- UN Sustainable Development Cooperation Framework
- Programme Annual Progress Reports
- Programme Annual Work Plans
- Technical Studies, Assessment Reports, Development Briefs
- City strategies, Community Action Plans and Social Cohesion Strategies
- Monitoring and Evaluation Reports
- Workshop, training, events reports
- National and State Level Policies, Strategies and Legal Documents etc.
- Minutes of Steering Committee and other meetings with stakeholders.
- Programme knowledge products etc
- Secondary sources, national statistics and online resources etc.

- ***Key Informants interviews Focus Group Discussions (FGDs)***

Key informant's interviews and focus group discussions remained the main instrument for collection of primary data related to various evaluation questions. Key persons were identified in consultation with the programme team and in-person and online interviews and focus group discussions were conducted with wide range of stakeholders including representatives of government partners at FGS, FMS and Municipality levels, implementing UN Agencies, other UN Agencies, donors, CSOs, private sector and beneficiary communities etc.

In total 135 key informants (including 45% women) were consulted during the course of the data collection exercise. These included 69 (including 17 women) representatives of government partners at FGS, FMS and Municipality levels, implementing UN Agencies, other UN Agencies, donors, CSOs and private sector. While 66 persons (including 45 women) among direct beneficiaries were consulted through 6 different focus group discussions in Baidoa and Bossaso. Please see Annex-1 for list of persons consulted during the evaluation exercise.

- **Field visits to project locations**

The evaluation team also conducted field visit to Grible settlement in Bossaso and 1st hand observed programme interventions, infrastructure and facilities and held on spot discussions with beneficiary communities on the overall benefits received. The type of infrastructure observed in Grible included durable houses, MCH Centre, Water Supply Scheme and Football field etc. It is important to note that due to the security situation/protocols, it was not possible to visit field locations in Baidoa, however community representatives were invited to UN compound for focus group discussions.

- **Questionnaire and E-Surveys**

The programme has benefited a large number of stakeholders through its capacity building workshops and trainings etc. To assess overall efficiency and effectiveness of these capacity building interventions a perception survey was conducted during the data collection exercise. The questionnaire consisted of five main questions related to relevance, quality, suitability, level of improvement, level of practicality and overall organization of the events. Please see Annex-6. Participants were asked to rank each question as excellent, good, average and poor. The survey was administered telephonically by the National Consultant to 60 identified training participants (including 28 women). These participants were identified through the programme teams in Baidoa and Bossaso. Please detail list of participants as Annex-2.

4.5 Ethical considerations

The evaluation exercise was conducted keeping in view the values and obligations outlined in the UNEG 'Ethical Guidelines for Evaluators. According to the guidelines the evaluators duly respected participant's right to provide information in confidence and all key informants were made aware of the scope and limits of confidentiality, while ensuring that sensitive information cannot be traced to its source. The evaluation team ensured all feedback and inputs remain confidential and there is no indication of any specific source of quotations in order to uphold confidentiality. A signed Code of Conduct form is attached as Annex-7.

4.6 Main limitations

Like every evaluation this evaluation exercise also has its own limitations. Due to the wide range and number of programme stakeholders and security related restrictions in Somalia, it was not possible to consult all involved stakeholders and to reach out to all beneficiary communities, who were involved or benefited from project interventions. Therefore, only key stakeholders and limited number of beneficiaries could be consulted, keeping in view their level of involvement and availability. Efforts were made to mitigate the limitations through consulting most informed key persons to collect as much information as possible. Furthermore, the project has built the capacities of several hundreds of stakeholders, however due to time limitations, a limited sample of participants was consulted through the telephonic survey. Nevertheless, due to the security situation/protocols, it was not possible to visit field sites in Baidoa to observe project interventions. Last but not the least the limited timeframe, wider

scope and tight schedule of the evaluation exercise also posed challenges due to the condensed workload.

4.7 Evaluation Timeframe and Team

According to TOR, the evaluation exercise will consume 45 working days (non-consecutively) spread over a period of four months (April-July 2025). The evaluation has been conducted by an independent evaluation team, consisting of one International Consultant/Team Leader Mr. Nisar Ahmad Khan and one national consultant Mr. Ibrahim Mohamed Hassan. Both team members are experienced evaluation practitioners with highest degree of personal and professional integrity, who had no prior involvement in project design and implementation.

5. DATA ANALYSIS

In view of the mix-method approaches, the acquired data was analyzed both qualitatively and quantitatively. Since most of the primary data was acquired in qualitative form therefore it was processed using qualitative data analysis techniques like triangulations, validations, interpretations and abstractions. Data collected from review of documents, key informant interviews and group discussions was validated and triangulated through comparing data from different sources to identify similarities, contradictions and patterns. Efforts were made to logically interpret stakeholder's opinions and statements, while analyzing data, keeping in view the specific perspectives of various respondents. Similarly, where applicable, available data was analyzed using gender disaggregation to assess overall effects and impacts of the programme interventions on women and vulnerable groups etc.

Quantitative data, obtained mostly from programme progress reports and records and capacity building participant's perception survey, was analyzed using simple statistical methods to determine progress and trends. Project Results Framework indicators and targets were used as the main reference during analysis to assess the achievability status of the project outcomes and outputs. Quantitative data related to project outputs indicators was analyzed to assess progress towards specified targets. The same was validated and triangulated against data obtained from interviews/discussions with key stakeholders, field observations and secondary sources etc. Efforts were made, to the extent possible, to process available data disaggregated by gender, while assessing project outcome and outputs indicators. Key financial aspects of the project were assessed by analyzing project budgets and expenditures, to determine utilization rates etc. Variances between planned and actual expenditures were assessed and explained. Similarly, the data from telephonic questionnaire/survey was also analyzed quantitatively to determine various perception trends etc.

Similarly, presentation of the preliminary findings of the evaluation exercise was held after preliminary analysis. The detailed analysis and findings of the evaluation are provided in this Draft Evaluation Report, using standard format for Project Evaluation Reports, as per Guidance for Conducting Terminal Evaluations of UNDP Projects. In addition to the detailed findings the report also provides overall conclusions, lessons learnt and specific recommendations. The Draft Evaluation Report is submitted for comments and will be finalized after duly addressing and incorporating available comments and suggestions.

6. FINDINGS OF THE EVALUATION

The following sections describe the detailed findings of the programme evaluation exercise. The analysis and discussion are intended to assess the overall programme progress and performance towards contribution in achieving its outcomes and outputs, using the key evaluation criteria of relevance, coherence, effectiveness, efficiency, impact and sustainability. In addition, the evaluation also assessed programme design, management arrangements and partnerships. The following sections provide details of assessment under each category.

6.1 DESIGN AND MANAGEMENT

6.1.1 Programme Theory of Change

The Saameynta Joint Programme design recognized that displacement is a barrier to the improvement of living conditions of the people that experience its misery and prevents those groups to seize opportunities that, if made available to other poor social groups, would enable them to improve their situation over time. Therefore, addressing protracted displacement in Somalia is an imperative and urgent priority. The programme document has outlined a comprehensive theory of change, which is summarized in the following box.

Programme Theory of Change

If,

- Capacities of local authorities and displacement affected communities (DACs) are enhanced to participate urban planning exercises;
- DACs have equal rights to access land, basic services and sustainable livelihoods;
- Cities take lead in developing and financing affordable housing and community assets that benefit DACs by leveraging increased land value;
- Major investments from private, government, donors in land use and urban public works generate land value increments that can finance durable solutions at scale;
- Sustainable livelihoods for DACs are secured through identified additional investments;
- Enabling policies, legal frameworks and tools are developed;

Then,

A favorable environment is created to attract stakeholders, including government, women and men from DACs, to capture land value increases, create, invest, and support the development aspirations and opportunities for DACs, improving access to services and economic opportunities and employment among DACs and to generate financing for further infrastructure, services, and sustainable housing. This will promote the sustainable integration of displaced communities in urban areas, increase DACs' self-reliance, and contribute to durable solutions at scale.

Because,

- Local authorities will have improved technical knowledge, leading to a more effective and locally-owned DS planning and implementation.
- DACs will have an active role in social accountability and have strengthened self-reliance and social cohesion of DACs through employment generation, service delivery and additional investments in target sites;
- Provision of integrated services benefiting both displaced and host communities will be sustainably financed by diverse range of actors including authorities, private sector and community themselves;
- Private sector will be able to work in partnership with the community and local authorities to support service delivery, livelihoods, social and public infrastructure etc;
- Durable solutions will be available to a greater number of persons affected by displacement in the target locations;

Overall, the programme TOC has been found relevant to greater extent to address various challenges and promote durable solutions for the DACs. Its emphasis on building capacities of local authorities and DACs in enhancing participation of local communities in urban planning, developing conducive policies, strategies and legal frameworks and empowering DACs to have equal rights to land access, basic services and sustainable livelihoods, are found quite plausible in promoting the sustainable integration of displaced communities in the target areas. In this regard it is important to mention that the programme has considerably build the capacities of local authorities and DACs in the planning and implementation and has supported the development of inclusive strategies, plans and has strengthened legal frameworks to promote durable solutions. For details, please see the section on effectiveness in below.

Having said this, the TOC also heavily relies on the concept that investments from government, donors and private sector etc., in public infrastructure will increase land value increments, that can be utilized to finance durable solutions at scale in the longer run. Overall, value capture strategies operate under the assumption that public investment often results in increased valuation of private land and real estate. Capturing the subsequent increase in value, governments are able to recuperate funds, which can ultimately be used to generate additional value for communities in the future. Thus, value capture internalizes the positive externalities of public investments, allowing public agencies to tax the direct or indirect beneficiaries of their investments.

Analysis and discussions with stakeholders suggest that in broader terms, the reliance on the increase in the land value increments, as a financing mechanism, is quite challenging due to its unfamiliarity in Somalia, where land tenure systems are informal and land markets are underdeveloped. The programme has supported and built the capacities of relevant municipalities to strengthen local revenue collection through land and property taxation systems etc. The programme also recommended to link land value capture to the new property tax system as an entry point, with municipalities positioned to assess and implement it effectively. In this regard, for example the Bosaso Municipality allocates resources for tenure security to IDPs to allow them staying on places which has been affected by land value increase i.e Old Grible.

However, developing and enforcing land taxation systems is found complex requiring stronger legal frameworks and administrative mechanisms Discussions with municipal authorities also suggest that the land taxation and revenue collection systems in the target cities remains weak and similarly the majority of local communities have meagre resources and their capacities to pay land and municipal taxes is quite limited. Therefore, at present the municipalities couldn't generate any substantial revenues through land value capture, that can be utilized to finance durable solutions at scale, in the context of target cities. It is important to note that, generation of revenue through land value capture is a long-term endeavor, therefore making it insufficient to meet the needs of the DACs in the short term. However, in the longer run with the expansion of cities and development of infrastructure the land value will gradually increase and are expected to generate potential revenues.

Similarly, the TOC also place greater emphasis that private sector will make substantial investments in public infrastructure. Overall this presents a mix picture, some of the big private companies in Somalia are willing to invest in durable solutions for DACs, like Hormuud Telecom has pledged the donation of land valued at $7 million for the permanent resettlement of 10,000 families displaced by conflict, environmental degradation, and climate change in Mogadishu

area (this doesn't fall in the programme ambit as Mogadishu is not programme target location, but is mentioned here as an example). However, discussions with officials of the Chamber of Commerce in Baidoa and Bossaso suggest that the private sector in these cities is not very large scale, they may contribute small sums under corporate social responsibility. Overall, there is a greater need to duly map and assess the interests and investment potential of the private sector entities in target cities and should be rigorously engaged and encouraged to play their due role in city development. Furthermore, the investment potential of Somali diaspora and traditional funding mechanism like Zakat etc., should also be analyzed to support scaling of durable solutions.

6.1.2 Programme Results Framework

The programme document outlines that the aspirational impact of Saameynta seeks to contribute to: "Promote the sustainable integration of displaced communities in urban areas by empowering governments to leverage value generated by urbanization and urban infrastructure investment and to increase DACs' self-reliance and access to sustainable basic services in three Somali cities (Baidoa, Bossaso and Beletweyne)". It is important to note that initially the programme was intended to be implemented in the above mentioned three cities. However, later on Beletweyne was excluded as a target location due to political, security and funding concerns and the programme was implemented only in Baidoa and Bossaso.

The more attainable programme goal of Saameynta is: "Investments toward mixed-use land development packages and urban public works will generate land value increments that, combined with advancements in land tenure security and employment will increase opportunities for self-reliance and access to social services hence contribute to durable solutions at scale in a DAC-inclusive way". This is subsequently translated into two immediate outcomes, with their respective outputs. The programme results framework consists of a set of two outcomes and seven outputs (4 for outcome-1 and 3 for Outcome-2), Please see the box in below.

Programme Outcomes

Outcome-1: Enhanced capacities of local authorities and DACs reinforce mutual accountability to plan, leverage and implement durable solutions at scale that reflect collective and area-specific priorities

Outcome-2: Strengthened self-reliance and social cohesion of DACs through employment generation, service delivery and additional investments in target sites

Programme Outputs

Output 1.1: Preparatory studies and assessments are produced that include a gender and conflict angle.

Output 1.2: Strategies and legal provisions are produced that include specific priorities of women, and youth and are climate smart.

Output 1.3: Institutions, governance mechanisms, and tools are developed in the areas of land as well as inclusive and accountable governance

Output 1.4: Technical knowledge of authorities and DAC members is enhanced.

Output 2.1: Consultations between authorities and communities improve access to service delivery and livelihoods.

Output 2.2: Community funds and access to livelihoods support and empower DACs to implement community-identified priorities to secure increased economic self-reliance.

Output 2.3: Development briefs increase the investment potential of target sites and enhance tenure security for vulnerable IDPs.

Overall, the casual linkages between programme goal, outcomes and outputs are found logical and plausible, however the goal, outcomes and some of the output statements are found slightly broader and overarching in nature, lacking specificity, which is considered important for measurability purposes, for example output 1.1, 1.3, 2.1 and 2.3. A detailed Programme Results Framework (RF) has been formulated including outcome and output level indicators, baselines and targets. The RF provided a set of 14 indicators at the outcome level, while 43 indicators are provided at the output level. Analysis and discussions suggest that no changes have been made in the results framework during the course of the programme implementation. Overall outcome and output level indicators are quantitative in nature and are found SMART and were also disaggregated by gender where applicable. Furthermore, the output level indicators are regularly monitored and are duly reported in the Programme Annual Reports. While outcome indicators will be measured through the end line Durable Solutions Progress Survey, scheduled for the coming months.

Needless the emphasize that programme design has placed considerable emphasis on gender equality and inclusion of vulnerable population. The programme document outlined that the gender dimensions will guarantee that IDP women and men, girls and boys are among the primary project target groups. Adopting a gendered approach was central to a do no harm strategy. The programme has also prepared a detailed gender framework, which aimed to ensure gender equality and empowerment of women and girls be part of every project endeavor – from land tenure to socio-economic development, access to justice, capacity building and decision-making processes. Furthermore, a set of specific gender mainstreaming activities were duly included under each output.

6.1.3 Programme Governance and Management

b) Programme Joint Steering Committee (JSC): The programme document envisaged the establishment of a JSC, jointly chaired by the UN DSRSG and by the Minister of Planning, Investment and Economic Development and member included the Minister of Interior, Federal Affairs and Reconciliation, the Minister of Public Works, Housing and Reconstruction, the Ministers of Planning, Public Works and Interior of relevant Federal Member States, the UNDP Resident Representative, the IOM Chief of Mission and the UN Habitat Chief Technical Advisor and the Representatives of the Embassy of the Netherlands and the Swiss Agency for Development and Cooperation. The JSC was tasked to provide overall guidance and oversight through making strategic decisions related to the implementation of Saameynta, including approval of workplans, budget allocations and review of progress.

The programme document envisaged that the JSC will meet at least every six months during the course of programme implementation and the United Nations Integrated Office will perform the JSC secretariat functions. However, discussions with programme team and review of JSC meeting minutes suggest that the JSC has met only once, in September 2024, during the entire tenure of the programme. Similarly, the minutes of the meeting also suggest that it was participated only by the representatives of IOM, UNDP, UN Habitat, SJF, FGS MOPIED, FGS MOIFAR, SDC and Netherland Embassy etc. During this meeting, the JSC reviewed the overall progress of the programme and the highlight of the meeting was the decision regarding dropping out of Beledweyne from programme scope due to security concerns and time and funding constraints. It is important to mention that the programme was originally designed for three cities i.e., Baidoa, Bossaso and Beledweyne.

Having said this, generally the steering committee plays an important role in overall steering and coordination of the programme and is the main (high level) decision-making body and performs the important functions of overall guidance and oversight, therefore it needs to meet regularly to make timely decisions about programme plans, progress and provide insights for course correction. The lack of regular JSC meetings has hampered the overall coordination, timely decision making and especially the oversight functions. Discussion with programme team suggest that one of the reasons for this non-convening of JSC, was the high-level structure (ministerial) of the JSC, which posed issues in the availability of relevant ministers at the FGS and FMS levels and of senior officials of the UN System.

b) Implementing Partners and stakeholders: Saameynta was designed as a UN Joint Programme, where multiple UN agencies collaborated to achieve common goals through increased coherence and synergies. The programme was jointly implemented by three UN agencies i.e., IOM, UNDP and UN Habitat. IOM, remained the lead agency and coordinated programme implementation jointly with other participating UN agencies, governmental partners and other stakeholders. IOM's comparative advantages included migration governance, migrant protection and assistance, migration and development and gender and migration. UNDP's comparative advantages included sustainable development, poverty and inequality, governance, resilience, gender equality, economic development and development financing. While UN Habitat comparative advantages included urban legislation, land governance, urban planning and design, housing and slum upgrading, urban basic services and risk reduction and rehabilitation. In Saameynta Programme these UN agencies have blended together their comparative advantages and have implemented wide range of specific interventions according to their expertise.

A Programme Management Unit was established, consisting of Programme Coordinators from IOM, UNDP and UN Habitat and representatives from MOPIED, MOPWRH and MOIFAR at the FGS and FMS level. The PMU, led by the lead agency i.e. IOM, has met on bi-monthly basis, mostly online, and was responsible for the overall programme planning, implementation, coordination, monitoring and evaluation and reporting and communication etc. It is important to note that the main implementation partner of the programme remained the respective municipal authorities for delivery of project interventions. Stronger collaboration have been fostered with respective municipalities and diverse range of interventions have been implemented with their full participation and support. The role of the FGS and FMS main ministries i.e. MOPIED, MOPWRH and MOIFAR was limited to liaison and overall coordination and oversight.

These partner FGS and FMS ministries were members of the programme JSC, which was tasked with overall guidance, approvals and oversight. Similarly, these ministries were also part of the PMU and regularly attended PMU meetings and provided overall guidance and oversight. The programme has also employed a number of focal points for the main partner ministries including MOPIED, MOPWRH and MOIFAR at the FGS and FMS level, to coordinate programme implementation in their respective areas. These institutions also benefited from programme capacity building interventions. In addition, the programme has also collaborated with private sector entities, which were involved in overall urban planning and especially enterprise development interventions. Nevertheless, representatives of the beneficiary communities were also duly involved in all stages of the implementation and played a vital role in guiding and facilitating the planning and implementation processes.

Overall analysis and discussions suggest that generally the partnership worked well and collaboration with governmental institutions was also found satisfactory. However, since most of the programme implementation was carried out at the municipality levels in Baidoa and Bossaso, therefore collaboration with FGS and FMS level ministries was limited and need based. The programme has coordinated with wide range of actors from time to time during the implementation of programme interventions through various forums. However, at times coordination among stakeholders was also found quite challenging due to wide range of multi-layered partners and complexity of local context and diverse range of programme interventions. Similarly, the communication and information sharing about the programme progress especially with the governmental stakeholders at the FGS and FMS also remained spontaneous and limited. Furthermore, the turnover of programme team and governmental officials also posed challenges in terms of continuity and loss of institutional memory.

Beside partnerships with relevant ministries at the FGS and FMS level the programme has handsomely collaborated with municipal authorities in Baidoa and Bossaso, as most of the programme implementation took place at the municipality level. Furthermore, the programme also collaborated with wide range of other stakeholders including CSOs, private sector and especially local communities both IDPs and host communities. Overall discussion with stakeholders suggests that the collaboration with the municipal authorities was forth coming and has greatly facilitated the implementation of diverse range of activities at the municipal. Similarly, the programme inclusive and participatory implementation processes also successfully involved local communities especially women and vulnerable groups in implementation of diverse range interventions related to capacity building, durable housing, livelihoods improvement and service delivery. For more details, please see the following sections.

c) *Monitoring and Evaluation:* Overall the programme didn't constituted a dedicated M&E section, with specialized expertise, rather M&E activities were mostly conducted by partner agencies and PMU. At the highest level, the Joint Steering Committee, was the main body responsible for the overall oversight and guidance of the project. However, the JSC could meet only once during the entire lifespan of the programme, therefore its oversight function were slightly limited. The programme progress was internally monitored through bi monthly PMU meeting and quarterly review meetings. In addition to review meeting project interventions in the field were also regularly monitored through various individual and joint field missions by project team and partners. Similarly occasional donors field missions were also facilitated by the Somalia Joint Fund to 1st hand observe programme progress in the target areas. The programme also facilitated a longitudinal survey through qualitative data collection exercise, to gather data on perception of land rights and tenure security. Similarly UNDP also commissioned 3rd party monitoring for specific outputs.

Programme progress was reported regularly on yearly bases through Annual and Semi-Annual Progress Reports. The progress of the relevant components was reported by the respective UN Agency and the APR was were compiled and issued by IOM. The APR provided detailed account of the progress of programme outputs, key constraints and challenges, management and implementation, crosscutting issues and future course of actions etc. Furthermore, the output level indicators are regularly monitored and are duly reported in the Programme Annual Reports. While the outcome indicators were not periodically measured. Discussions with programme team suggest that these indicators will be assessed the 2025 Durable Solutions Survey (DSP), scheduled for last quarter of the 2025. It is also important to highlight that the

Annual Report was only shared with donors and relevant UN agencies, while it was not widely circulated especially to governmental partners at the FGS and FMS levels.

The programme document also envisaged a mid-term evaluation, however it didn't materialize, instead a mid-term gender evaluation was conducted, which aimed to assess how well the programme addressed gender issues. The gender evaluation concluded that the programme has made deliberate effort to reach and include women and girls and overall, the programme had a positive impact on gender equality through enhancing women participation in decision-making etc. Furthermore, the programme document also envisaged an External Evaluation towards the end of the programme, which has been conducted during April-July. The evaluation used standard evaluation criteria of Relevance, Effectiveness, Efficiency, Impact and Sustainability to assess the overall progress and performance of the programme. The evaluation also draws conclusions and provides recommendations to improve the sustainability of benefits and to improve performance of future such initiatives.

6.1.4 Risk Management

The programme document envisaged three main categories of risks for the implementation. These concentrated primarily on contextual, strategic and programmatic risks. The main contextual risks included: environmental shocks, pandemic related risks, security deterioration in project locations and politicization of project funds etc. The likelihood of these contextual risks was rated high. The programme has embedded some mitigation measures including, negotiation with authorities to earmark portions of land necessary for the land value sharing activities included in the programme, adopting area-based approaches to work on the mitigation of the social-economic impact of the environmental shocks, pandemic, engagement with rule of law and security actors on issues pertaining to security.

Discussions and analysis suggest that environmental hazards like heavy rainfall and severe flooding is a recurrent issue in Baidoa. These floods has been continuously posing greater risks to IDP settlements in the low-lying areas, especially to those living in make shift shelters. These floods often severely damaged the city infrastructure and disrupt public services and livelihoods. Among other, IDPs remains the most affected from these natural hazards, which continuously pose greater risks to their lives, shelters and livelihoods. Similarly, fragile security situation also posed greater risks especially in Baidoa due to the presence of Al Shabab, which at times restricted access to IDP settlements. Furthermore, the continued fragile security situation in Beledweyne (one of three project locations) also, among other factors, contributed to the dropping out of the city from the programme original target locations. To mitigate environmental and security risks, the programme has remained in continuous contact and has supported local authorities to from time to time. Similarly, the heavy reliance of programme TOC on the increase in the land value increments, as a financing mechanism, also posed risks due to its unfamiliarity in Somalia. Though programme has made efforts in building the capacities of relevant municipalities for local revenue collection through land and property tax etc.

The strategic risks assessed by the programme focuses on the inability of the current national land legislation to resolve disputes that may arise during the implementation. The likelihood is very high. As a mitigation, the programme had outlined various mitigation measures like building capacities of relevant institutions to resolve dispute. Analysis and discussions with stakeholders suggest that the programme has supported the establishment and capacity building of dispute resolution committees in Baidoa and Bossaso, which helped in resolving

several hundred land related disputes. The final part of the risk analysis involved medium-to-high programmatic risks related to fraud, corruption and aid diversion. As a mitigation measure the programme has outlined that it will draw on an extensive collaboration with the Risk Management Unit (RMU) of the Integrated Office to prevent these risks. Analysis and discussions with stakeholders suggest that as such no incidence of fraud, corruption or aid diversion was reported during the programme implementation.

6.2 RELEVANCE AND COHERENCE

a) Relevance and coherence with the national priorities and policies: Displacement in Somalia is characterized as large-scale, urban and protracted issue. According to 2024 estimates, approximately 3.1 million people (approximately 16% of Somalia population) are living in displacement[9] in various parts of the country. Addressing displacement issues through implementation and promotion of durable solutions has been the main priority at the national, state and municipal levels. Review of national policies strategies and plans suggest that this commitment is reflected in the key policy frameworks including, Somalia National Development Plan (2020-2024)[10], National Transformation Plan[11], Somalia Recovery and Resilience Framework (2018)[12], and National Policy on Refugee-Returnees and Internally Displaced Persons (IDPs)[13]. These policy frameworks and plans acknowledge the high levels of poverty and vulnerability IDPs face and emphasizes the need for sustainable approaches to displacement, focusing on socio-economic integration, access to services, and long-term settlement solutions.

The need for durable solutions has been further reinforced as a cross-cutting priority through the development and launch of the National Durable Solutions Strategy (2020-2024)[14] and the National Solutions Pathway Action Plan (2024-2029)[15]. Which intends to achieve lasting improvements in the lives of people affected by displacement, enabling them to live with dignity, participate in society, and become self-reliant. Similarly, at the federal member states level in the South West and Puntland States the enactment of land laws and development of legal frameworks, strategies and action plans also duly recognize the needs of the displace people and promotes durable solutions to address these needs. To promote and coordinate durable solutions agenda in the country a Durable Solutions Unit (DSU) was established in 2019, within the Ministry of Planning and most recently the Government has further upgraded the DSU into a full-fledged Centre for Rural Development and Durable Solutions under the Ministry of Interior, which has further strengthened institutionalization and has expanded its scope.

These policies, strategies and action plans aim at fostering durable solutions for IDPs and returnees through improved access to services, livelihood opportunities, housing and tenure security and social inclusion etc. However, keeping in view the constrained capacities and resources at the FGS, FMS and municipal levels, the implementation of these polices and plans requires significant external technical and financial resources. The Saameynta Programme was

[9] Internal Displacement Monitoring Centre: https://www.internal-displacement.org/countries/somalia/

[10] Somalia National Development Plan (2020-2024): https://mop.gov.so/somali-national-development-plan-9-2020-2024/

[11] National Transformation Plan (NTP) 2025-2029: https://mop.gov.so/national-transformation-plan-ntp-2025-2029-report/

[12] Somalia Recovery and Resilience Framework (2018) https://www.undp.org/sites/g/files/zskgke326/files/migration/so/Somalia-RRF-Summary-Report_final_layout6July2018-2.pdf

[13] National Policy on Refugee-Returnees and Internally Displaced Persons https://faolex.fao.org/docs/pdf/som204930.pdf

[14] National Durable Solutions Strategy (2020 - 2024): https://mop.gov.so/wp-content/uploads/2022/07/The-National-Durable-Solutions-Strategy-2020-2024_English.pdf

[15] National Solutions Pathway Action Plan (2024 - 2029): https://mop.gov.so/national-solutions-pathways-action-plan-2024-2029/

initiated to complement and strengthen national efforts to address the needs of IDPs in the target areas through durable solutions. Analysis and discussions with stakeholders suggest that the Saameynta Programme overall aim, outcomes, outputs and interventions were found highly relevant, coherent and aligned with the FGS, FMS and municipal level priorities, policies and plans and has considerably contributed in building institutional capacities at the FGS and FMS level in general and at the municipal level in particular to implement and promote diverse range of durable solutions to achieve overall aims and targets of national and sub-national plans and strategies etc.

b) Relevance with the needs of target groups: The programme has been implemented in two main cities i.e., Baidoa and Bossaso, these cities were selected on the basis of hosting the largest proportion of IDPs. The influx of large number of IDPs have considerably impacted the urban fabric and managing this population growth was, and is, one of the greatest challenges related to its urbanization process. The large number of IDPs, has resulted in protracted overcrowding of settlements and rapid unplanned urban expansion. The rapid population growth has also resulted in competition for limited resources and services, stretching and deploring the already constrained municipal service systems. Most of the IDPs are living in extreme poverty and in makeshift shelters and have meagre means and opportunities for livelihoods. Furthermore, women and vulnerable segments among IDPs are most impacted than others as they are left behind in the competition for the already scare resources and services.

Analysis and discussions with stakeholders suggest that the geographical targeting of the programme was quite relevant keeping in view the most acute displacement-related urban challenges in the target cities. Similarly, the programme interventions were also found highly relevant and consistent with needs of IDPs, host communities and especially the women and vulnerable groups. On one hand, the programme has contributed in enhancing the capacities of local institutions to improve inclusive planning, regulatory frameworks and service delivery. On the other hand, it has implemented wide range of durable solutions related interventions and contributed towards securing tenure rights, promotion of durable shelters and improvement of livelihoods, service delivery and social cohesion and integration. Nevertheless, the programme has placed specific emphasis on addressing the needs of women, youth and vulnerable groups among IDPs and the majority of the programme beneficiaries include the most vulnerable segments.

c) Relevance and coherence with priorities of United Nations and development partners in Somalia: Accordingly, programme outcomes and interventions are also highly relevant and coherent with the aspiration of the Sustainable Development Goals (SDGs) especially 1) No Poverty; 5) Gender Equality; 6) Clean Water and Sanitation; 8) Decent Work and Economic Growth; 10) Reduced Inequalities; 11) Sustainable Cities and 13) Climate Action. Furthermore, programme outcomes and interventions are also found fully relevant and coherent with the priorities and development agenda of the United Nations in Somalia, outlined in the United Nations Sustainable Development Cooperation Framework (UNSDCF 2021-2025)[16], especially "Outcome 4.4: By 2025, the capacities of local, national, and customary institutions and communities are strengthened to achieve durable solutions and increase the resilience, self-reliance, and social cohesion of urban communities affected by displacement".

[16] UNSDCF (2021-2025: https://unsdg.un.org/sites/default/files/2020-11/Somalia-UNSDCF-2021-2025.pdf

It is important to highlight that the United Nations and development partners have been supporting the durable solutions agenda in Somalia since 2016, through a series of projects and programmes including the SDC funded Durable Solutions Initiative (DSI), UN Peacebuilding Fund-funded Midnimo Project, FCDO funded Danwadaag program, the European Union funded REINTEG program and the DANIDA funded Durable Solutions Program. The launch of the UN Somalia Joint Fund-funded Saameynta Programme represents a significant milestone in advancing these efforts, aiming to provide innovative, holistic, community-driven, and sustainable solutions for DACs.

The programme builds on experiences and lessons learned from various durable solutions initiatives in particular, and as well as, more general development projects related to institutional and economic development. The integration of lessons learned from previous and ongoing durable solution initiatives ensured close alignment, coherence and synergies. Overall, a fundamental approach of the programme was creating synergies with a broad range of stakeholders (for-profit and not-for-profit private, public sector, national and international agencies) to advance a shared agenda. Nevertheless, the program agenda was also found relevant and coherent with the priorities of donor agencies i.e. Swiss Agency for Development Cooperation, Government of Netherlands and Norwegian Ministry of Foreign Affairs regarding addressing displacement issues and promotion of durable solutions in Somalia.

It is also important to mention that, the programme was implemented jointly by UNDP, IOM and UN Habitat, each one bringing specific comparative advantages. UNDP's comparative advantages included sustainable development, poverty and inequality, governance, resilience, gender equality, economic development and development financing. IOM comparative advantages included migration governance, migrant protection and assistance, migration and development and gender and migration. While UN Habitat comparative advantages included urban legislation, land governance, urban planning and design, housing and slum upgrading, urban basic services and risk reduction and rehabilitation. In Saameynta Programme these partner UN agencies have blended together their specific comparative advantages in a coherent manner to create synergies in the implementation of various components of the programme. The programme also developed synergies with two UN joint programmes – the Productive Sector Development (PSD) and Joint Programme on Local Governance and Decentralized Service Delivery (JPLG) programmes – to foster enterprise support, citizen involvement and land governance. The joint venture with PSD helped in enterprise development micro-credit schemes. The synergy with JPLG enabled to leverage experience in operationalizing the CONSUL platform, improving urban planning and land administration etc.

6.3 EFFECTIVENESS

6.3.1 Progress towards programme Outcomes and Outputs

The more attainable programme goal of Saameynta was: "Investments toward mixed-use land development packages and urban public works will generate land value increments that, combined with advancements in land tenure security and employment will increase opportunities for self-reliance and access to social services hence contribute to durable solutions at scale in a DAC-inclusive way". It was targeted that value of infrastructure and housing for DACs will generate around USD 3.5 million per city by leveraging land value capture per city.

Analysis and discussions with municipal authorities suggest that at the moment there is no account available on the resources generated from leveraging of land value capture per city. Overall, the reliance on the increase in the land value increments, as a financing mechanism, is found quite challenging in the context of target cities, where land tenure systems are informal and land markets are underdeveloped. Nevertheless, generation of revenue through land value capture is a long-term endeavor and require effective legal and enforcement mechanisms. Currently the land taxation and revenue collection systems in the target cities remains weak and the capacities of the majority of local communities to pay land and municipal taxes is quite limited.

Similarly, programme document highlight that the attainment of the overall goal also depends on substantial investments from the private sector in public infrastructure, in this regard discussions with officials of the Chamber of Commerce in Baidoa and Bossaso suggest that the private sector in these cities is not very large scale, they may contribute small sums under corporate social responsibility, however there capacities to invest in large scale public infrastructure are quite insufficient. Though there are some big companies operating at the national which may be able support some durable solution related interventions under corporate social responsibility.

It is envisaged that the goal and outcome level indicators will be measured through the end line Durable Solutions Progress Survey (DSP 2025). Having said this, starting in 2024, the FGS MoPIED is leading the implementation of the DSP Survey. The DSP Survey aims to support the implementation of the National Durable Solutions Strategy (NDSS) through providing representative data amongst IDPs and host community households. The first phase of this survey was implemented between April and June 2024 in eight urban centers i.e. Daynile, Kahda, Baidoa, Xudur Berdaale, Doolow, Kismaayo and Baardheere. The 2024 DSP survey covered only one programme location i.e. Baidoa, the second programme location Bossaso is not covered in this phase of the survey. It is important to mention that 2024 DSP survey doesn't serve well for the purpose of measuring programme final results, as the programme was still under implementation during 2024, as this evaluation intends to track the end of programme indicators progress in 2025, which will be made possible through the upcoming 2025 DSP survey.

It is important to highlight that the Durable Solutions Progress Survey (2024)[17] in Baidoa identified persistent gaps in achieving durable solutions for internally displaced persons (IDPs) compared to host communities (HCs). On average, HC households met 3.36 IASC (Interagency Standing Committee) framework criteria, while IDPs achieved only 2.79. Following are summary highlights of the survey: safety and security, able to move freely, were reported by 92% for IDPs and 95% of HCs; IDPs and host community households being victim of violence in the last 12 months were reported at the same rate (18% and 17%, respectively); IDP households were far more likely to report a time when there was no food to eat in their house in the past three months (69%), in comparison to host community households (57%); 44% of host community households reported owning the shelter they were living in, compared with just 38% of IDP households; around one in five households reported involvement in land disputes over the previous three months (20% IDPs, 17% HCs); 42% of host communities reported obtaining land title deeds, significantly greater than IDP households at 26%; 66% of IDP households reported the ability to access healthcare services in the three months preceding

[17] Durable Solutions Progress (DSP) Survey (2024) https://mop.gov.so/wp-content/uploads/PDF/DSU/21%20Dec%202024/DSP_Survey_Report_2024.pdf

the assessment, compared to just 53 per cent of host community; 50% of IDP households reported being able to access any type of electricity, compared with the majority of HC households (70%); the most common type of employment for IDPs was casual or daily labour, at 66 per cent, significantly greater than those in HC households (48%). Host community households were far more likely to be in paid full-time employment (16%) than IDP households (8%); IDP and host community households reported no attendance to regular public meetings in which there were discussion of community affairs in the last year (70% and 75%, respectively); and access to legal services remained at 64% for IDPs and 97% for HCs.

Summary analysis of the above data highlights clear disparities between IDPs and host communities in Baidoa across multiple IASC durable solutions criteria. While safety and security indicators are relatively similar, IDPs remain disadvantaged in critical areas such as food security, shelter ownership, land rights, access to electricity, and stable employment. IDPs continue to rely heavily on casual labor, face higher food insecurity, and have less access to legal services and land tenure security compared to host communities. Despite IDPs reporting better healthcare access than HCs, the overall findings underline that IDPs lag behind in achieving durable solutions, with persistent vulnerabilities in livelihoods, housing, and legal protection.

The attainment of the programme goal is subsequently translated into two immediate outcomes, which are in turn translated into respective outputs (4 for outcome-1 and 3 for outcome-2). Following are the details of the progress and achievability status of stipulated outcomes and respective outputs.

Outcome-1: Enhanced capacities of local authorities and DACs reinforce mutual accountability to plan, leverage and implement durable solutions at scale that reflect collective and area-specific priorities.

The effectiveness at the outcome level is assessed through a detail analysis of the progress, performance and achievability status of specific programme outputs. To achieve this outcome the programme document outlined four interrelated outputs and has implemented a wide range of activities to achieve these outputs. Having said this the programme document also outlined a set of indicators at the outcome level, however it will be assessed through data provided by the upcoming 2025 DSP Survey.

Having said this, analysis of output level progress suggest that the programme has made significant progress in strengthening inclusive urban governance through the development of City Strategies, Community Action Plans (CAPs) and Social Cohesion Strategies. Which has helped in improving participatory city planning and local governance. The programme has also made notable progress in strengthening land governance systems and tenure security. Similarly, the programme has also contributed in strengthening capacities of stakeholders, including communities, in inclusive local governance, land governance and management, improvement of livelihoods and promotion of co-funding for municipal projects etc. Following are the details of the progress and achievability status of various outputs, under this outcome:

Output 1.1: Preparatory studies and assessments are produced that include a gender and conflict angle

Under this output the programme conducted a number of assessments and studies in target areas, these include:

a) *Institutional and capacity assessments:* At the onset, the programme conducted joint institutional capacity assessments in the three target cities i.e. Baidoa, Bossaso, and Beletweyne. These assessments focused on community engagement, urban planning, and financial management, and were intended for identifying institutional gaps and local governance strengths. The results helped in shaping the Programme's overall implementation strategy. In Baidoa, the Programme supported the review and official launch of the Internal Displacement Contingency and Action Plan (IDCAP) in May 2022. The revised IDCAP aligned with broader state and federal policy frameworks and prioritized integrated services such as WASH infrastructure, city extension planning, affordable housing, and the diversification of climate-resilient livelihoods. In Bossaso, the programme conducted a site assessment study in consultations with local authorities and stakeholders to ensure that programme activities complemented, rather than duplicated, existing efforts.

b) Economic development, livelihoods, and private sector engagement assessments: Economic assessments formed the basis for implementation of programme's economic and livelihoods improvement interventions. These included labour market needs analyses, value chain studies, and enterprise mapping in Baidoa and Bossaso, aimed at identifying sectors with strong potential to absorb labour and support inclusive economic recovery. In Baidoa, a detailed labour market analysis revealed that agriculture remains the sector with the highest labour demand. MSMEs that were formally registered showed significantly higher employment rates, emphasizing the benefits of formalization for job creation and resource access. A gender gap in employment was noted, which was found instrumental in informing future gender-responsive planning. In Grible (Bossaso) the economic study conducted, highlighted the strategic importance of Bossaso as a port city, while identifying constraints such as population growth and limited employment options for IDPs. Recommendations included creating a Special Economic Zone focused on livestock and fisheries processing and launching vocational training and entrepreneurship programmes to support economic integration of displaced populations.

Several sector-specific studies were also commissioned to support livelihoods programming, including the feasibility of investments in micro-irrigation, animal health, and vegetable production etc. These analyses informed the provision of tailored support for farmers in Baidoa, to enhance their capacity for market-oriented production. The findings also informed the design of financial instruments and inputs packages. In both Baidoa and Bossaso, the Programme identified investment opportunities for the private sector, particularly in animal feed, poultry farming, and veterinary services. The studies recommended incentivizing private organizations to invest in sustainable and innovative solutions. In Bossaso, the Farm Income Analysis informed rising farm productivity but highlighted challenges like market access and price volatility. Recommendations included the promotion of climate-smart technologies, advanced farming practices, and improved infrastructure for market connectivity.

c) *Urban Development, Land Governance, and Infrastructure assessments:* To support long-term urban resilience, the programme launched several key assessments and analysis to improve infrastructure and address land governance challenges. In Grible (Bossaso) a hydrogeological survey was conducted, which confirmed medium to high groundwater potential. The study recommended the construction of a solar-powered borehole system and the establishment of eight water kiosks with the support of the programme. The programme also conducted a land value capture study, which identified outdated municipal land management systems and recommended the introduction of modern property taxation,

clarified governance responsibilities, and capacity-building for municipal staff. These findings will directly inform the drafting of a property taxation by-law and a land banding system, improving municipal revenue collection and infrastructure financing.

The programme conducted a longitudinal study was initiated in IDP settlements in Bossaso, with support from Land-at-Scale. The initiative aimed to explore the link between displacement, land governance, and durable solutions by tracking changes over time. Overall recommendations included clarifying land tenure, improving awareness of title deeds, and refining relocation strategies. The second phase of the study is scheduled for January 2025. The programme, along with other stakeholders, also contributed to the Durable Solutions Progress (DSP) Survey, which provides representative data amongst IDPs and host communities in urban centers across the country. Overall, the survey aimed to identify inequalities between groups, both within and between cities, to inform policy and programming in support of government-led solutions in Somalia.

d) Protection and Social Cohesion: The programme addressed protection concerns through targeted assessments. In Bossaso, a Protection Risk Assessment conducted in various IDP settlements, revealed high levels of vulnerability among IDPs, including risks related to GBV, limited access to healthcare, child protection gaps, and inadequate WASH facilities. Based on these findings, the Programme proposed interventions including GBV prevention services and psychosocial support, and safer communal infrastructure. Accordingly, a social cohesion assessment focused on Bossaso and Garowe highlighted tensions caused by resource competition, policy enforcement gaps, and discrimination against minority groups. These findings fed into the draft Puntland Social Cohesion Strategy, which promotes inclusive governance by strengthening both traditional and formal dispute resolution systems and leveraging e-governance tools like the Consul platform.

Analysis and discussions suggest that these assessments and studies helped in analyzing existing situation in target areas and provided the basis for evidence-based planning and tailored targeting of programmatic interventions. Economic assessments contributed in the planning of relevant interventions for livelihood improvement, business development and involvement of private sector. While infrastructure and land governance studies supported investments in sustainable infrastructure and land governance and reforms. Assessment of social cohesion helped in designing interventions for vulnerable groups and strengthened community resilience. Overall, these assessments provided basis mainly for implementation of programmatic interventions related to durable solutions in target cities. Nevertheless, they also informed development of various policy and strategies related to inclusive and sustainable urban development etc.

Overall, good progress has been made under this output and targets for indicators provided in the results frameworks has been successfully met. For details, please see the Results Framework Table at the end of the section. Having said this, it is also important that other stakeholders and relevant institutions should also benefit from these valuable knowledge products in targeting, planning and execution of relevant intervention. Therefore, there is a greater need for wider dissemination and improving accessibility to these resources through making them available (online) by uploading them to the websites of relevant institutions etc.

Output 1.2: Strategies and legal provisions are produced that include specific priorities of women, and youth and are climate smart.
Under this output the programme implemented a wide range of interventions to improve strategic planning, legal frameworks and social inclusion. The following are the details of main achievements.

a) City Strategies: Programme supported the development and launching of the Baidoa City Strategy and City Extension Plan[18] in March 2023, and Bossaso City Strategy and East Extension Plan[19] in October 2024. Both strategies were duly endorsed by the respective municipal authorities. These strategies were developed through wider and intense consultations with all stakeholders including governmental institutions, CSOs, private sector, and local communities, including women and DACs etc. The primary goal of these city strategies is to aid local governments in comprehensively understanding their city's unique challenges and strengths. This involves identifying and prioritizing various needs, relevant interventions and to streamline participatory decision-making processes and to steer the urban development in a more coordinated and complementary way toward durable solutions.

These strategies provide an actionable roadmap for guiding future investments in urban infrastructure and services. It includes map-based analysis of core municipal services and future urban growth scenarios and provides an integrated framework for coordination among various stakeholders including of local authorities, UN agencies, NGOs, and international development partners. The strategies incorporate sectoral analyses, assessments and inputs from previous plans and community consultations. It emphasizes the importance of local governance, sustainable land use and economic development. The strategies have determined medium- and long-term objective and relevant interventions etc. The strategies also adhere to the principle that all vulnerable groups in society including women, youth, disabled, elderly and IDPs need to be heard and duly involved to ensure a people-centered urban development, with a commitment to enable equitable access to land, services and resources for all.

Overall, these strategies encompass every area of sustainable urban development and has outlined a very comprehensive list of strategic actions and implementing partners including governmental institutions and development partners etc. However, a detailed financial/budgetary plan for the implementation of the strategy is lacking due to issues in availability of financial data, which makes it a bit difficult to estimate the overall financial outlay and scope of the strategy. The strategy outlines that different partner including FG and FMS institutions and most importantly donors need to commit funding allocations. However, it is important to highlight that the governmental institutions at the FG and state level have very thin financial resources at disposal, therefore the strategy depends heavily on funding from external development partners and especially on the next phase of Saamyenta Programme for its implementation.

b) Participatory Action Plans: Respective local governments have been preparing and implementing Community Action Plans (CAPs) since 2016, however, these need to updated regularly. In both Baidoa and Bossaso, the programme successfully updated and validated these CAPs though active community involvement, which ensured that these CAPs are inclusive

[18] Baidoa City Strategy: https://unhabitat.org/sites/default/files/2023/03/baidoa_urban_plan-3_compressed.pdf

[19] Bossaso City Strategy: https://www.undp.org/sites/g/files/zskgke326/files/2025-03/undp-somalia-bosaso_city_strategy_2024.pdf

and address the needs of the local population especially women and vulnerable groups. In Baidoa, the updated Integrated District CAP was shaped by broad-based community consultations, including women and vulnerable groups. The CAPs have identified several priority interventions related to infrastructure development, livelihood and income generation opportunities, climate resilience, private sector development and women empowerment etc. It is important to mention that the CAPs promoted community co-financing for identified public infrastructure and services. In this regard one of the promising achievements of the programme in Baidoa was raising of USD 50,000 through community contributions for the development of a public park and waste management systems. The same will be matched by additional funding from the programme for implementation of the priority schemes in the coming months. In addition, the programme has also supported implementation of various interventions identified in the CAPs and city strategy like irrigation schemes, market development and livelihood and income generation activities for DACs.

Furthermore, In Bossaso, Grible (DACs) Settlement Development Plan was developed as part of the CAP. The plan has identified several priority interventions in Grible settlement including establishment of a mother and child health center (MCH), construction of the main road linking Bossaso and Grible, water supply scheme, livelihood improvement and income generation etc. Importantly, the planning process was guided by the "3 Plus 2" principle, ensuring that at least two of every five community-selected priorities addressed the needs of women, youth, or other marginalized groups, thus embedding social inclusion into the heart of local governance. It is important to mention that the MCH in Grible has already been established, while the water supply scheme is also under construction with the support of the programme. In addition, the programme is also supporting livelihood and income generation activities outlined in the mentioned plans.

c) Social Cohesion Strategies: One of the main agenda of the programme remained the strengthening of social cohesion and integration among displaced and host communities. In this regard the programmed supported the development of Social Cohesion Strategies for South West and Puntland States through adopting a participatory process involving governmental institutions, civil society organizations and both DACs and host communities etc. The strategies are fully aligned with national and state level priorities including National Displacement and Social Cohesion Policy. The strategies aim at promoting social cohesion and integration by addressing root causes of conflict, initiating community-based dialogues forums, strengthening capacities of community-based organizations and improving access to basic services for both IDPs and host communities.

Overall analysis and discussions with stakeholders, especially the municipal authorities, suggest that the programme has made considerable efforts to improve city planning and local governance, with specific emphasis on involvement of vulnerable groups. These strategies and action plans provide roadmaps and implementation mechanisms for sustainable and inclusive urban development. It is expected that the implementation of these strategies and plans will promote local governance, sustainability, economic development, and inclusivity. Community Action Plans promoted community-based planning and emphasized services like water, roads, employment and women's empowerment. Development of social cohesion strategies will be instrumental in strengthening integration among the DACs and host communities.

Overall, good progress has been made under this output and targets for indicators provided in the results frameworks has been successfully met with exception one indicator related to by-

laws, policies etc. For details, please see the Results Framework Table at the end of the section. Having said this, the implementation of the developed city strategies and plans also have their own challenges. Most notably, the absence of a detailed financial/budgetary plan for the city strategies makes it a bit difficult to estimate/visualize the overall size of required financial resources, which is supposed to determine the overall implementation scope of the strategy. Furthermore, due to scarcity of local resources, these strategies heavily depend on external/donor funding. This raises concerns about the full-scale implementation and sustainability of the various interventions outlined in the strategies. Nevertheless, the implementation of strategies also depends on stakeholder coordination and collaboration among various actors such as local authorities, development partners, and UN agencies and communities, which also remains a complex and ongoing challenge.

Output 1.3: Institutions, governance mechanisms and tools are developed in the areas of land as well as inclusive and accountable governance

Under this output the programme implemented a wide range of interventions to improve land governance etc. Following are the details of main achievements.

a) Land Governance and Legal Reform: The Urban Land Management Law, enacted earlier in South West and Puntland states, provides a legal foundation for the sustainable management of land in the respective states especially urban centers. To support the implementation Land Laws, respective Land departments have been established and Land and Planning Committees have been constituted to support the implementation. However, the implementation of the Law was found challenging due to lack of institutional capacities and implementation frameworks. The programme supported the respective land departments and municipalities through improving institutional capacities, developing roadmaps, by laws that were established on fit-for-purpose land and property registration and implementation mechanisms, raising awareness among communities and strengthening of dispute resolution mechanisms etc.

As a result, the capacities of municipal authorities and land department in Baidoa and Bossaso have been enhanced in documenting and managing land records and the process of issuance of land title deeds have been streamlined. According to programme estimates, as of April 2025, 5,207 title deeds have been issued in Baidoa, including 2,767 IDPs, and 3,195 title deeds have been issued in Bossaso, including 321 IDPs. Which benefited around 50,594 individuals (including 18,710 DACs, out of which around 50% are women). These numbers will grow substantially in times to come. Similarly, the strengthening of dispute resolution mechanisms resulted in resolving 423 disputes so far in target cities. The capacities of dispute resolution committees comprising land departments, municipal administration, community elders, and public notaries were strengthened. These disputes were mainly related to land ownership affecting IDPs and host communities. In Bossaso, the Land Dispute Committee was suspended due to council elections. Overall, the urban land management laws can be scaled to other areas learning from the experiences of SW and Puntland states, however will require same strategy and resources.

b) Promoting Secure Tenure for Displaced Populations: The programme has introduced Social Tenure Domain Model (STDM) to improve land governance and secure tenure rights for the vulnerable populations, especially DACs, who are mostly living under customary and informal tenure arrangements. STDM is an open-source innovative model, which has the ability to bridge the gap between the conventional land administration systems and the customary and informal tenure by providing a standard for representing people land relationships

independent of the level of formality, legality and technical accuracy. STDM supports the collection and digital management of a variety of household information and the nature of land occupancy and has the ability to generate land occupancy documents, which help in legitimizing the informal tenure arrangements.

The programme supported the establishment of STDM offices in Baidoa municipality and has trained officials and enumerators in using STDM tools. High-risk eviction zones were identified and around 700 households were registered through the system on pilot basis. It is expected that gradually the scope of STDM will be expanded in time to come. In Bossaso too, the STDM office has been established and the capacity building work is in progress. The full rollout and institutionalization of STDM is planned for the coming months. Once fully implemented, these initiatives will provide needed legal recognition of land tenure, issuance of occupancy certificates, and integration into official land management systems. Overall, the implementation of STDM will support durable solutions for displacement, improved planning, and social stability. Similarly, the programme has also been supporting the formulation of legal pathways to formalize tenure and protect vulnerable populations from forced evictions and land disputes. However, one of the main barrier related to land administration and revenue collection is digitization of the land records. Relevant institutions will require financial and technical support to fully adopt and manage these digital records systems.

c) Community Engagement in Decision Making: The programme has promoted community engagement mechanisms and has facilitated structured participation of communities, local governments, and other stakeholders in monitoring service delivery and ensuring inclusiveness in public planning and other processes. The programme has adopted and promoted the Consul platform -an open-source digital tool- to enhance citizen participation, transparency, and accountability in local governance and service delivery. The platforms offer range of options for community engagement and provision of feedback, allowing citizen participation in planning, service delivery and policy development etc.

In Baidoa and Bossaso, the programme provided hardware and software and has built the capacities of the municipal staff to effectively use and manage the platform. Similarly, the awareness raising among communities regarding use of the platform is currently in progress, after which it will be fully rolled out and operationalized. The platform has been integrated into the governance structure of both municipalities with dedicated staff. In Baidoa the platform is locally named as "Fariin-Maal" which is accessible at www.fariin-maal.so. Similarly, in Bossaso it is locally named as "Bandar Qasim", presently is it not live, however can be temporarily accessed through http://4.221.8.119/. Once fully operationalized the platforms will considerably contribute towards promotion of participatory local governance and especially inclusion of vulnerable groups in decision making processes.

Analysis and discussions with stakeholders, especially municipal authorities, suggest that overall, the programme interventions have considerably helped in improving land governance and management by operationalizing the Land Management Law, building capacities of land departments and strengthening of dispute resolution mechanisms tribunals etc. Similarly, it is expected that STDM, once fully operationalized, will bridge the gap between the conventional land administration systems and the customary and informal tenure, ensuring tenure security for DACs and the vulnerable segments. Accordingly, the Consul platform once fully operational, will considerably enhance citizen participation in municipal decision making and will induce transparency and accountability in service delivery.

Overall, good progress has been made under this output and targets for indicators provided in the results frameworks has been successfully met with exception targets related to STDM and Consul platform, which are currently in progress. For details, please see the Results Framework Table. Having said this, overall analysis and discussions also suggest that there is still need for institutional capacity building for effective land governance, especially in law enforcement mechanisms, digitization of land records, strengthening of dispute resolution mechanisms, improving coordination among customary and statutory systems etc. Similarly, the STDM and CONSUL platforms are new interventions and will also require further support in terms of capacity building and availability of financial and technical resources, especially for the application of STDM to cover the large number of DACs and vulnerable groups living under the informal tenure systems.

Output 1.4: Technical knowledge of authorities and DAC members is enhanced

Under this output the programme implemented a wide range of interventions to enhance technical knowledge of authorities and DAC members. Following are the details of main achievements.

a) Capacity Building for Local Governance: The programme has supported in building capacities for participatory local governance. In Baidoa capacities of members of District Advisory Councils and representatives from host communities were built in various aspects of local governance etc., to engage meaningfully in development planning and oversight. Additionally, capacities of representatives of municipalities, community organizations and civil society organizations were also built in the application of social accountability frameworks etc. These interventions helped in enhancing capacities of stakeholders to promote transparency and citizen engagement in the development processes.

b) Capacity building for Inclusive Land Governance: The programme has supported in building the institutional capacities of the officials of respective FGS and FMS institutions and municipalities. Most notable of these is the high-level Land Governance Workshop held in Nairobi, which was facilitated by the Hague Academy for Local Governance. Which was followed by Training of Trainers in land governance. These trainings were found instrumental in enhancing the overall knowledge and understanding of participants in various aspects of inclusive land governance practices including land tenure, legal frameworks, law enforcement urban planning, land dispute resolution, and integration of customary systems etc. Similarly, the trained officials later on passed on their learnings through local trainings in Baidoa, Kismayo, Jowhar, Galkaayo, and Garowe, Barawe and Xudur. Overall, these capacity building interventions paved the way for inclusive implementation of the Land Management Law and improved dispute resolution mechanisms in target locations.

c) Institutional Strengthening and Improved Coordination: The programme has supported in enhancing coordination between federal and state institutions. Nine focal points were deployed within key ministries such as MOPIED, MOIFAR and MOPWRH at the FGS and state levels in South West and Puntland. The focal points worked as a bridge between the programme and respective institutions and participated regularly in the PMU meetings and kept informed respective institutions of the programme progress and implementation issues etc.

d) Capacity building for Economic Empowerment and livelihood Improvement: The programme has supported the capacity building of local communities in business development and

livelihood improvement. In Baidoa, 180 individuals (around 80% DACs including women), including new and existing entrepreneurs, were trained in entrepreneurship, financial management, vocational skills and market access. These participants developed small business plans and were provided with material support of around USD 2000 to initiate new or develop existing businesses. The programme also provided trainings and mentorship support to Micro, Small and Medium Enterprises (MSMEs), which benefited 26 businesspersons in Baidoa and Bossaso. Similarly, the programme also introduced a micro finance scheme through UNIDO and a local bank in Baidoa and loans of USD 50,000 was provided to five small enterprises. A similar micro finance scheme is also under development in Bossaso. Five business, including two women-led, were supported to attend international business fairs, to enable them to explore and develop international business linkages and opportunities.

The programme also supported skill development of DACs to promote economic self-reliance. In Baidoa, 57 farmers (43 women and 14 men), among most vulnerable DACs, were allotted a piece of 30x30 meter land each, with improved solar irrigation systems installed by the programme and were trained in improved farming techniques. Similarly, the programme also trained 20 local masons and carpenters in sustainable construction methods using local materials. In Bossaso 100 IDP youth were also trained in fisheries related skills to enable them to find employment in the fisheries sector.

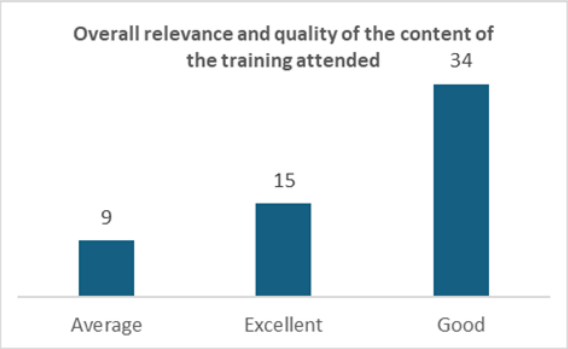
A number of the beneficiaries of the above programme interventions were met in Baidoa during the evaluation exercise and discussions suggest that most of the small business were owned by women and programme capacity building and financing support was found very instrumental in establishing new businesses and expanding existing one, which helped greatly in improving income generation and livelihoods. The medium scale financing/credit scheme were also found very effective in expanding existing enterprises and has also helped in creating employment for DACs. However, continuity of the finance/credit scheme need to be ensured to benefit more and more businesses. Similarly, the trained farmers are growing various crops on allotted lands using acquired skills, which on one hand fulfill their domestic requirements and also help them in generating extra income through sale of access produce.

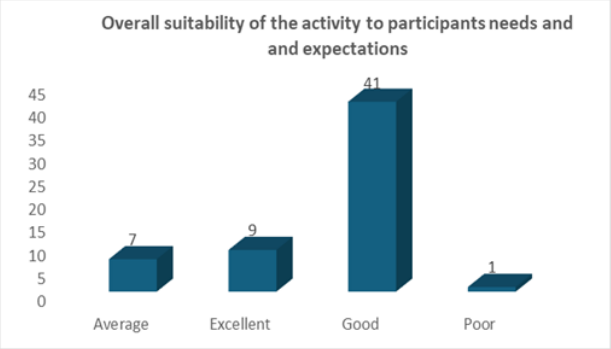
e) Capacity building for Co-Funding Mechanisms and Community-Led Implementation: The programme supported participatory development through capacity building of communities and municipal authorities for resource mobilization and implementation of community based municipal projects. 22 District Project Implementation Unit (DPIU) members, comprising 20 community and two municipal representatives were duly trained in stakeholder engagement, advocacy, and resource mobilization, procurement procedures, contract management, and monitoring and evaluation etc. It is important to highlight that as a result of programme support the respective communities in Baidoa has raised USD 50,000 through community contributions for the development of a public park and waste management systems.

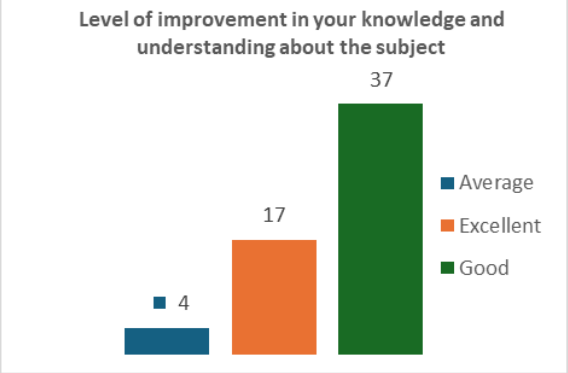
Overall, the programme has achieved its output level targets. In nutshell, around 50 different trainings and capacity building sessions were conducted by the programme as of May 2025, involving 2,068 participants (including 748 women), beneficiaries included governmental institutions, CSOs, private sector and target communities. Please see details of various capacity building workshops and trainings as Annex-3. These trainings have handsomely contributed in enhancing capacities of stakeholders in inclusive local governance, land governance and management, improvement of livelihoods and promotion of co-funding for municipal projects etc.

Results of the perception survey: As mentioned, the programme has involved a large number of stakeholders through its capacity building workshops and trainings. To assess overall efficiency and effectiveness of these capacity building interventions a perception survey was conducted during the evaluation exercise. The questionnaire consisted of five main questions related to relevance, quality, suitability, level of improvement, level of practicality and overall organization of the events. Participants were asked to rank each question as excellent, good, average and poor.

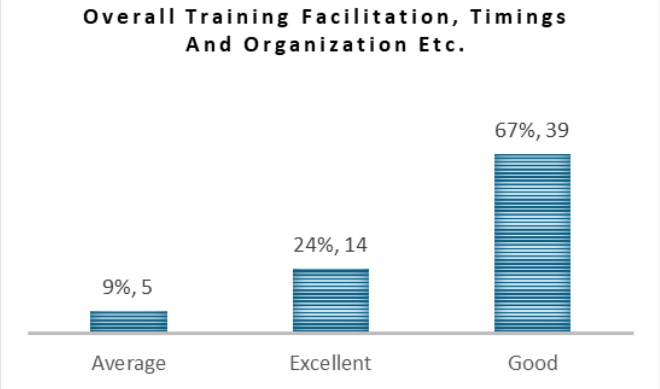
The survey was administered telephonically by the National Consultant to 58 identified training participants (including 28 women). These participants were identified through the programme teams in Baidoa and Bossaso. Please detail list of participants as Annex-2. Overall, the findings of the survey point out that these capacity building interventions were found quite relevant and helped in improving the understanding and knowledge of the participants. The following self-explanatory charts provides their perceptions ratings of various questions asked.











Outcome-2: Strengthened self-reliance and social cohesion of DACs through employment generation, service delivery and additional investments in target sites.

As mentioned, the effectiveness at the outcome level is assessed through a detail analysis of the progress, performance and achievability status of specific programme results/outputs. To achieve this outcome the programme document outlined three interrelated outputs and has implemented a wide range of activities to achieve these outputs. The programme document also outlined a set of indicators at the outcome level, however it will be assessed through data provided by the upcoming 2025 Durable Solutions Progress Survey.

Having said this, this has remained the flagship and most effective outcome of the programme. Analysis of output level progress indicates that the programme has contributed towards improving living conditions of targe IDP population in Baidoa and Bossaso, while promoting women's empowerment and inclusion of vulnerable groups. It improved access to clean water for domestic and agricultural use and has supported co-funding mechanisms for community priority projects. Durable housing projects provided safe and dignified shelter for marginalized IDPs, particularly women-headed households and disable persons, previously living in temporary shelters. Enterprise development and micro-credit services strengthened livelihoods and supported vulnerable groups' integration into local economies. Establishing a Maternal and Child Health (MCH) center in Grible proved vital for women and children, while youth engagement through a football field promoted social cohesion across IDP and host communities. Despite these successes, the interventions remain limited in scale compared to the needs of large IDP populations. Similarly, sustainability and scalability of WASH, MCH, and micro-credit initiatives and mobilization of resources for the Development Brief projects remains challenging. Following are the details of the progress and achievability status of various outputs, under this outcome:

Output 2.1: Consultations between authorities and communities improve access to service delivery and livelihoods.

The adoption of participatory and inclusive approaches remained the hallmark of the programme towards improving service delivery, livelihoods, and durable solutions for local communities. Throughout the lifespan of the programme, wide range of consultations took place between stakeholders, including communities, in both Baidoa and Bossaso to identify, prioritize, plan and implement programme interventions to address local needs. Some of these details are already described in the above sections. Following is some further account of the key achievements in this regard.

a) Participatory Urban Planning: Programme supported government led and community-based consultations which greatly helped in the development of Community Action Plan, City Strategy and Social Cohesion Strategy in Baidoa. The consultation process involved several sessions and diverse range of community members and emerging priorities in terms of service delivery were identified and incorporated in these plans and strategies to address community needs. In Bossaso the Community Action Plan, Social Cohesion Strategy, and City Strategy were also developed through extensive community-based consultations. Again, these consultations were instrumental in identifying and incorporating community priorities in various plans and strategies to improve service delivery.

Both in Baidoa and Bossaso, the programme also supported consultations involving local authorities and communities to inform and validate programme interventions including shelter

prototypes, small-irrigation schemes, and in-kind livelihood interventions etc. As an example, the programme had earlier planned for 100 one-room houses, however based on the community feedback, the design was changed to 91 two-room houses, with separate sanitation facilities and provisions for the needs of the disable people as applicable. Overall, around 632 (45% women) community members including DACs and marginalized groups participated in these consultation processes. Similarly, a community-endorsed targeting framework was also developed with specific criteria, which helped in identification and targeting of various interventions and services. Furthermore, once the Consul platform is fully operationalized, it will also promote participation of local communities in municipal decision making and improvement of civic service delivery.

Output 2.2: Community funds and access to livelihoods support and empower DACs to implement community identified priorities and secure increased economic self-reliance.
This remained the flagship output of the programme and wide range of interventions were implemented to empower DACs to implement community identified priorities and secure increased economic self-reliance. Following are the details of main achievements.

b) Participatory implementation of community priorities: Programme supported community involvement in service delivery and oversight through establishing Co-Funding Mechanism (CFM) for implementation of community priority initiatives. In Baidoa community identified two priority interventions including the development of a public park and improving solid waste management systems, to be implemented jointly by the financial contribution of communities and matching grants from the programme. A 22-member (8 women) District Project Implementation Unit (DPIU) has been established. The main roles of DPIU are to promote community participation in decision making, raising financial resources and overseeing of CFM interventions and other municipal service delivery. The DPIU has successfully raised USD 50,000 through community cash contributions, which was matched by a contribution of USD 95,000 from the programme to jointly implement the identified priorities.

Discussions with municipal authorities and communities suggest that this was a great step forward towards joint financing and participatory implementation of public sector infrastructure and services. Given the meagre financial means of the local communities, this effort shows the high level of interest, commitment and ownership of local communities towards sustainable development of public infrastructure and service delivery. Needless, to emphasize that this has set forth a practical and replicable model for participatory service delivery, transparency and sustainability.

b) Community based WASH and Agricultural Infrastructure: The programme improved access to clean water and promoted climate resilient agriculture by implementing community identified priorities. In Barwaaqo settlement of Baidoa, support was provided for the construction of a solar-powered borehole and storage and distribution system. Similarly, a water supply scheme is also under implementation in Grible settlement of Bossaso. In Baidoa, a solar-powered drip-irrigation system was established to irrigate 57 small agricultural plots (30x30 meters each), allotted to 57 IDPs including women-headed households, persons with disabilities and marginalized groups. These formers were duly trained and provided basic inputs to grow various crops. Discussions with some of the community members and municipal authorities in Baidoa suggest that programme intervention considerably improved access to clean water for domestic and agricultural purposes, which in turn resulted in improving

livelihoods of target communities through ensuring domestic food security and generation of extra income through agricultural activities.

c) Durable and Innovative Shelter Solutions: The programme promoted the durable shelter solutions for IDPs and supported the piloting of innovative and locally appropriate housing models, which have been incorporated into the IOM Shelter Catalogue. Efforts were made to make these designs locally appropriate, culturally acceptable, cost effective and technically feasible. These models provide blueprints for local communities, governmental institutions and development partners for adoption and scaling up to address the durable shelter issues of most marginalized DACs. Similarly, using the developed housing models, the programme planned the construction of 91 two-room houses, with sanitations facilities, in Grible settlement of Bossaso. Out of which 61 houses have already been constructed, while the rest of 30 houses will be completed in the coming months. These houses were constructed by the respective beneficiaries through provision of staged cash grants, while technical support was provided by NRC engineering staff. According to estimates provided by the NRC engineer the cost of each house was around USD 5000. Analysis suggest that overall the costs of housing seems to be quite high keeping in view the affordability concerns. Overall the programme aimed to demonstrate the need for durable housing solutions in urban and peri-urban areas, building on lessons from Barwaqo 1 and 2 in Baidoa, where only temporary shelters for IDPs were constructed. The focus is on sustainability and durability in relation to cost. Moreover, Saameynta's housing approach goes beyond shelter it is about developing livable, vibrant, and connected neighborhoods.

Discussions with communities and municipal authorities suggest that the beneficiaries, to whom these houses were allotted through official title deeds, were selected through a committee consisting members from local government and the programme team based on the specific vulnerability criteria including women headed households, extremely poor and person with disabilities etc. The construction of new houses on one hand substantially improved the living conditions of most marginalized IDPs, who were living previously in temporary shelters. On the other hand, it has provided a housing model for other stakeholders to adopt and scale up these durable shelter solutions. During discussions the communities also highlighted the need for improving of Bossaso-Grible road, to ease communication to the city. Having said this, overall, the scale of the programme housing interventions was found limited as compared to the large number of IDPs in Bossaso, which highlights the need for scaling up of interventions.

d) Enterprise Development and Income Generation: The programme implemented a range business development and income generation related interventions to improve livelihoods of marginalized DACs. These included business development trainings, provision of inputs and grants and micro-credit services etc. In Baidoa, Enterprise development trainings were provided through the Enterprise Development Units of Chamber of Commerce, which helped in generating 15 business proposals, of which several were funded through small grants. In addition, start-up kits for various trades (tailoring, vending, farming) were distributed among 180 trained IDPs. Similarly, the programme in partnership with UNIDO and a local bank, supported 16 SMEs through a credit facility of around USD 371,000. Similarly, In Bossaso, 100 IDP youth (50% women) were trained through an extensive 15 days trainings by a local institution in fisheries related business skills. Additionally, 150 women were are also trained in small business development and management. In view of Baidoa experience, a similar micro-credit scheme is currently under development for SMEs in Bossaso, through NRC and in consultation with local governmental and local financial institutions. Once finalized it will

provide small loans for business development in Bossaso. In addition, to provide immediate support to most vulnerable DACs in Baidoa the programme implemented Cash-for-Work schemes and over 1,000 needy individuals were employed in public infrastructure and flood mitigation works in the city. These activities created short-term income generation for IDPs and additionally it also helped in improving community resilience to natural hazards like floods.

Discussions with stakeholders including respective chamber of commerce and beneficiaries suggest that lack of income generation and employment opportunities remained one of the most important reasons for the lower standard of living of IDPs. The programme supported enterprise development trainings, small grants and micro-credit services, which considerably helped in creating new business and expanding existing ones to generate income and employment, in turn improving overall livelihoods of the target communities and their integration into local economies. Beneficiaries also highlighted the continued need for skills development and sustained availability of financial support, especially small grants and micro-credit schemes. Discussions with the beneficiaries of the fisheries training in Bossaso, specifically highlighted the need for provision of basic equipment, tools and seed funding to start a business of their own.

e) Establishment of a Maternal and Child Health (MCH) Centre: One the key achievement of the programme is the establishment of a MCH center in Grible settlement of Bossaso, which included construction of the building, provision of basic equipment and medicines and deployment of professional staff, which has been recruited through the Ministry of Health and trained by the programme. The center has been operationalized recently in April 2025, and since then it is providing various medical services to the local IDP communities. Though currently operational, the MCH still lack some basic utilities like electricity and water supply, which are planned for the coming months.

The MCH Centre was visited during the field mission by the evaluation team and overall observations and discussions with MCH staff and some of the visiting patients suggest that the establishment of the MCH has been very instrumental in providing medical services at their doorstep, as previously all patients requiring medical help use to visit medical facilities in the main city, which was found quite cumbersome and costly. The utility of the MCH can be judged from the fact that since its opening in April 2025, it has seen a steady stream of patients and within the 1st month it has provided diverse range of medical services to around 800 women and children. Overall, it is considered a great step forward in addressing the basic medical needs of the local communities, however there are some longer-term sustainability related challenges. Though the center has been handed over to the municipality and Ministry of Health, it is a bit unclear that how the required financial resource for the staff salaries and provision of medicines and consumables etc., will be met in times to come. There is a greater need for institutionalization and allocation of dedicated budgets at the municipal level to ensure continuity of benefits in the longer run.

f) Youth Engagement and Social Cohesion: The programme supported the construction of a state-of-the-art football field in Grible and provided sports material for 12 local teams. The initiative aimed at promoting positive youth engagement and to enhance social cohesion among youth from IDPs and host communities through sports. Overall sports and cultural activities have emerged as vital tools for peacebuilding, as reflected in Puntland's social cohesion strategy. The football field has been handed over to local communities, discussions

with communities suggest that keeping in view its utility the facility will be duly maintained and sustained for continuity of benefits.

Overall, analysis suggest that this remained the flagship and most effective output of the programme, which has consumed a significant portion (26%) of overall programme resources, which almost equals to the amount spent on remaining six outputs combined. In nutshell, under this output programme support was found quite instrumental and effective in implementing co-funding mechanisms for priority initiatives, improving access to clean water, improving livelihoods through enterprise development and income generation, promotion of durable housing, promotion of mother and child health and promotion of youth engagement and social cohesion etc. Having said this overall the scale of the infrastructure and livelihood interventions like durable shelters, enterprise development and income generation and WASH services etc. were found limited as compared to the large numbers IDPs in the target cities. Furthermore, longer term sustainability of some of the interventions like MCH center, credit schemes and Co-Funding Mechanism also remains challenging.

Output 2.3: Development briefs increase the investment potential of target sites and enhance tenure security for vulnerable IDPs.

The programme document outlined that Developing 'Development Briefs' that outline investment opportunities and raising awareness among partners and investors is a way forward to address various development and inclusion issues faced by the IDPs and host communities. A development brief is also referred to as project brief and is a standalone document which provides summary information on the project's objectives, scope, challenges, impact, implementation timeline, potential beneficiaries and a broad estimate of the project budget. Keeping in view the importance of mobilizing funding for development initiatives, which doesn't directly fall under the scope of the Sasmeynta, under this output the programme has prepared a wide range of development briefs to promote the scaling up of durable solutions in target areas. Following is the summary of development briefs prepared by the programme:

a) Baidoa Development Briefs

1. Construction of a Ring Road (Manya Fulka to Bonkay): The main objectives of the proposed road project are to improve mobility and accessibility and enhance economic integration of IDPs through easy access to the city. Financially, this road construction will require significant investment.

2. New Slaughterhouse Construction: The main objective of this project is to improve health standards, support the livestock economy, and create jobs. This involves construction, sanitation systems, and training for operations etc.

3. Vibrant Neighborhood –Affordable Housing: The main objectives of the project are to promote low-cost housing for IDPs and vulnerable households which are aligned with the durable solutions objectives. The overall estimated cost of this project is around USD 295,534.

4. Vibrant Neighborhood –Better Schools: The main objectives of the project are to improve educational infrastructure. This involves building or renovating schools, expanding access and improving teaching facilities, learning materials and playgrounds etc.

5. Effective Land Administration and Revenue Collection: The main objective of the project is to improve land administration and revenue collection. This involves, training of staff, digitizing land records, establishing GIS systems and streamlining revenue systems.

6. Early Warning Systems for Flood Preparedness: The main objective of the project is to develop municipal capacities to predict and mitigate climatic disasters. This involves installing early warning systems, building emergency response systems, training of municipal staff and raising awareness etc. The total estimated cost of the project is around USD 2,470,000, with a total duration up to 36 months.

7. Public Space and Nature-Based Solutions: The main objective of the project is to revitalize green public spaces and to mitigate climate risks and enhance biodiversity. It involves tree plantations, developing parks, and establishing flood protection infrastructure etc. The total estimated cost of the project is around USD 11,305,000, with a total duration of 36 months.

b) Bossaso Development Briefs

8. Job Opportunities for IDPs and Urban Poor: The objective of the project is to improve livelihoods poor communities. This involves vocational training, business development skills, microfinance schemes etc. Total estimated cost of the project is budget of project is around USD 2,650,000 with a total duration of 24 months

9. Affordable Housing and Vibrant Neighborhoods: The main objectives of the project are to promote low-cost housing for IDPs and vulnerable households which are aligned with the durable solutions objectives. This involves leveraging municipal land, private sector, investment and donor funding. Total estimated cost of the project is USD 164,200,000 with a total duration of 50 months

10. Nature-Based Solutions for Resilience: The main objective of the project is to develop green public spaces and to mitigate climate risks and enhance biodiversity. This involves integration of green infrastructure, tree planting, urban wetlands, and flood mitigation etc.

11. Sustainable Water Supply and Management: The project main objectives is to ensure equitable, sustainable water access. This involves developing boreholes, water storages, distribution systems and smart metering systems. The total estimated cost of the project is USD 35 million, with a total duration of 50 months.

12. Better Access and Connectivity for All (Biyo Kulule Road): The main objectives of the proposed road project are to improve mobility and accessibility and enhance economic integration of IDPs through easy access from Grible to the city. The programme has supported the feasibility study and the municipality pledged partial funding and is seeking donor co-financing for full implementation.

12. Bossaso Corniche: The main objective of the project is to develop and promote Bossaso's coastline for tourism, leisure, and commerce. It involves construction of walkways, commercial kiosks, and green public spaces.

Analysis and discussions with programme team and municipal authorities suggest that these development briefs have been prepared in collaboration with municipal authorities and are aligned with city strategies and action plans. Overall, the concept behind developing these

briefs was to meet the prioritized needs of the IDPs and host communities through mobilizing additional investments through grants from potential donors, allocation of additional governmental resources and investments from the private sector and diaspora. It was envisaged that 2-3 brief will be prioritized per city for implementation in the near future, while the rest will be pursued in the longer run. Overall, the programme targeted to mobilize around USD 10 Million from various sources to implement these projects.

Having said this, so far, only Bossaso municipality has pledged to invest USD 414,000 in the construction of Grible-Bossaso road with the contributions from the municipality, Puntland government and private sector. Similarly, in Baidoa the municipal authorities have also informed that they are in contact with the World Bank for the construction of Manya Fulka-Bonkay road. For the rest of the development brief's related projects not much headway could be made towards mobilization of desired resources. It is important to highlight that the programme is banking on financial support from various bilateral and multilateral donors, environmental funds and private sector to sponsor these projects. Similarly, it was also envisaged that these development briefs will be presented at the World Urban Forum in November 2024 and other international engagement platforms.

However, keeping in view the meagre governmental resources, shrinking international aid and weaker private sector in the target cities, it is an uphill task to mobilize the required funding, as some projects have quite a substantial price tag. The funding from World Bank and various development and environmental funds could be more tangible options, however mobilizing such funds from international financing institutions is a cumbersome and time-consuming undertaking. Regarding the investments from private sector, discussions with officials of the Chamber of Commerce in Baidoa and Bossaso suggest that the private sector in these cities is not very large scale, they may contribute small sums under corporate social responsibility, however it needs to be further explored to assess their actual capacities and will to make big scale investments in community development initiatives. It is also important to mention that there are some big companies at the national level which may be able to support some large-scale investments in durable solutions. In nutshell, the mobilization of financial resources for the projects outlined in the development briefs is found quite challenging and will require a well-articulated resource mobilization strategy and strenuous efforts in times to come.

6.3.2 Cross Cutting Issues

The programme has made substantial contributions in mainstreaming cross-cutting issues of gender equality, women's empowerment, inclusion of marginalized groups including people with disability. It is important to highlight that the cross-cutting issues are already embedded and discussed in detail in each of the section in above. However, to further emphasize following is a summary analysis of programme's contributions and progress towards addressing cross cutting issues. The programme has laid specific emphasis on women's and marginalized group's participation in programme implementation and it was ensured that most of its interventions directly responded to their specific needs.

Women and marginalized groups were duly involved and consulted in the development of City Strategies, Community Action Plans and Social Inclusion Strategies etc., which considerably promoted inclusive local governance and planning. The programme recognized the rights of women, persons with disabilities, elderly people, minority groups and youth etc., by explicitly incorporating them into urban strategies and CAPs. Moreover, vulnerability-based beneficiary targeting frameworks ensured priority allocation to women-headed households, people with

disabilities, and extremely poor families promoting human rights principles in programme delivery. Furthermore, the programme capacity building interventions ensured that adequate number of women participants are benefited, overall, over 2,000 participants (36% women) among programme stakeholders participated in nearly 50 programme capacity-building activities, further embedding inclusion and empowerment into institutional frameworks.

Women's empowerment and economic inclusion were promoted through various livelihood improvement interventions like enterprise development, small grants, micro-credit, irrigation schemes and market development etc. Both in Baidoa and Bossaso several hundred women and persons from marginalized groups were identified and were trained in entrepreneurship, financial management, and vocational skills to initiate or expand small businesses. Similarly, women-led SMEs, were supported through enterprise development mentorship and provision of micro-credit to expand their businesses. A number of women farmers also benefitted significantly who were supported through establishment of irrigation systems and training in modern farming, enabling them to meet household needs and generate additional income. These interventions not only improved livelihoods but also enhanced women's economic empowerment.

The programme delivered transformative outcomes for women and marginalized groups, in land rights, tenure security and durable housing. The issuance of 8,000+ land title deeds, benefitting more than 50,000 individuals (including around 48% women), substantially enhanced tenure security for IDPs and host communities, reducing risks of eviction and safeguarding human rights of vulnerable groups. The durable housing allocation criteria of the programme specifically targeted women-headed households, persons with disabilities and marginalized groups. In Grible settlement, 91 two-room durable houses have been constructed (61 completed, 30 in progress), it is important to highlight that one third of these houses were specifically meant for person with disabilities, with disability-friendly designs and facilities. Similarly, the piloting of STDM helped in registering IDPs in high-risk eviction zones, thereby offering legal recognition and tenure security for the most vulnerable groups.

Nevertheless, the establishment of Maternal and Child Health (MCH) Centre in Grible was a big step forward in providing health services for IDP women and children at their doorsteps, who previously lacked affordable access to these services. Similarly, water and sanitation investments, such as the solar-powered borehole in Barwaaqo and the solar-powered water supply system in Grible, enhanced WASH access for IDPs, disproportionately benefitting women, who traditionally bear the burden of water collection. Moreover, the construction of recreational facilities for IDP youth like football field in Grible has promoted youth participation, inter-community interaction, and peacebuilding and integration with the youth of host communities.

In nutshell, the programme effectively mainstreamed cross cutting issues in its design and implementation, which has resulted in measurable progress towards promotion of gender equality, women's empowerment, disability inclusion, human rights, and inclusion of all marginalized groups. Overall programme results and interventions were found gender responsive and has addressed the differential needs of men, women or marginalized populations and focused on the equitable distribution of benefits, resources, status and rights etc.

Table 1: Programme Results Framework (Targets and Achievements)

Outcome	Output	Indicator	City	Cumulative progress to May 2025	Overall targets	Total Achieved
OUTCOME 1 Local authorities and DACs enhanced capacities reinforce mutual accountability and plan, leverage, finance and implement durable solutions at scale that reflect collective and area-specific priorities.	**Output 1.1: Preparatory studies and assessments are produced that include a gender and conflict angle**	# of assessments produced to better inform laws and policies to create an enabling environment for DS	Baidoa	3	9	11
			Bossaso	8		
		# of economic analyses, labour market analyses and feasibility studies conducted to support employment and livelihoods	Baidoa	9	15	15
			Bossaso	6		
		# of collective durable solution priorities defined (% which focus on women and youth) reflected in city- and area-development plans	Baidoa		20	21 (24% focus on women and youth)
			Bossaso			
		# of assessments needed to provide basic services and infrastructures	Baidoa	6	14	12
			Bossaso	6		
	Output 1.2: Strategies and legal provision are produced that include specific priorities of women, youth and are climate smart.	# of social cohesion strategies endorsed at the FMS level	Baidoa	1	2	2
			Bossaso	1		
		# of Community Action Plan drafted or updated	Baidoa	2	3	3
			Bossaso	1		
		# of by-laws, policies, and directives on fit-for-purpose land and property registration in each target location is passed by the authorities	Baidoa	3	6	3
			Bossaso			
		# of inclusive, climate-adaptive city strategies, city extension plans and neighborhood plans produced that	Baidoa	2	5	5

Outcome	Output	Indicator	City	Cumulative progress to May 2025	Overall targets	Total Achieved
		reflect collective durable solutions priorities, including those of women and youth	Bossaso	3		
	Output 1.3: Institutions, governance mechanisms and tools are developed in the areas of land as well as inclusive and accountable governance	# of consul online platforms that are set-up and ready for use	Baidoa	1	2	2
			Bossaso	1		
		# of gender-sensitive monitoring, evaluation and learning mechanisms set-up or supported	FGS	1	9	8
			Baidoa	3		
			Bossaso	4		
		# of social accountability platforms & toolkits set-up and operational	Baidoa	8 (5 toolkits, 1 CAP review, 1 Consul)	8	9
			Bossaso	1 Consul		
		# of land tenure documents issued	Baidoa	5,207 HHs (31,242 beneficiaries) - 2,767 docs for IDPs (16,602 indi.) - 2,440 docs for HC (14,640 indi.)	34,000: 17,000 hosts and DACs per city, 50% women	50,594 individuals (including 18,710 IDPs) (50% Women)
			Bossaso	3,195 HHs (19,352 beneficiaries) - 321 docs for IDPs (2,108 indi.) - 2,874 docs for HC (17,224 indi.)		
		# of land disputes cases referred to and addressed through the dispute resolution committee	Baidoa	388	500	423
			Bossaso	35		
		# of recorded land transactions and properties defined by the inclusive, fit-for-purpose (FFP) land administration model	Baidoa	5207		8402
			Bossaso	3195		
		# of households mapped through the STDM model per city	Baidoa	750 HH	6500 HH	750 HH

Outcome	Output	Indicator	City	Cumulative progress to May 2025	Overall targets	Total Achieved
			Bossaso			
		# land department or local branch of lands commission functioning in the targeted cities	Baidoa	1	2	2
			Bossaso	1		
	Output 1.4: Technical knowledge of authorities and DAC members is enhanced.	# of local authorities and DAC members trained in financial literacy, fund management, matching grants and investment plans, of which % women	Baidoa	222 (142 Women)	588	383 (76.5% women)
			Bossaso	161 (151 women)		
		# of DAC members trained who improved their technical skills	Baidoa	78 (56%)	468	291
			Bossaso	213		
		# of local authorities and DACs trained in monitoring and evaluation tools, of which % women	DSP Cities across Somalia	125	230	180
			Baidoa	21 (30% women)		
			Bossaso	34 (41% women)		
		# of local authorities and DAC members trained in using the online “Consul” platform, of which % women	Baidoa	48 (20% women)	49	62 (30.6% women)
			Bossaso	14 (71% women)		
		# of government authorities trained in land governance, of which % women	Somalia	693 (179 women)	364	693 (26% women)
			Baidoa			
			Bossaso			
		# of local authorities and DAC members trained in effective resolution of land conflict, of which % women	Baidoa	Land dispute resolution instances covered also under other land governance trainings as per indicator above	51	26 (11.5%)
			Bossaso			

Outcome	Output	Indicator	City	Cumulative progress to May 2025	Overall targets	Total Achieved
		# of admin and finance department are functional and staff is trained in land value capture related transactions and revenue, of which % women	Baidoa		2	-
			Bossaso			
OUTCOME 2 Strengthened self-reliance and social cohesion of DACs through employment generation, service delivery and additional investments in target sites.	**Output 2.1: Consultations between authorities and communities improve access to service delivery and livelihoods**	# of community-based planning meetings held to write or update CAPs	Baidoa	3	5	5
			Bossaso	2		
		# of other community-based planning processes carried out	Baidoa	5	14	14
			Bossaso	9		
		# of participants involved in community-based planning, of which % women	Baidoa	321 (41.6%)	643	632 (44,8% women)
			Bossaso	313 (48%)		
		# of authorities and DACs in each municipality utilizing the online citizen dialogue platform Consul, of which % women	Baidoa		900	Not operational yet
			Bossaso			
		# of service delivery proposals that are put on the Consul platform, of which % reflect priorities specifically of DAC women and youth and of which % are climate-adaptive	Baidoa		12	Not operational yet
			Bossaso			
		# of submitted service delivery proposals that are financed and implemented, of which % reflect priorities specifically of DAC women and youth, and of which % are climate-adaptive	Baidoa		3	Not operational yet
			Bossaso			
			FGS	1	2	2

Outcome	Output	Indicator	City	Cumulative progress to May 2025	Overall targets	Total Achieved
		# of municipal investment forums supported	Baidoa			
			Bossaso	1		
	Output 2.2: Community funds and access to livelihoods support and empower DACs to implement community identified priorities secure increased economic self-reliance.	# of matching grants facilitated	Baidoa		2	2
			Bossaso			
		$ value of investments catalyzed through matching grants	Baidoa		50,000 USD	50,000 USD
			Bossaso			
		# of community-prioritized projects implemented	Baidoa	5	14	10
			Bossaso	5		
		# of beneficiaries reached by WASH infrastructures built under the programme	Baidoa		17,418	12,054 (50% Women)
			Bossaso			
		# of houses constructed constructed under Saameynta	Baidoa		105	Total 91 (61 constructed 30 underway)
			Bossaso	Total 91 (61 constructed 30 underway		
		# of beneficiaries reached through the construction of other community-prioritized projects	Baidoa		17,418	325
			Bossaso	325		
		# of people relocated into sustainable neighborhoods	Baidoa		630	548 (in the 61 houses constructed) (30 underway)
			Bossaso	548 (in the 61 houses constructed) (30 underway)		
		# of businesses established or supported that are contributing to self-reliance, of which % women or youth	Baidoa		426	196 (69.4% women-led)
			Bossaso			
			Baidoa	524	804	674

Outcome	Output	Indicator	City	Cumulative progress to May 2025	Overall targets	Total Achieved
		# of livelihood-initiatives created, disaggregated per type of activity (i.e., CfW, equipment grants, credit facility, etc.)	Bossaso	150		
	Output 2.3: Development briefs increase the investment potential of target sites and enhance tenure security for vulnerable IDPs.	# of investor ready packages elaborated that guarantee a form of security of tenure, % of which includes inclusive, climate-smart elements	Baidoa	4	3	5
			Bossaso	1		
		# of development briefs for investment prepared	Baidoa	4	10	10
			Bossaso	6		
		$ value of investment made on development briefs	Baidoa	-	USD $ 10 million	414,000 USD
			Bossaso	414,000 USD		
		# of local and international forums for private sector investment conducted	FGS	7	8	8
			Baidoa			
			Bossaso	1		

6.4 EFFICIENCY

According to the programme document, the total original programme budget was USD 21.03 Million, however, down the road, according to estimates provided by programme management only USD 17.68 Million were made available. The programme was funded through the Somalia Joint Fund (formerly MPTF) and the main donors included Swiss Development Agency, Government of Netherlands and Norwegian Ministry of Foreign Affairs. The following tables provide details of the available funds by donor and total allocations per UN Agency:

Table-1 : Programme Total Available Resources from Dec 2021 to Dec 2025

Donor	Contribution (USD)
Swiss Development Agency	9,372,934
Government of Netherlands	2,183,743
Norwegian Ministry of Foreign Affairs	6,057,544
Government Denmark	71,045
Grand total	**17,685,266**

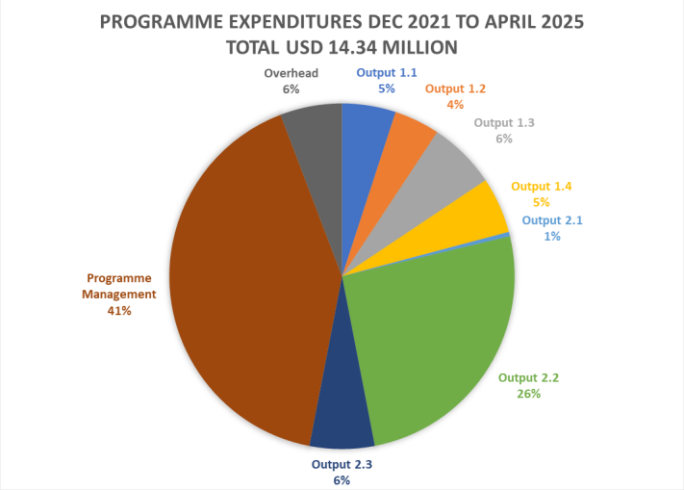
Table-2: Programme Total Budget Allocations from Dec 2021 to Dec 2025 (USD)

Outputs	IOM	UN HABITAT	UNDP	Integrated Office	Grand Total
Output 1.1	30,000	300,000	530,000	-	860,000
Output 1.2	162,000	483,000	-	-	645,000
Output 1.3	274,000	638,100	445,000	-	1,357,100
Output 1.4	303,500	231,000	710,000	-	1,244,500
Output 2.1	150,000	-	-	-	150,000
Output 2.2	4,431,225	-	481,006		4,912,231
Output 2.3	200,000	100,000	520,000	-	820,000
Programme Management	4,716,760	1,078,360	1,292,731	522,394	7,087,851
Overhead	718,724	198,132	278,512	36,568	1,231,935
Grand Total	**10,986,209**	**3,028,592**	**4,257,249**	**558,962**	**18,831,011**

Overall, there was a short fall of USD 3.35 Million (16%), in the total original programme budget. According to the financial statements provided by the programme team, from December 2021 to April 2025 the programme has utilized around USD 14.37 Million, which is around 81% of the total programme available budget. The remaining funds are expected to be utilized in the coming months until the end of the programme timeframe in December 2025. Please see the following Table-3 for a summary of the programme output wise expenditures by respective UN agencies.

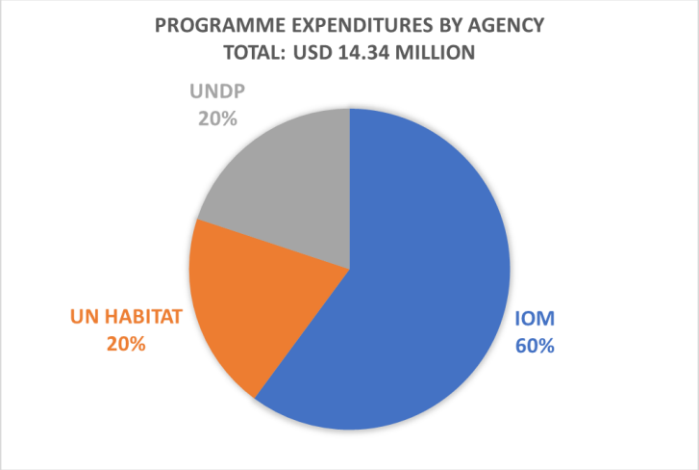
Table-3: Programme Total Expenditures from Dec 2021 to April 2025 (USD)

Outputs	IOM	UN HABITAT	UNDP	Grand Total
Output 1.1	26,703	304,764	390,820	722,287
Output 1.2	139,217	473,479	-	612,696
Output 1.3	219,767	507,823	179,438	907,028
Output 1.4	166,159	206,961	378,311	751,431
Output 2.1	59,456	-	-	59,456
Output 2.2	3,425,028	-	258,281	3,683,309
Output 2.3	366,791	81,150	425,052	872,993
Programme Management	3,578,552	1,103,154	1,225,312	5,907,018
Overhead	643,986	187,413	-	831,399
Grand Total	8,625,659	2,864,743	2,857,216	14,347,618



Analysis of project expenditures, suggests that a major chunk (47%) of the total spent resources has been utilized for programme management and overheads, followed by Output 2.2 at 26%, Output 1.3 at 6%, Output 2.3 at 6%, Output 1.1 at 5%, Output 1.4 at 5%, Output 1.2 at 4% and Output 2.1 at 1%. Overall Output 2.2 remained the flagship output involving infrastructure and livelihood related interventions these included establishment of WASH and agricultural Infrastructure, construction of durable shelters, enterprise development, establishment of MCH Centre and football field etc. It is also important to note that keeping

in view the specific security situation and remoteness of project locations in Somalia, cost of doing business is quite high for some activities, especially which involves travel and security arrangements etc., therefore it has resulted in high proportions of programme management costs.



Similarly, IOM as a lead agency consumed 60% of total spent resources followed by UNDP and UN Habitat at 20% each. Programme funds were managed by each partner UN Agency, using their standard financial management and procurement systems and procedures.

Overall, it is found cumbersome to assess the value for money of diverse range programme of intervention due to the complexities of calculating the true value for money. However, analysis and discussion with stakeholders suggest that the preparatory studies delivered value through providing basis for informed decision making and planning, reducing duplications and better targeting. The development of city strategies and plans provided value through well-coordinated, evidence based and participatory roadmaps for inclusive and sustainable development of target cities. Although the real value for money will depend on implementation and impacts of these plans. The interventions also delivered value by improving land governance systems and tenure security for IDPs etc. Innovative tools like STDM and Consul platform also offer scalable, low-cost digital solutions.

Programme has also delivered value by building capacities of diverse range of stakeholders to enhance institutional efficiency and service delivery. Community co-financing, enterprise development support and micro-credit schemes considerably helped in improving livelihoods and promoting local self-reliance. Infrastructure interventions in the areas of WASH, agriculture, durable housing, health centres and sports facilities etc., were also found valuable in improving living conditions and livelihoods, especially for women and vulnerable groups. Development briefs offered value by identifying and developing priority projects for scaling up and sustainability. However, mobilization of funds remains limited and challenging.

The programme also faced a range of challenges during its implementation. These included the unclear and overlapping roles and mandates of key government institutions, especially MOPIED, MOIFAR, and the MOPWRH at the FGS and FMS levels. Limited institutional and financial capacities at the FMS and municipality level also posed greater challenges in programme implementation. Similarly, political instability and tensions between FGS and FMS and security situation also at times hampered programme implementation. Here it is also important to highlight that the originally the programme was planned to be implemented in three cities i.e. Baidoa, Beledweyne and Bossaso. However, down the road, Beledweyne was dropped out due to security and political concerns, time constraints and also due to funding limitations. Accordingly, delays in Consul platform operationalization, differences over housing designs and materials, political interference in site selections also posed

implementation challenges and resulted in delays. It is also important to mention that programme interventions in Bossaso started a bit late due to the phased approach, as interventions in Baidoa consumed considerable time, due to this late start a number of interventions in Bossaso are still under progress. Nevertheless, the coordination among the multi layered stakeholders was also found quite challenging and cumbersome.

Having said this, analysis and discussion with stakeholders suggest that the programme has made considerable efforts to adopt itself and navigated these challenges and has utilized its financial and human resource in the best possible way. It is expected that all planned activities will be completed in the given timeframe and available resources of the programme until December 2025.

6.5 IMPACT

According to the programme document the aspirational impact of the programme is "To promote the sustainable integration of displaced communities in urban areas by empowering governments to leverage value generated by urbanization and urban infrastructure investment and to increase DACs' self-reliance and access to sustainable basic services in the target cities." This was subsequently translated into two immediate outcomes and a set of seven outputs (mentioned in the effective section) to achieve the outlined impact.

Overall sustainable integration of displaced communities through durable solutions is a long term and complex endeavor and pertains to, among other, the continuity of benefits for longer duration. Therefore, at this stage, when the programme is just a few months away from completing its duration, it is a bit early to assess the longer-term impacts of the programme interventions and results. The measurable impacts could be assessed after a while once the programme interventions are fully internalized and the communities continue using facilities and services, for a longer period of around 5-7 years. Having said this, in the following an attempt has been made to provide a summary analysis of the early signs and expected longer-term impacts based on the progress made so far.

a) Urban Planning and Inclusive Governance: The programme support was found instrumental in the preparation of inclusive City Strategies Community Action Plans and Social Cohesion Strategies in the target areas. In the short run these strategies and plans have considerably strengthened participatory municipal planning mechanisms and has helped in improving coordination among stakeholders. In the long term, these strategies and plans, once fully implemented are expected to enhance integration of IDPs, improve local governance, sustainable land use and sustainable and inclusive urban development that equally benefit women, youth and vulnerable groups. Similarly, the Consul platform for digital community engagement, once fully operational, will improve transparency, enhance community participation in decision making and will promote inclusive governance. However, keeping in view the scarcity of resources at the local level the full-scale implementation of these strategies and plans heavily depends upon continued availability of external financial support in the longer run.

b) Land Governance and Tenure Security: The enactment of the Urban Land Management Law and strengthening of the institutional and community level capacities for full scale adoption

and operationalization, have produced immediate results in terms of increased issuance of legal land title deeds and resolution of land disputes. Which has considerably helped in enhancing tenure security, especially for IDPs and vulnerable communities. The introduction of the Social Tenure Domain Model (STDM) has begun bridging formal and informal land systems and will address tenure insecurity in informal settlements. In the longer term, these interventions are expected to improve land use and management mechanisms, promote sustainable urban development, enhance tenure security and reduce land-related conflicts in the target areas. However, weak institutional enforcement capacities and constrained availability of local resources continue to pose challenges for scaling up to achieve longer term impacts.

c) Livelihoods, Economic Empowerment and Basic Services: The enterprise development, micro-credit facilities and improved agricultural practices has generated immediate benefits and has considerably enhanced income generation potential, through establishing new and expanding existing businesses and promotion of food security. In the longer term, these interventions are expected to considerably improve income and livelihoods opportunities and will ensure food security, particularly for the women and vulnerable groups. The development WASH infrastructure has also improved access to clean water and in the longer run it will considerably save water fetching time and will improve health conditions through reducing waterborne diseases etc. Similarly, the construction of durable houses, have the most profound impact and has significantly improved living conditions for highly vulnerable IDPs and has also provided a model for scaling durable shelter solutions. In the longer run, once scaled up, it will substantially improve living conditions and integration of IDPs.

The programme supported the establishment of a MCH Centre in Grible, which has immediately started benefiting local communities through provision of much needed health services. In the longer run, it will significantly help reducing maternal and child mortality and will help in improving overall health conditions of local population. However, keeping in view the resource intensive nature of the intervention its long-term impacts depend on institutionalization and availability of dedicated financial resources in the longer run. Similarly, the establishment of sports and recreational facilities for youth in Grible, has provided the much-needed recreational space and has helped in positive engagement of youth and fostering of social cohesion and integration. In the longer term, these initiatives are expected to contribute to social cohesion and peacebuilding, by reducing youth marginalization and promotion of integration among IDP and host youth population.

The programme has promoted the Co-Funding Mechanism to implement community prioritized infrastructure and services and has successfully raised a handsome amount through community contribution for the establishment of a public park and improvement of waste management systems in Baidoa. This has proved the efficacy of a workable co-funding and joint implementation model in improving public services. It is expected that in the longer run such co-financing models can play an important role in expanding public services through replication of this participatory model for identification, financing and implementation of community prioritized public infrastructure and services.

d) Capacity Building and Institutional Development: The programme has implemented an extensive range of capacity building interventions and has built the capacities of involved

governmental institutions at the federal, state and municipal levels and other stakeholders including CSOs, private sector and local communities towards promotion of durable solutions. In the longer term, these enhanced capacities are expected to institutionalize good governance practices and will improve the local ownership and scaling-up of durable solutions and public service delivery.

e) Social inclusion and cohesion: As already mentioned, the programme has made strenuous efforts to enhance participation of women, youth, and vulnerable groups in planning and implementation of durable solutions to ensure that they are not left behind. In the long term, it is expected that the promotion of principles of inclusivity at all levels will considerably improve living and livelihoods condition of the most vulnerable and will promote social cohesion and integration of the and marginalized groups.

6.6 SUSTAINABILITY

Overall, the sustainability of programme interventions and continuity of benefits, in the post project period normally depends on the availability of desired policies and institutional capacities, social acceptance, environmental viability and most importantly availability of desired financial resources. Following is a summary assessment of various sustainability related aspects of the programme interventions and benefits.

a) Financial sustainability

Programme has provided the much-needed financial resources and has supported wide range interventions to enhance the capacities of local institutions and stakeholders and implementation of range of durable solutions to improve and promote land governance, tenure security, durable shelters, livelihoods, basic service delivery and social cohesion and integration. It is expected that the benefits of these interventions will continue to flow in times to come. Having said this, analysis and discussion with stakeholders highlight that keeping in view the widespread and large scale of IDPs in the target areas, the scaling up of durable solutions interventions remains challenging and among other, it will require significant and sustained availability of financial resources. Since Somali institutions at the FGS, FMS and Municipal levels have very thin resources, therefore external financial resources will be needed to duly scale up and sustain the durable solutions agenda in the longer run.

It is important to highlight that the programme has supported the development of comprehensive City Strategies for Baidoa and Bossaso, which outlines long term investment priorities at the city level. However, these strategies do not contain the budgetary plans, which makes it difficult to assess the overall resource requirements and to devise effective resources mobilization strategies to meet the funding requirements. As mentioned, Governmental institutions have scarce resources of their own, therefore the implementation of these strategies heavily depend on sustained external financial support, mostly from development partners and donors. Similarly, the micro-credit schemes and livelihood grants have been found instrumental in providing needed financial support for enterprise development and income generation, however, its continuity and sustainability depends on the institutionalization of revolving funds and enhancing its coverage through enhanced allocations.

Generation of funding through community Co-Funding Mechanism in Baidoa was a good example of community financial engagement in implementation of prioritized initiatives and has helped in establishing a viable model for cost-sharing. However, the longer-term sustainability of such models heavily depends on the continuous resource mobilization, which remains uncertain given the financial constraints of the local communities. Similarly, the STDM and CONSUL platforms are new interventions and will require further support in terms of financial resources, especially for the application of STDM to cover the large number of DACs and vulnerable groups living under the informal tenure systems. Nevertheless, the intervention related to service delivery like the MCH center, water supply schemes, recreational facilities etc., will also require financial resources to maintain its operations for longer term continuity and sustainability of benefits. The programme has also prepared a wide range of development briefs to promote the scaling up of durable solutions in target areas. However, the mobilization of financial resources for these projects is found quite challenging and will require a well-articulated resource mobilization strategy and strenuous efforts to secure required resources.

b) Institutional and governance sustainability

Over the years the FGS in collaboration with stakeholders, has made substantial efforts by putting in place a conducive policy and institutional frameworks for addressing the needs of IDPs through promoting durable solutions. These commitments are reflected in the key policy frameworks including, Somalia National Development Plan (2020-2024), National Transformation Plan, Somalia Recovery and Resilience Framework (2018), National Policy on Refugee-Returnees and Internally Displaced Persons, National Durable Solutions Strategy (2020-2024) and National Solutions Pathway Action Plan (2024-2029). Similarly, at the federal member states level in the South West and Puntland States the programme supported the implementation of enacted land laws and regulatory mechanisms and the developed city strategies and action plans, which ensures strong local buy-in for the promotion of durable solutions.

To strengthen institutionalization and coordination, a Durable Solutions Unit was established in 2019, within the Ministry of Planning and most recently the Government has further upgraded the DSU into a full-fledged Centre for Rural Development and Durable Solutions under the Ministry of Interior. Furthermore, recently Durable Solutions Advisors have been appointed in all FMS to duly coordinated the durable solutions agenda. Furthermore, the establishment of municipal land departments, planning and dispute resolution committees, STDM offices and integration of Consul platform has further strengthened institutional mechanisms at the municipal level in the target cities. Accordingly, the establishment of inclusive District Project Implementation Unit (DPIU), has also strengthened community-based institutional mechanisms and ownership to implement and oversee community prioritized initiatives. Needless to emphasize that the programme has improved knowledge and skills of of involved institutions through diverse range of trainings (please see Annex-3 for details of trainings). This has helped considerably in improving local capacitates and will contribute to the sustainability of interventions in the longer run. Analysis and discussions with stakeholders suggest that overall availability of these policies, strategies and legal and institutional frameworks provides sound basis for continuity and sustainability of programme interventions and benefits in the longer run. Having said this, there is a continued need for

investing in institutional capacities, especially at the FMS and municipal level to further strengthen and sustain institutional resilience.

c) Social Sustainability

The programme has addressed some of the very basic and pressing needs of local communities, especially IDPs. The programme has placed greater emphasis on social inclusion in its design and implementation to ensure that the women, youth and vulnerable groups are duly involved and equally benefit from programme interventions. For this purpose, Social Cohesion Strategies were developed for Puntland and Southwest State, which provides foundations and roadmap for social cohesion and integration. Adoption of participatory processes has improved social cohesion through identification and implementation of community priorities. Beside improving living conditions and integration between host and displaced populations, programme interventions have helped in building trust, ownership and has contributed towards long-term resilience of communities.

Analysis and discussions with stakeholders, especially communities suggest that programme interventions have been highly responsive to the needs of IDPs in general and vulnerable groups including women-headed households, persons with disabilities and youth in particular. Initiatives such as such as durable shelters, health centers, roads, water supply, enterprise development and income generation etc., have led to tangible improvements in living standards and livelihoods. Similarly, training of local communities in various skills like farming, business development and vocational trades has also greatly helped in improving sustainable livelihoods through employment and income generation.

Furthermore, recreational and sports facilities have contributed to social cohesion and integration, especially among young population. Needless to emphasize that community's willingness to contribute financially for the implementation of community prioritized like public park and waste management systems in Baidoa, highlight the strong ownerships and social sustainability of programme interventions. Having said this there is a continued need to further foster community engagement and building capacities towards scaling and sustainability of programme interventions.

d) Environmental Sustainability

The programme has made efforts to implement various environment friendly interventions. In this regard programme has promoted various environmentally sustainable interventions, these include such as solar water supply and irrigation systems, sustainable farming, tree planting and waste management systems etc. Which reduces reliance on fossil fuels, promotes water efficiency, improves sanitation and promote food security. Similarly, the improved land governance mechanisms and the City Strategies and action plans also intend to promote sustainable land use and environmentally friendly interventions. However, since most of the IDPs settlements are situated in the low-lying areas therefore they are continuedly impacted by environmental disasters like floods, especially in Baidoa. Similarly, overcrowding, droughts, water scarcity and lack of waste management and sanitation facilities in the temporary IDP settlements pose greater threats to environmental sustainability. There is a greater need to conduct comprehensive environmental impact assessments in IDP settlement to address various environmental sustainability challenges in the longer run.

7. CONCLUSIONS

Based upon the detailed analysis and findings of the evaluation exercise, the following are the main conclusions:

a) Programme Design:

Broadly the programme Theory of Change (TOC) was found relevant to address protracted displacement in Somalia. Its emphasis on building the capacities of local authorities and DACs and promotion of participatory and inclusive urban planning and service delivery was also found plausible. However, the TOC's heavy reliance on increased land value increments, as a financing mechanism, to finance durable solutions at scale pose greater challenges due to informal land tenure systems, underdeveloped land markets, weak taxation/revenue systems and meagre resources and capacities of local communities to pay taxes. Furthermore, the casual linkages between goal, outcomes and outputs are found logical, however the goal, outcomes and some of the output statements are found slightly broad. The programme design also demonstrates strong commitment to gender equality and inclusion of vulnerable groups are has specific interventions to address their needs.

b) Relevance:

Programme overall aim and interventions were found highly relevant, coherent and aligned with the FGS, FMS and municipal level priorities, policies and plans and has considerably contributed in building institutional capacities to implement and promote diverse range of durable solutions. Similarly, the programme interventions were also found highly relevant and consistent with needs of IDPs and host communities and has prioritized the needs of women, youth and vulnerable groups among IDPs. Accordingly, programme outcomes and interventions are also highly relevant and coherent with the aspiration of the SDGs and priorities of the United Nations in Somalia. The program agenda was also found relevant and coherent with the priorities of Somalia Joint Fund and donor agencies regarding addressing displacement issues and promotion of durable solutions in Somalia. Synergies among UNDP, IOM, and UN-Habitat and other programmes has enhanced implementation effectiveness, ensuring that diverse technical expertise was integrated to support durable solutions.

c) Effectiveness:

Outcome-1: The programme conducted wide range of assessments in target areas, which guided the targeting of programme interventions. However, the utility of these knowledge products by other stakeholders depends on wider dissemination and institutional uptake. The programme has made significant progress in strengthening inclusive urban governance through the development of City Strategies, Community Action Plans (CAPs), and Social Cohesion Strategies. Which has helped in improving participatory city planning and local governance by providing roadmaps and mechanisms for sustainable and inclusive urban development. However, the absence of a detailed budgetary plan for the city strategies makes it a bit difficult to estimate and mobilize required financial resources. Furthermore, these strategies and plans heavily depend on external funding, which raises concerns about the implementation and sustainability of these endeavors.

The programme has made notable progress in strengthening land governance systems and tenure security through operationalization of Land Management Law, building capacities and

strengthening dispute resolution mechanisms etc. STDM an innovative tool was introduced to bridge the gap between the conventional and informal tenure, ensuring tenure security for DACs and the vulnerable segments. Accordingly, the introduction of Consul platform will considerably enhance citizen participation in municipal decision making and will induce transparency and accountability. However, there is still a continued need for institutional capacity building for effective land law enforcement and full scale roll out and institutionalization of STDM and CONSUL platforms. One of the most important contribution of the programme was strengthening capacities of stakeholders, including communities, in inclusive local governance, land governance and management, improvement of livelihoods and promotion of co-funding for municipal projects etc. Over 2,000 stakeholders, including 748 women, were trained in diverse range of subjects. Overall, capacity-building interventions improved inclusion, economic self-reliance, and participatory development at multiple levels.

Outcome-2: This has remained the flagship and most effective outcome of the programme and has consumed a significant portion (33%) of overall programme spent resources. The programme support was found quite instrumental and effective in implementing co-funding mechanisms, improving access to clean water, improving livelihoods, promoting durable housing, improving health services and promoting social cohesion among youth etc. The programme has been successful in raising USD 50,000 for community priority schemes in Baidoa, which was a great step forward and set a replicable co-funding model for participatory service delivery. Similarly, programme has considerably improved access to water for domestic and agricultural purposes, which has contributed towards food security etc.

The construction of durable houses has significantly improved the living conditions of most marginalized IDPs, who were living previously in temporary shelters. The enterprise development and micro-credit services has contributed in improving overall livelihoods of most vulnerable IDPs and their integration into local economies. Similarly, establishment of a MCH Centre in Grible settlement has been found very instrumental in providing health services to IDPs, especially women and children. Nevertheless, the construction of the football field in Grible has been also found quite instrumental in promoting positive youth engagement and enhancing social cohesion among IDP and host communities' youth. However, the scale of the infrastructure and livelihood improvement interventions were found limited in scale as compared to the large numbers IDPs in the target cities. Furthermore, longer term sustainability of some of the interventions like WASH infrastructure, MCH center, micro-credit schemes and co-funding mechanisms also remains challenging.

The programme has developed several development briefs, in alignment with city strategies and municipal plans, to meet the prioritized needs of the communities through mobilizing additional investments. Overall, the programme has targeted to mobilize around USD 10 Million from various sources to implement these projects. However, so far, only Bossaso municipality has pledged to invest USD 414,000 in the construction of Grible-Bossaso road, while for the rest of the development brief's related projects not much progress has been made towards mobilization of desired resources. The programme is banking on the financial support from various donors, international funds and private sector to sponsor these projects. In nutshell, the mobilization of financial resources for the development briefs projects is found quite challenging and will require a well-articulated resource mobilization strategy and strenuous efforts in times to come.

d) Cross Cutting Issues

The programme has effectively integrated cross-cutting issues, advancing gender equality, women's empowerment, disability inclusion, and the rights of marginalized groups. Through inclusive planning, targeted beneficiary frameworks, and capacity building, it ensured equitable participation and access to resources. Women, youth, and persons with disabilities benefitted from interventions related to land rights, housing, livelihoods, health, and WASH services. Overall, the programme fostered social inclusion, reduced vulnerabilities, and promoted equitable distribution of benefits, opportunities, and rights across communities.

e) Efficiency

The total original programme budget was USD 21.03 Million, however, down the road, only USD 17.68 Million were made available through the Somalia Joint Fund, with a short fall of 16%. As of April 2025, the programme has utilized around USD 14.37 Million with a delivery rate of around 81%. The remaining funds are expected to be utilized until programme end in December 2025. A major chunk (47%) of the total spent resources has been consumed by programme management and overheads expenses. Outcome-2 remained the flagship outcome and has consumed around 33% of total spent resources, while Outcome-1 subsequently consumed 20%. Keeping in view the specific security situation and remoteness of project locations, cost of doing business in Somalia is quite high, therefore it has resulted in high proportions of programme management costs.

Overall, it is found cumbersome to assess the value for money of diverse range programme of intervention due to the complexities of calculating the true value for money. However, the programme interventions have delivered value through promotion of participatory and evidence-based inclusive city strategies and plans. The interventions also delivered value by improving land governance systems, tenure security and service delivery through enhancing institutional capacities, improving livelihoods, promoting durable housing, improving WASH, establishing health centers and sports facilities etc., especially for women and vulnerable groups. Development briefs offered value by identifying priority projects for scaling up and sustainability. In conclusion the programme has utilized its financial and human resource in the best possible way, keeping in view the specific context of Somalia.

Generally collaboration among UN agencies and with governmental institutions and other stakeholders was found satisfactory. However, since most of the programme implementation was carried out at the municipality levels, therefore collaboration with FGS and FMS level ministries was limited. Having said this, coordination among stakeholders was found quite challenging due to wide range of multi-layered partners and complexity of local context and diverse range of programme interventions.

f) Impact

Sustainable integration of displaced communities through durable solutions is a long term and complex endeavor and pertains to, among other, the continuity of benefits for longer duration. At this stage, it is a bit premature to assess the longer-term impacts of the programme interventions. However, early signs from the programme are promising towards longer term impacts. The development of participatory and inclusive strategies and plans have laid the groundwork for improved service delivery and IDP integration. The

improvements in land governance mechanisms have considerably contributed towards formalizing land management and have enhanced tenure security, especially for IDPs.

Microfinance, enterprise development, and agricultural support have considerably improved livelihoods and food security for IDPs, and provides long-term potential to enhance self-reliance. Development of basic infrastructure such as WASH, durable shelters, health facilities have improved living conditions and are expected to deliver sustained benefits in the longer term. Financial contributions from communities for service delivery is found commendable and demonstrates strong interest and ownership and offers a replicable model for future service delivery. Capacity-building efforts have strengthened institutional and community level capacities, which will play a vital role in improving local governance and scaling of durable solutions in the longer run. Similarly, interventions related to inclusion and social cohesion has helped in narrowing the gaps between IDPs and host communities and will pave the way for peaceful coexistence and inclusive urban development in the longer term.

g) Sustainability

Programme has financed and implemented wide range of interventions to promote durable solutions. However, in view of large scale of IDPs, the scaling up of durable solutions interventions remains challenging and will require significant and sustained availability of financial resources. Since domestic resources are very thin resources, therefore external financial resources will be needed scale up the durable solutions in the longer run. The financing of city strategies and plans pose greater challenges for full scale implementation, as well as, the scaling of interventions related to land governance, livelihood improvement and durable housing etc. Similarly, the mobilization of financial resources for the development brief related projects is found quite challenging and will require an effective resource mobilization strategy to secure required resources.

At the institutional level, broad range of policy and frameworks and institutional mechanisms have been put in place to promote durable solutions in Somalia. Overall availability of these policies, strategies and legal and institutional frameworks provides sound basis for continuity and sustainability of programme interventions and benefits in the longer run. As mentioned, the programme interventions have been highly responsive to the needs of IDPs in general and women, youth and vulnerable groups in particular. Keeping in view the high level of social acceptability and ownership of programme interventions, it expected that the benefits of these interventions will continue to flow in the longer term. Similarly, the programme has also ensured that all of its interventions are environment friendly and promote sustainability. However, many of the IDP settlements are situated in the low-lying areas therefore they are continuedly impacted by environmental disasters like floods, especially in Baidoa.

8. RECOMMENDATIONS

Based on the detailed findings and conclusion of the evaluation exercise, following are the main recommendations to improve performance of future such programmes;

For the remaining period of the programme till Dec 2025

1. Since the programme is left with only few months, therefore work on the completion of remaining interventions especially in Bossaso should be speed up, these include the construction of remaining durable shelters, operationalization of water supply scheme, enterprise development, micro-credit schemes and livelihood improvement interventions etc. Similarly, institutional mechanisms for sustained operation and management for MCH, water schemes and recreational facilities should be sorted out with relevant institutions and communities to ensure sustainability and continuity of benefits. (Responsible partners: IOM, UNDP, UN HABITAT and respective Municipalities)

2. The programme document has provided a number of indicators at the goal and outcome levels. To effectively measure the progress of these indicators, the programme should conduct and support a comprehensive end line survey to assess the overall achievement status of impact and outcome level indicators and targets etc.
   (Responsible partners: IOM, UNDP, UN HABITAT)

3. The programme should prepare a pragmatic exit strategy for this phase, outlining various measures to smoothly hand over assets and knowledge products. It is important to mention that the project has developed wide range of knowledge products, these should be duly disseminated to all stakeholders and should be uploaded to online portals of relevant institutions at the FGS, FMS and municipal level and respective UN agencies for easy access and future use.
   (Responsible partners: IOM, UNDP, UN HABITAT and respective governmental institutions)

For future programmes:

4. Given the large scale of displaced population in Somalia (around 3.1 million people), the durable solutions agenda needs to be continually promoted and scaled in times to come. However, in view of the constrained domestic financial resources and capacities, the much needed external technical and financial support should continue, to consolidate and sustain existing interventions and benefits and to scale up the good practices to benefit the remaining displaced population.
   (Responsible partners: IOM, UNDP, UN HABITAT and Donors)

5. Future programmes should articulate their theory of change in a more logical and pragmatic way keeping in view the specific context of Somalia and reliance on the land value capture as a main financing mechanism should be reduced and instead more focus should be made on exploring financing mechanisms like community co-funding, institutional financing, donor funding and private sector and Somali diaspora financing.
   (Responsible partners: IOM, UNDP, UN HABITAT and respective governmental institutions)

6. Future programmes should develop more specific, realistic, achievable and measurable goals, outcomes and outputs based on ground realities. Employing participatory logical framework analysis tools and techniques, involving all stakeholders, could help in developing more realistic and pragmatic results frameworks. Specific SMART indicators should be identified at each level and baseline and targets should be set realistically, keeping in view the their achievement during the lifespan of the programme.
   (Responsible partners: IOM, UNDP, UN HABITAT and respective governmental institutions)

7. Future programmes should, at the design stage, carry out detailed stakeholders mapping to identify all governmental and non-governmental stakeholders, including communities, and should clearly define their roles and responsibilities and proper MOUs should be signed to formalize and ensure their collaboration and ownership. To avoid multiple layering of partners, which aids to complexity, only those governmental institutions should be involved at the FGS and FMS levels, which will actively contribute programme aims and interventions. Most of the focus in this case should remain on the respective municipal authorities. The role of CSOs should be further highlighted and relevant CSOs should be duly identified and involved through formal MOUs.
   (Responsible partners: IOM, UNDP, UN HABITAT and governmental institutions)

8. Future programmes should develop and institutionalize formal governance and coordination mechanisms. In addition to the high-level Joint Steering Committee (JSC), which should be regularly convened at least on annual basis, the programme should establish a technical level committee or working group, with membership from relevant stakeholders at all levels, which should meet regularly, at least on six-monthly basis, and review programme progress, workplans and implementation challenges and provide suggestions to the JSC and programme team. Needless, to emphasize that communication among programme stakeholders should be strengthened through regular sharing of programme information, knowledge products and progress updates.
   (Responsible partners: IOM, UNDP, UN HABITAT and respective governmental institutions)

9. Future programmes should support and strengthen implementation mechanisms for all developed strategies and plans, especially the city strategies. This involves developing detailed financial and resource mobilization plans, defining specific roles and obligations of stakeholders and establishing effective coordination mechanisms like city development forums (including governmental institutions, UN agencies, donors, CSOs and local communities) to support and guide the implementation.
   (Responsible partners: IOM, UNDP, UN HABITAT and respective governmental institutions)

10. Future programmes should further strengthen and scale innovations like STDM and Consul platforms, through continued technical support to fully institutionalize these interventions. Similarly, the livelihood improvement interventions, especially the micro-credit and enterprise development should be sustained through developing revolving funds mechanisms with the collaboration of local financial institutions and municipal authorities. Furthermore, the scope of micro-credit schemes should be gradually

expanded to reach out to more and more entrepreneurs. Regarding durable shelters, the possibilities of developing vertical housing complexes, inside the cities, should be explored, as this will provide the residents easy access to livelihood opportunities and amenities in the city premises.
(Responsible partners: IOM, UNDP, UN HABITAT and respective governmental institutions)

11. Future programmes should continue building the capacities of relevant governmental institutions and stakeholders in key areas like local governance, land governance, urban planning and integrated service delivery, to enable them to effectively implement and scale durable solutions in the longer run. To ensure sustainability the capacity-building interventions should be embedded within governmental training institutions and if possible, in academic curricula.
(Responsible partners: IOM, UNDP, UN HABITAT and respective governmental institutions)

12. Future programmes should further capitalize and institutionalize the community co-funding model for expanding public service delivery in existing and other municipalities. This will require development of standard guidelines, financial management, implementation and oversight mechanisms, roles and responsibilities and strengthening of capacities of District Project Implementation Units to effectively prioritize needs, raise funds and oversee the implementation.
(Responsible partners: IOM, UNDP, UN HABITAT and respective governmental institutions)

13. Future programmes should develop comprehensive and targeted resource mobilization strategies to bridge the financial gaps in scaling of durable solutions. Among other, such strategies involves, resource gap analysis, donor mapping and identification of suitable international donors (e.g., World Bank, climate funds, bilateral partners) and identification of priority areas/projects. Nevertheless, these strategies should also assess the investment potentials of local governmental institutions, Somali diaspora, local private sector and local philanthropic systems (like Zakat), and encourage them to participate and contribute towards scaling durable solutions. Needless to emphasize that future programmes should make efforts to reduce the programme management and overhead costs, to spare resources for programme activities.
(Responsible partners: IOM, UNDP, UN HABITAT and governmental institutions)

14. Future programmes should employ dedicated M&E expertise at the programme level, to ensure development and implementation of programmatic M&E frameworks and mechanisms and provide continuous feedback to the management to keep track of programme objective, outcomes and output level indicators. Data on results framework indicators especially at the impact and outcome level should be regularly collected and analyzed to measure programme's effectiveness and impact. Among other this involves conducting baselines, mid-line and end-line surveys etc. Needless to emphasize that the programme progress reports should be widely shared with all stakeholders, instead of keeping it limited to only specific audience.
(Responsible partners: IOM, UNDP, UN HABITAT)

9. LESSONS LEARNED

It is important to mention that most of the lessons are already embedded in the findings, conclusions and recommendation sections. However, a summary of the main lessons is reproduced in below:

a) Programme Design

Programme TOC place greater emphasis on land value increments, to finance durable solutions at scale. However, this higher reliance on the increase in the land value increments, as a financing mechanism, is found quite challenging in the context of Somalia. Similarly, TOC also place greater emphasis on the financial contributions from the private sector in public infrastructure. However, private sector in target cities is mostly small scale, and their capacities to make big investments in community infrastructure are limited. Therefore, the TOCs needs to be aligned with local context and ground realities. Furthermore, programme goals and outcomes were also found broad and overarching in nature. Therefore, programme goals and outcomes need to be more specific, realistic, achievable and measurable.

b) Coordination and Communication

The programme has coordinated with wide range of partners from time to time during the implementation of the programme through various forums. However, at times coordination among stakeholders was found quite challenging and inadequate due to wide range of multi-layered partners and complexity of local context, misconception on the concept of area based coordination and diverse range of programme interventions. Similarly, the communication and information sharing especially with the governmental stakeholders remained spontaneous and need based. Therefore, there is a strong need for establishing robust coordination mechanisms and proactive communication strategies to ensure consistent engagement and programme ownership at all levels.

c) Participatory planning and implementation

The development of city strategies and community action plans through participatory and inclusive processes was found quite instrumental in incorporating the needs of displaced communities, particularly women and marginalized groups in urban plans. Similarly, the involvement of communities in the implementation programme interventions was also found quite instrumental. Overall, the rigorous involvement of local communities, especially vulnerable groups in planning and implementation has greatly helped in capturing and addressing community needs and has considerably ensured local ownership, transparency, relevance and sustainability of programme interventions.

d) Capacity building

The programme has implemented a wide range of capacity building programme for all programme stakeholders. These capacity building efforts were found instrumental in strengthening inclusive local governance systems and institutionalization, sustainability and scaling of durable solutions for displaced communities and their integration with host communities. The programme has also engaged and trained young graduates for

implementation of STDM in both Baidoa and Bossaso, which was found very effective in building the capacities of Land Departments. However, capacity building is an ongoing process and need to be continued to reach out to more and more stakeholders for longer term impact.

e) Economic empowerment and livelihoods

The programme has implemented wide range of interventions to improve economic and livelihood conditions of local communities, especially marginalized groups, through broad range of interventions. Which has greatly contributed in livelihood improvement and income generation. However, the scale remained small as compared to the large scale of IDPs. Therefore, there is need for continuity and scaling of these interventions for sustained benefits and impacts.

f) Innovative tools

The introduction of innovative tools like STDM and Consul platform shows significant potential for sustainable land management, tenure security and citizen participation in local governance. However, since these tools are newly introduced therefore there is a need for further capacity building, awareness raising, financial support (especially for scaling of STDM) and institutionalization and to ensure its utility, sustainability and impact in the longer run.

g) Resource mobilization

The programme was quite instrumental in the promotion of durable solutions. However, given the large scale of displaced population in Somalia there is a greater need to scale these solutions to enhance its coverage, which will require great deal of financial resources. Furthermore, as mentioned earlier, the programme has developed city strategies and plans, however the availability of financial resource for full scale implementation is challenging. Therefore, there is a greater need to develop and pursue robust resource mobilization strategies to ensure sustained availability of desired finances from domestic and international sources. To reduce reliance on external funding, efforts should be made to explore various domestic funding resources.

h) Management Costs

Nearly half of the total programme expenditure pertains to programme management and overhead costs, which resulted in squeezing of available resource for programmatic interventions. Though cost of doing business in Somalia is quite high due to its specific security and geographical conditions. However, there is a greater need to allocate programme resources in a more conservative manner and keeping the management costs at the minimal level to spare more and more resources for implementation of programme interventions.

Annex-1: List of Key informant consulted/interviewed during the Evaluation

Saameynta Programme Government Partners and Private Sector

No	Name	Title	Institution	Location
1.	Ms. Zahra Abdi Mohamed	Director General	Centre for Durable Solutions and Local Development.	Mogadishu,
2.	Abdullahi Ali watin	Mayor	Municipality	Baidoa
3.	Ahmed Mohamed	Director of Engineering and Maintenance	Municipality	Baidoa
4.	Hassan Ma,alin	Director of Land Department	Municipality	Baidoa
5.	Jbir Isack Mohamed	Director of Geographic Information System (GIS)	Municipality	Baidoa
6.	Shuaib Noor	IT Expert -Consul Platform	Municipality	Baidoa
7.	Hon. Dahir Abdi Abdullahi	Minister	MoPWHR- SWS	Baidoa
8.	Mohamed Abdullahim Mohamed	Samaynta- Focal Person	MoPWHR- SWS	Baidoa
9.	Mohamed Aden Abdirahman	Director of Chamber of Commerce	Chamber of Commerce - SWS	Baidoa
10.	Mohamed Sidow Aden	Head of EDU	Enterprise Development Unit, Chamber of Commerce	Baidoa
11.	Abdifatah Adan Abdi	Former Focal person/ Now Area coordinator DS -SWS	MoPIED- SWS	Baidoa
12.	Yacqub Isack Husien	Former DG	MoPIED- SWS	Baidoa
13.	Abdifatah Mohamed Osman	Mayor of Bossaso	Municipality	Bossaso
14.	Mohamed Jama	Revenue Director/Consul platform custodian	Municipality	Bossaso
15.	Ahmed Yusuf Adam	Director of land and Public works	Municipality	Bossaso
16.	Musab Daud Osman	GIS specialist	Municipality	Bossaso
17.	Zeinab Hussein Mahamud	Deputy Director of Social Affairs	Municipality	Bossaso
18.	Eng Issa Issa	Advisor to the Mayor	Municipality	Bossaso
19.	Abdihakin Omary	Consul platform focal point	Municipality	Bossaso

20.	Hassan Said Jamma	Advisor to the Mayor	Municipality	Bossaso
21.	Mohamed Mahmudd	Director Projects	Puntland Chamber of commerce	Bossaso
22.	Ahmed Abdillahi Said	Saameynta Focal Point	MOIFAR Puntland	Online
23.	Abdifatah Mohamed Abdulle	Saameynta Focal Point	MOPIED Puntland	Online
24.	Yussuf Abdulkadir Ahmed	Saameynta Focal person	MOPWHR Puntland	Online
25.	Mohamed Geele	Director	SMAFSI	Bossaso
26.	Mohamed Saeed and	DG (acting)	Ministry of Fisheries and Marine Resources	Bossaso
27.	Ms. Sumeya	Director Fisheries	Ministry of Fisheries and Marine Resources	Bossaso
28.	Habiba Hussein Mohamud	Ministry of Interior FG	Area Coordinator DS Banadir	Online
29.	Asma Ahmed Mohamed	Ministry of Interior FGS	Focal person and Durable Solutions Advisor	Online
30.	Yusuf Abdikadir Mohamed	Ministry of Public Works FGS	Focal person	Online
31.	Abdihakim Ali Farah	Ministry of Interior Puntland	Area Coordinator DS Puntland	Online

Saameynta Programme Implementing UN Agencies

No	Name	Institution	Title	Location
32.	Lionel Laurens	UNDP	Resident Representative	Online
33.	Christopher Dennis Laker	UNDP	DRR	Mogadishu
34.	Garikai Mabeza	UNDP	Head of Programme Oversight and Quality Assurance	Mogadishu
35.	Shaila Khan	UNDP	Portfolio Manager	Mogadishu
36.	Luna Nagatomo	UNDP	Programme Coordinator	Mogadishu
37.	Abdirizak Omar	UNDP	Programme Officer	Mogadishu
38.	Abdirahman Mohamed Aden	UNDP	Enterprise Development Assistant	Baidoa
39.	Ahmed Abdirashid Mohamed	UNDP	Project Administrative and Finance Associate	Mogadishu
40.	Prestage Murima	IOM	Deputy Chief of Mission	Online
41.	Teresa DEL Ministro	IOM	Senior Resilience and Displacement Coordinator	Online
42.	Federica Acquaviva	IOM	M&E Officer	Online

43.	Karel BOERS Johannes Franciscus	IOM	Programme Coordinator	Online
44.	Milena Tamara	IOM	Programme Manager	Mogadishu
45.	Cynthia Kemunto	IOM	Programme Assistant	Online
46.	Abdifatah AHMED	IOM	Programme Officer	Mogadishu
47.	Abdiilah Osman	IOM	Programme Officer	Baidoa
48.	Ahmed Dahir MOHAMED	IOM	Senior Technical Assistant / Engineer	Bossaso
49.	Abdul Shakoor	IOM	Community development officer	Bossaso
50.	Balqesa Sheikh	UN-Habitat	Programme Coordination Expert	Online
51.	Abdullahi Mohamed	UN-Habitat	National Programme Officer	Baidoa
52.	Hassan Adan	UN-Habitat	Land Governance Specialist	Baidoa
53.	Mohamoud Hussein	UN-Habitat	National Programme Officer	Bossaso
54.	Abdirahman Barkhadle	UN-Habitat	National Programme Officer (Civil Engineer)	Baidoa, Somalia

Saameynta Programme other stakeholders UN Agencies, donors, CSOs etc.

No	Name	Institution	Title	Location
55.	George Conway	UN Somalia	DSRSG	Online
56.	Senai Terrefe	UN Somalia	Senior Solutions Coordinator	Online
57.	Peter Nodstrom	Somalia Joint Fund	Trust Fund Manager	Online
58.	Andrew Maina	Regional Durable Solutions Secretariat (ReDSS)	Regional Durable Solutions Coordinator	Online
59.	Ygor Scarcia	UNIDO		Online
60.	Mohammad Waseme	Somalia Joint Fund	M&E Specialist	Online
61.	Lula Sharif	Somalia Joint Fund	Programme Specialist	Online
62.	Lydia Nginya Wetugi	Swiss Agency for Development and Cooperation (SDC)	Manager Governance and Migration	Online
63.	Julien Peissard	Swiss Agency for Development and Cooperation (SDC)	Dep. Regional Director for International Cooperation	Online
64.	Rufus Kinyua Karanja	Swiss Agency for Development and Cooperation (SDC)	National Programme Officer - Migration & Protection	Online
65.	Lilian Obiye	Government of the Netherlands	Policy Officer Displacement and Durable Solutions	Online
66.	Stephen Kinyanjui	Government of the Netherlands	Senior Policy Officer Development Cooperation	Online
67.	Aoife Ossendorp	Government of the Netherlands		Online
68.	Mohammad Adum	NRC	Head of Programmes	Online
69.	Ahmed Said	NRC	Focal person/Engineer	Bossaso

Beneficiary communities

FGD with IOM Livelihood improvement beneficiaries in Baidoa **(6 persons including 3 women)**
FGD with UN HABITAT Housing beneficiaries in Baidoa **(6 persons, including 3 women)**
FGD with UNDP SME promotion beneficiaries in Baidoa **(5 persons, including 3 women)**
FGD with UNDP Fisheries training beneficiaries in Bossaso **(10 persons, including 5 women)**
FGD with MCH Staff in Grible **(7 persons all women)**
FGD with IOM beneficiaries at Grible **(32 persons, including 24 women)**
Total Progamme Beneficiaries in Baidoa and Bossaso: 66 (including 45 women)
In addition, the evaluation team also visited and observed various programme interventions and infrastructure works in Grible settlement like football ground, MCH, water supply scheme and constructed houses etc. and held on spot discussions with beneficiaries.

Annex-2: List of Participants of Telephonic Perception Survey

No	Beneficiary Name	Training Type	Organized by	Location
1	Abdullahi Mayow	University Students on land law	UN-Habitat	Baidoa
2	Abdirahim Sharif	Urban planning/land administration	UN-Habitat	Baidoa
3	Maryan Nor ibrahim	Land administration training	UN-Habitat	Baidoa
4	Fardowsa Adan	civil Society workshop on land law	UN-Habitat	Baidoa
5	Abdullahi Baareey	Land dispute committee training	UN-Habitat	Baidoa
6	Abdullahi Sankuus Buralle	Training municipality land registration	UN-Habitat	Baidoa
7	Dr. Hussein Izgowe Hussein	Training Baidoa Public Notaries	UN-Habitat	Baidoa
8	Jabir Issack	Baidoa STDM workshop	UN-Habitat	Baidoa
9	Issack Nuur Mohamed	LDT Validation	UN-Habitat	Baidoa
10	Abdifatah adan	Baidoa STDM workshop	UN-Habitat	Baidoa
11	Luul Aden nuur	Entrepreneurship skills training	UNDP	Baidoa
12	Qamar Sheikh Sahal	Entrepreneurship skills training	UNDP	Baidoa
13	Hawo abdullahi Mohamud	Entrepreneurship skills training	UNDP	Baidoa
14	Abdullahi Mohamed Hussein	Entrepreneurship skills training	UNDP	Baidoa
15	Abdisalam Abdi Mohamed	Entrepreneurship skills training	UNDP	Baidoa
16	Jabir Issack Mohamed	Consul- Platform- Training	UNDP	Baidoa
17	Hassan aden Ibrahim	Consul- Platform- Training	UNDP	Baidoa
18	Sumayo Noor Hassan	Consul- Platform- Training	UNDP	Baidoa
19	Shucayb Noor Hussein	Consul- Platform- Training	UNDP	Baidoa
20	Mahad Abdirahman	Consul- Platform- Training	UNDP	Baidoa
21	Mohamed Mursal	Modern farming (Drip irrigation) Skills	IOM	Baidoa
22	Muktar Ahmed Mohamed	Modern farming (Drip irrigation) Skills	IOM	Baidoa
23	Qasida Abukar Hirow	Modern farming (Drip irrigation) Skills	IOM	Baidoa
24	Amina Noor Hussein	Modern farming (Drip irrigation) Skills	IOM	Baidoa
25	Deynaba Sagarow Mohamed	Modern farming (Drip irrigation) Skills	IOM	Baidoa
26	Habiba Mohamed Abdi	Business mgt & entrepreneurship skills	READO /IOM	Baidoa
27	Zeinaba Farah	Business mgt & entrepreneurship skills	READO /IOM	Baidoa
28	Habiba Hussein	Business mgt & entrepreneurship skills	READO	Baidoa

			/IOM	
29	Aden Mohamed Haydar	Business mgt & entrepreneurship skills	READO /IOM	Baidoa
30	Maryan Bashir Ahmed	Business mgt & entrepreneurship skills	READO /IOM	Baidoa
31	Ahmed yusuf Adam	STDM Training for tenure mapping	UN-Habitat	Bossaso
32	Jama Abdullahi Mohamoud	STDM Training for tenure mapping	UN-Habitat	Bossaso
33	Musab Daud Osman	STDM Training for tenure mapping	UN-Habitat	Bossaso
34	Zeinab Hussein Mahamud	STDM Training for tenure mapping	UN-Habitat	Bossaso
35	Ali Jama Yusuf -	STDM Training for tenure mapping	UN-Habitat	Bossaso
36	Mukhtar Mohamoud Mohamoud	STDM Training for tenure mapping	UN-Habitat	Bossaso
37	Fatima Abdisalam	STDM Training for tenure mapping	UN-Habitat	Bossaso
38	Abdifatah Mohamed Abdi	STDM Training for tenure mapping	UN-Habitat	Bossaso
39	Abdifatah Abdulahi Mohamoud	STDM Training for tenure mapping	UN-Habitat	Bossaso
40	Abdirahman Abdi Mohamed	STDM Training for tenure mapping	UN-Habitat	Bossaso
41	Asiyo Muse	Social Cohesion strategy	IOM	Bossaso
42	Ayan Abdi Yusuf	Social Cohesion strategy	IOM	Bossaso
43	Fardawsa Abdirashid Ali	Health workers training	IOM	Bossaso
44	Sundus Saciid Shire	Health workers training	IOM	Bossaso
45	Iimaan Jaamac Ibrahim	Health workers training	IOM	Bossaso
46	Fadli Osman Mohamed	Health workers training	IOM	Bossaso
47	Aswaara Abdisalam Farah	Health workers training	IOM	Bossaso
48	Hamdi Saleban Salah	Protection training	IOM	Bossaso
49	Fadumo Yusuf Isse	Protection training	IOM	Bossaso
50	Aasiyo Hayaan Saed	Protection training	IOM	Bossaso
51	Asiya Mohamed Mohamud	Skill development training for fisheries	UNDP	Bossaso
52	Marya Ahmed Aden	Skill development training for fisheries	UNDP	Bossaso
53	Ilyas Iman Mohamed	Skill development training for fisheries	UNDP	Bossaso
54	Ali Nuur Yussuf	Skill development training for fisheries	UNDP	Bossaso
55	Yahye Abdulkadir	Skill development training for fisheries	UNDP	Bossaso
56	Osmane Mohamed	Skill development training for fisheries	UNDP	Bossaso
57	Abdullahi Said	Skill development training for fisheries	UNDP	Bossaso
58	Yassin Mohamud isse	Skill development training for fisheries	UNDP	Bossaso
59	Abdirahman Abdullahi	Skill development training for fisheries	UNDP	Bossaso
60	Samiro Mohamed	Skill development training for fisheries	UNDP	Bossaso

Annex-3: List of Saameynta Trainings and Capacity building events

Topic	Beneficiaries (# of women)	Date and place	Aim
Consul platform training	31 (8 women) – municipal staff, youth and women associations, religious leaders, private sector	Baidoa, September 2022	Understand citizen engagement and e-participation concepts (using ICTs to engage citizens in decision-making and public service delivery) towards fostered urban development and accelerated implementation of digital public services
Mudbrick production and carpentry	20 (no women) – IDPs from the shelter typologies	Baidoa, April/May 2023	Beneficiaries able to identify suitable soil, make mudbricks, compressed earth blocks and earth masonry, to contribute to the rolling out of shelter projects in Barwaaqo IDP site.
Rules of procedures of SWS Urban Land Management Law	26 (4 women) – SWS ministry of justice, notaries, municipality, land sales brokers, courts and police	Baidoa, May 2023	Capacity injection for key land governance actors (not directly involved in the law development process) to understand and operatitonalise the land law.
SWS State Urban Planning Committee's focal points' training	23 (5 women) - SWS MoPWRH	Baidoa, May 2023	Capacity injection for the State Urban Planning Committee's focal points to understand and operatitonalise the land law
Business development and investment promotion (EDU training)	20 (9 women) – private sector/SMEs	Baidoa, Q3/4 2023	Strengthen the private sector through trainings for entrepreneurs on enterprise management skills and business counselling, for them to improve their access to credit facility
Business development and investment promotion (EDU training)	11 (1 women) – private sector/SMEs	Bosaso, Q3/4 2023	Strengthen the private sector through trainings for entrepreneurs on enterprise management skills and business counselling, for them to improve their access to credit facility
LORA data collection	29 (12 women) - enumerators	Bosaso, September 2023	Training on quantitative data collection methodologies, sampling strategies and tools (Kobo) to measure progress towards durable solutions
Core Facilitation Team (FCT) training to conduct the community based planning	5 (1 woman) – municipality	September 2023, Bosaso	The CFT members (all from the department of social affairs in the municipality) are trained in community-based planning principles. The CFT is then tasked to conduct the community consultation with 100 participants from the community incl. IDPs from all 17 wards/villages of Bosaso in preparation of the Community Action Plan (CAP)
Livelihood Support Training (Entrepreneurship, Vocational Skill and Financial Management)	180 (127 women) – IDPs from a livelihood (equipment grant) intervention	Baidoa, October 2023	Building soft skills for business management, to complement equipment grants given to micro and small enterprises
TMT+ on inclusive land governance	26 (4 women) – government official at FGS, FMS and municipal level	Hybrid, November 2023	In collaboration with an NGO (The Hague Academy), comprehensive training on legal frameworks, customary practices, land

			management and administration, land-based financing, etc., for each FMS to present an action plan towards improved land governance
Land dispute resolution	26 (3 women) - land dispute resolutions committee, courts, civil society, community elders and MOPW staff	Baidoa, December 2023	Land law overview, land dispute challenges in Baidoa, structure and framework of the land dispute tribunal, standards for disputes management
Social cohesion ToT	55 (15 women) – government authorities and community members	Baidoa, December 2023	Strengthen mechanisms for ensuring sustainability and long-term resilience of social cohesion processes/strategy
Technical training on Using and Managing Baidoa's Citizen Engagement Digital Platform	8 (1 woman) – municipal and SWS MOPIED staff	Baidoa, December 2023	Understand how e-citizen engagement foster social accountability, and technical training on tools and features to provide technical and practical knowledge to manage the Consul platform
Trained and financed SMEs	218 beneficiaries (89 women)	Baidoa, 2024-2025	Trained and employed by 16 business provided financial access
Durable Solutions Progress Survey	125 (no breakdown available) - enumerators	Various locations, Q1/Q2 2024	Organised by IOM DTM to get a pool of enumerators knowledgeable on measurement of durable solutions as per DSP (government tool)
Fundraising and fund management for Co-Funding Mechanisms	20 (4 women) – DPIU (CSO created to manage the CFM) members	Baidoa, March 2024	Empowering the DPIU with the right skills to directly design and fundraise for community prioritised projects
ToT for TMT+ on inclusive land governance	24 (4 women) - government official at FGS and FMSs	Nairobi, April 2024	Champions from the TMT+ training in November 2023 were further trained on land tenure, urban planning, dispute resolution, and inclusive governance, to become trainers and advance inclusive land governance in their respective FMSs
Farming with drip-irrigation techniques	57 (43 women) – IDPs from the farming scheme	Baidoa, May 2024	Given that selected beneficiaries were already farmers before of being displaced, on-farm learning for new sustainable practices, training on the effective utilization of drip irrigation systems
Qualitative methodologies on impact of land in displacement	5 (3 women) - enumerators	Bosaso, May 2024 (refresher in January 2025 for 4 out of the 5)	Training on how to facilitate KIIs/FGDs with IDPs, specifically on land rights
ToT in inclusive land governance (SWS)	23 (7 women) - Staff from MoPW, MoI, IDP commission, CSO, municipality	Baidoa, May 2024	ToT on land tenure rights, dispute resolution mechanisms, sustainable land use practices, integration of best practices into local governance frameworks, etc. The trainers actively contributed to establishing or strengthening local land steering committees and technical working groups, ensuring participatory decision-making in land management processes. Trainers have worked closely with district-level land departments, helping improve their

			operational efficiency and technical capacity.
ToT in inclusive land governance (Benadir)	15 (2 women) - Banadari Municipal staff	Mogadishu, July 2024	ToT on land tenure rights, dispute resolution mechanisms, sustainable land use practices, integration of best practices into local governance frameworks, etc. The trainers have actively contributed to establishing or strengthening local land steering committees and technical working groups, ensuring participatory decision-making in land management processes. Trainers have worked closely with district-level land departments, helping improve their operational efficiency and technical capacity.
Owner-driven housing in Grible, Bosaso	61 participants – Grible residents	Bosaso, August 2024	61 beneficiaries were assisted through an owner-driven approach to construct two-room shelters and family latrines in Bosaso, providing oversight and training if needed.
ToT in inclusive land governance (Hirshabelle)	13 (3 women) - Staff from MoPW, Beledweyn, Balcad, Warshekh, Jowhar	Jowhar, August 2024	ToT on land tenure rights, dispute resolution mechanisms, sustainable land use practices, integration of best practices into local governance frameworks, etc. The trainers have actively contributed to establishing or strengthening local land steering committees and technical working groups, ensuring participatory decision-making in land management processes. Trainers have worked closely with district-level land departments, helping improve their operational efficiency and technical capacity.
ToT in inclusive land governance (Puntland)	21 (5 women) - Staff from Bossaso, Garowe, Galkio, Badhan, Eyl, Galdogob, Baredo, Qardho, Butinle	Garowe, August 2024	ToT on land tenure rights, dispute resolution mechanisms, sustainable land use practices, integration of best practices into local governance frameworks, etc. The trainers have actively contributed to establishing or strengthening local land steering committees and technical working groups, ensuring participatory decision-making in land management processes. Trainers have worked closely with district-level land departments, helping improve their operational efficiency and technical capacity.
ToT in inclusive land governance (Galmudug)	18 (5 women) - Municipal staff from Galkio, Dhusamareb, Hobyo, Adado	Gaalkayo, August 2024	ToT on land tenure rights, dispute resolution mechanisms, sustainable land use practices, integration of best practices into local governance

			frameworks, etc. The trainers have actively contributed to establishing or strengthening local land steering committees and technical working groups, ensuring participatory decision-making in land management processes. Trainers have worked closely with district-level land departments, helping improve their operational efficiency and technical capacity.
ToT in inclusive land governance (Jubaland)	21 (4 women) - Staff from MoPW, MoA, municipality, Ministry of Interior	Kismayo, August 2024	ToT on land tenure rights, dispute resolution mechanisms, sustainable land use practices, integration of best practices into local governance frameworks, etc. The trainers have actively contributed to establishing or strengthening local land steering committees and technical working groups, ensuring participatory decision-making in land management processes. Trainers have worked closely with district-level land departments, helping improve their operational efficiency and technical capacity.
SWS Urban Land Management Law	109 (37 women) – municipal authorities	Barawe, September 2024	After the TMT+ ToT, SWS MoPWHR organised technical training to expand ULML knowledge and operationalisation capacity in other SWS districts (key topics addressed: inclusive land governance, the legislative framework, institutional mandates, and the challenges in law enforcement)
SWS Urban Land Management Law	25 (21 women) - Civil society, Media, lawyers, community leaders, municipal authorities	Baidoa, October 2024	After the TMT+ ToT, SWS MoPWRH organised an awareness raising training for civil society and municipal authorities on the ULML
SWS Urban Land Management Law	50 (11 women) - university students	Baidoa, November 2024	After the TMT+ ToT, SWS MoPWHR organised an awareness raising training for university students on the ULML
SWS Urban Land Management Law	52 (13 women) – municipal authorities	Xudur, November 2024	After the TMT+ ToT, SWS MoPWHR organised technical training to expand ULML knowledge and operationalisation capacity in other SWS districts (key topics addressed: inclusive land governance, the legislative framework, institutional mandates, and the challenges in law enforcement)
Procurement and monitoring for Co-Funding Mechanisms	21 (4 women) – DPIU (CSO created to manage the CFM) members and one municipal officer	Baidoa, November 2024	Empowering the DPIU with the right skills to directly implement community prioritised projects in a transparent and efficient manner

Consul platform refresher training	9 (1 woman) – municipal staff including IT	Baidoa, November 2024	As requested by the focal point technical team of the municipality, refresher training for platform maintenance, to foster ownership and expand outreach
STDM	15 (1 woman) – land department staff	Baidoa, January 2025	To build foundational knowledge, a high-level awareness training session was conducted, followed by the development and approval of questionnaires tailored to the local land and tenure dynamics in collaboration with the municipality team. The process was further advanced through three technical training sessions, focusing on the practical application of the STDM tool and on spatial data collection and mobile data collection using the Kobo Toolbox.
Consul platform training	14 (10 women) – municipal staff	Bosaso, December 2024	Understand how e-citizen engagement foster social accountability, and technical training on tools and features to provide technical and practical knowledge to manage the Consul platform
Social tenure Domain Model (STDM)	15 (1 woman) – land department staff	Baidoa, January 2025	To build foundational knowledge, a high-level awareness training session was conducted, followed by the development and approval of questionnaires tailored to the local land and tenure dynamics in collaboration with the municipality team. The process was further advanced through three technical training sessions, focusing on the practical application of the STDM tool and on spatial data collection and mobile data collection using the Kobo Toolbox.
Baidoa Municipality Enumerators Training on STDM Data Collection	18 participants (2 Females) Enumerators training, Baidoa Municipality Lands Department.	Baidoa 26-30 January 2025	The aim of the Baidoa Municipality Enumerators Training on STDM Data Collection is to equip enumerators with the skills to accurately collect land and property data using the Social Tenure Domain Model (STDM).
Land dispute resolution rules on the law	27 Participants (6 Female) Baidoa Training for staff from Municipality, MoPWRH, Civil society, lawyers, community leaders, & Baidoa land tribunal	Baidoa, 22-23 February 2025	The aim of the Land Dispute Resolution Rules is to provide a clear, fair, and efficient process for resolving land-related conflicts according to the law.
Validation Workshop on Pre-scoping study	25 Participants (6 females). Baidoa Municipality, MoPWRH, Lawyers,	Baidoa, 9-10th February	The aim of the Validation Land Law Workshop on Pre-scoping Study is to review and validate findings of the pre-

	community elders & Civil Society organization.		scoping study to guide the development of land legislation.
STDM (3 technical sessions)	10 (2 woman) – land department staff and Ministry of public works	Bosaso, 25-27, February 2025	To build foundational knowledge, focusing on the practical application of the STDM tool and on spatial data collection and mobile data collection using the Kobo Toolbox.
Training on SWS Urban land management law.	50 Participants (14 females) Afgooye district, District staff, Civil Society	Afgooye district, 27 February 2025	The aim of the training on SWS Urban Land Management Law is to inform stakeholders on the legal framework for managing urban land in Southwest State, ensuring proper implementation and compliance.
Baidoa Municipality Staff Training on SOP for Land Registration and STDM	16 participants (1 Female). Baidoa Municipality Lands Department	Baidoa 19-20 March 2025	The aim of the Baidoa Municipality Staff Training on SOP for Land Registration and STDM is to train staff on standardized procedures for land registration and the use of STDM for effective land data management.
Mother Health Staff Training	22 participants (20 women) – 16 MCH health staff, 6 MCH community workers	Bosaso, March 2025	Training on basic health, first aid & clinical procedures, disease management & drug administration, facility management (health records, referral system, infection control) for the staff to ensure smooth running of the Mother Child Health Facility (MCH), constructed by Saameynta
Fishery skill development	100 participants (32 women) from DAC communities	Bosaso, March and April 2025	Skill training in fishery, one of the local economic sectors employing IDPs
Social Cohesion ToT Training Puntland	30 participants (14 women) – MoIFAD, Municipal staff, CSOs, and community leaders	Garowe, Puntland – April 2025	3-day interactive TOT training equipped municipal staff, CSOs, and community leaders with core knowledge and facilitation skills on social cohesion, conflict analysis, governance, stakeholder engagement, peace messaging, and MEL.
Urban land planning workshops for Baidoa, Xudur and Afgooye districts	25 (5 female). Ministry of Public Works	29 April- 1st of May 2025, Baidoa, Xudur and Afgooye	The aim of the urban land planning workshops for Baidoa, Xudur, and Afgooye districts is to strengthen local capacity in effective urban land use planning and management.
Round table discussion on LDT, Regulations and Guidelines	26 participant (6 Female). Baidoa Municipality Lands Department	Baidoa, 21 April 2025	The aim of the round table discussion on LDT, Regulations, and Guidelines is to engage stakeholders in reviewing and refining land dispute tribunals, regulations, and implementation guidelines.
Private sector forum workshop	85 (1 woman) entrepreneurs	Bosaso, 5 May 2025	Private sector dialogue forum to bring together stakeholders from the private sector, Puntland government, and development partners to foster inclusive economic growth and sustainable development.
Protection Training on GBV, PSEA and MHPSS	16 MCH health staff (16 women)	Bosaso, May 2025	Protection Training for the MCH health staff on protection mainstreaming,

			gender-based violence (GBV), prevention of sexual exploitation and abuse (PSEA) and MHPSS for the 16 health staff in the mother child health facility by IOM Protection unit. In addition, protection awareness raising for 200 residents in Grible
STDM **(Social tenure domain model)**	19 (9 woman) – land department staff	Bosaso, 20, May 2025	Training enumerators on the practical application of the STDM tool and on spatial data collection and mobile data collection using the Kobo Toolbox.
Entrepreneurship training for women	150 women beneficiaries	Bosaso, ongoing	Business skill development, financial literacy and entrepreneurship trainings to female DACs.

Annex-4: Evaluation Matrix

Evaluation Criteria	Key Evaluation Questions	Data Sources/ Methods	Indicators	Methods for Data Analysis
Relevance	• Was the programme relevant in addressing Somalia's internal displacement challenges? • Was the programme relevant to the needs and priorities of the target groups/ beneficiaries and their government? • Were they consulted during the design and implementation of the programme? • Did the programme's theory of change articulate assumptions about why the programme's approach is expected to produce the desired change? • Was the intervention designed in ways that respond to the needs and priorities of all genders and vulnerable and marginalized groups? If so, how?	• Review of programme documents including National policies and strategies • Key informant interviews • Focus group discussions • E-Surveys • Site visits	- Degree of alignment with the national and subnational policies, plans and priorities - Degree of appreciation from national stakeholders with respect to adequacy of project in addressing prevailing issues. - Level of involvement of government and other partners in the design and implementation - Linkages between project results and the needs of relevant stakeholders - Level of adaptation of gender-sensitive, human rights-based and conflict-sensitive approaches	Qualitative data analysis methods i.e. - Triangulation - Validations - Interpretations - Abstractions Quantitative methods - E-surveys
Coherence	• Was the programme aligned with national priorities as well as the UN's country and global strategic objectives? • Was the theory of change and results framework informed by an analysis of gender equality, political economy analysis, and human rights? If so, to what extent? • What were the respective UN participating organizations' comparative advantages within the wider, complex, systemic context it is embedded in? Why? • How well did the coordination between IOM, UNDP and UN-Habitat work? • Were there synergies and interlinkages between the intervention and other interventions carried out by each agency? • To what extent does intervention support national plans and strategies that aim to improve gender equality and human rights? What lessons can be learned?	• Review of programme documents including secondary sources • Key informant interviews • Focus group discussions • E-Surveys • site visits	- Level of synergies and interlinkages with other projects and program UN Agencies, Govt. and other partners - Level of alignment with national and sub-national policies and plans and UN priorities and programmes. - Availability and effectiveness of coordination mechanisms UN agencies and stakeholders working in the same area	Qualitative methods - Triangulation - Validations - Interpretations - Abstractions Quantitative methods - E-surveys

Evaluation Criteria	Key Evaluation Questions	Data Sources/ Methods	Indicators	Methods for Data Analysis
Effectiveness	• To what extent did the programme contribute to the national development priorities, UN Country Programme Documents, UN Sustainable Development Cooperation Framework, and the SDGs? • How effective was the programme in achieving its planned results (outputs and outcomes? • How effective has Saameynta been in reducing key barriers of durable solutions for IDPs in target locations? • To what extend have the various assessments and policies developed under Saameynta translated into concrete action which effectively impacted the lives of IDPs? • Was the programme effective in delivering synergistic and coherent desired/planned results? • How effective were the strategies and tools used in the implementation of the programme? • What are the lessons learned for future intervention strategies and issues? • At what level was gender mainstreaming adopted in the programme implementation? • Did the intervention achieve its objectives and expected results in ways that contribute to gender equality? If so, why? • How the programme involved vulnerable and disadvantaged groups and how they benefited from project interventions. •	• Review of programme documents including National policies and strategies • Key informant interviews • Focus group discussions • E-Surveys and site visits	- Progress towards outcome and output indicators and targets of programme results framework - Number and type of beneficiaries involved or benefited (sex disaggregated) - Kind and types of benefits generated for women and vulnerable groups - Level of involvement of government and other partners in the design and implementation - Linkages and level of contribution to SDG's targets. - No and types of durable solutions developed and adopted.	Qualitative data analysis methods i.e. - Triangulation - Validations - Interprétations - Abstractions Quantitative Methods - Progress and trend analysis of project planned and achieved targets - E-surveys
Efficiency	• Have resources (financial, human, technical) been allocated strategically and economically to achieve the Project's results? • What type of (administrative, financial, and managerial) obstacles did the joint programme face, and to what extent did this affected its efficiency at the terminal phase?	• Review of programme documents including (financial statements and audit reports)	- Planned vs. actual funds leveraged. - Level of discrepancy between planned and utilized financial expenditures - Availability and quality of financial management and M&E systems - Timeliness of project implementation	Qualitative data analysis methods i.e. - Triangulation - Validations Quantitative methods - Progress and trend analysis of project

Evaluation Criteria	Key Evaluation Questions	Data Sources/ Methods	Indicators	Methods for Data Analysis
	• Did activities overlap and duplicate other similar interventions (funded nationally and/or by other donors)? • To what extent did the M&E mechanism contribute to meeting project results? • How did the programme funding level and resource mobilization affect project implementation?	• Key informant interviews • Focus group discussions		allocations and expenditures - E-surveys
Sustainability	• How has the work of Saameynta been institutionalized in different government and UN organizations? • Are there financial, environmental and social or political risks that may threaten the sustainability of programme benefits? • What knowledge transfer took place during the programme implementation that will guarantee government institutions fulfill their role when the programme ends? • What are the key factors that will require attention to improve prospects of sustainability of programme outcomes and the potential for replication of the approach? • How were capacities strengthened at the individual and organizational levels (including contributing factors and constraints)? • What are the key lessons derived from the knowledge and experiences provided by the programme that can be used by evaluation users to enhance decision-making and programming? • What are the recommendations for similar support in the future? • Will the achievements in gender equality persist after the conclusion of the intervention? Have processes contributed to sustaining these benefits? • Have mechanisms been set up to support the achievement of gender equality in the long term?	• Review of programme documents including secondary sources • Key informant interviews • Focus group discussions • Site visits • E-surveys	- Extent of Financial, Institutional, Social and Environmental risks to sustainability of benefits generated by programme - Level of ownership of local institutions of programme interventions and availability of mechanisms to carry forward the results attained - Availability of an exit strategy to ensure sustainability - Extent of continuity of benefits for the women and vulnerable groups	Qualitative data analysis methods i.e. - Triangulation - Validations - Interpretations - Abstractions Quantitative methods - E-surveys

Evaluation Criteria	Key Evaluation Questions	Data Sources/ Methods	Indicators	Methods for Data Analysis
Impact	• To what extent does the programme make a difference in the lives of the beneficiaries' communities? • To what extent does the programme have an impact on durable solutions? • To what extend has the programme impacted the well-being and lives of IDPs? • To what extent does the programme impact the UN and government's policy design and decision-making process on durable solutions? • To what extent did the programme's land governance interventions impact the narrative of land as a pillar of durable solutions in Somalia? • What were the impact measurement tools used and what lessons can be learned for future programming? • What are the specific impacts or longer-term benefits of the programme for women and vulnerable groups?	• Review of programme documents including secondary sources • Key informant interviews • Focus group discussions • Field visits	- Availability and assessment mechanisms of impact related indicators? - Type and kind of long term positive and negative, foreseen and unforeseen changes produced by programme interventions - Level of contribution to gender equality and social inclusion	Qualitative data analysis methods i.e. - Triangulation - Validations - Interpretations - Abstractions
Cross cutting issues (Gender Equality, Human Rights, Environment and Disability)	• To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the programme? • Were there any barriers to participation of women and vulnerable groups in the programme implementation? • To what extent did programme adopt gender-sensitive, human rights-based and conflict-sensitive approaches? • To what extent has the project promoted positive changes in gender equality and the empowerment of women? • How were disadvantaged and vulnerable groups persons with disabilities consulted and meaningfully involved in programme design and implementation? • What kind of benefits the programme generated for women and vulnerable groups and how will these benefits be sustained in the longer run.	• Review of programme documents including secondary sources • Key informant interviews • Focus group discussions • E-Surveys and Field visits	- No and ratio of women involved and benefited from programme - Availability of gender sensitive indicators in the RF Interventions -No of people from disadvantaged groups involved and benefited - specific changes in gender equality and women's status, instances of unintended effects on gender dynamics - Level of access and benefits received by disadvantaged and marginalized groups, specific improvements in human rights conditions for these groups.	Qualitative data analysis methods i.e. - Triangulation - Validations - Interprétations - Abstractions Quantitative Methods - Progress and trend analysis - E-surveys

Annex-5: Long list of Questions for Stakeholders Consultation/Interviews

a) Specific questions for Implementing UN Agencies (UNDP, IOM, UN Habitat)

1. How was the programme conceptualized and who was involved in the design process?
2. What were the main issues programme intended to address?
3. To what extent were the programme objectives, design and implementation appropriate and relevant to national priorities, need of the target communities and priorities of UN agencies etc.? Are these objectives still relevant in the current context?
4. Is the project theory of change and the design adequate and technically feasible to address the problems that had been identified?
5. Is the project results chain from outputs, outcomes to impact clear, logical and achievable, and whether the respective indicators and targets are SMART and gender disaggregated?
6. To what extent are the programme interventions aligned with the need's women and vulnerable segments of the target areas?
7. What were the specific roles of various implementing UN agencies (UNDP, IOM, UN Habitat) in the programme implementation and what was the division of resources and work?
8. What are the comparative advantages of UN agencies in the context of the programme?
9. What were the coordination mechanisms among implementing UN Agencies in particular and with stakeholders in general, during the implementation of programme? Were there any coordination related issues and challenges?
10. Who were the main stakeholders of the programme and what was the level of stakeholder ownership and collaboration in implementation? Were there any collaboration or coordination related issues with stakeholders?
11. How was the programme governed and managed? Were the project governance and management structures appropriate and suitable?
12. Are there any changes/revisions made to the results framework indicators and targets during implementation, if yes why and what type of changes were made?
13. How is the project progress and performance being monitored and evaluated? What kind of M&E mechanisms are in place for collection, analysis and reporting of data related to results framework indicators?
14. How was the information provided through the M&E system used to improve the programme performance and to adapt to respond to the changing needs?
15. To what extent the intervention addressed the synergies and interlinkages with other interventions carried out by other stakeholder UN, Governmental institutions and development partners working in the same sphere?
16. What were the major issues in programme implementation which hindered the timely achievements of the project targets and how were they mitigated?
17. Were financial resource and timeframe adequate to achieve targets? Were there any project extensions, if yes what were the main reasons for it?
18. To what extent have resources (financial, human, institutional and technical) been allocated and utilized strategically, keeping the best value for money?
19. To what extent the expected programme outcomes: 1) Enhanced capacities of local authorities and DACs to implement durable solutions has been achieved.

20. To what extent the expected programme outcome: 2) Improved self-reliance and social cohesion in DAC communities has been achieved?
21. What are the expected longer-term impacts of the programme? Are there any indications that the programme has contributed in improving socio-economic and livelihood conditions of the target communities, especially the women and vulnerable groups?
22. What is the likelihood of continuation and sustainability of the programme benefits after completion of the programme?
23. What is the level of ownership of the programme interventions at governmental level and how will the project benefits be sustained after the project? Are there any financial, technical, environmental or social risks which could hinder the sustainability of the project benefits, if yes, please elaborate?
24. What are the main lessons that have emerged from programme implementation?
25. What will you suggest to overcome the challenges and to improve performance of future interventions?

b) Specific questions for main governmental counterparts at the national, sub-national and municipal levels.

1. How was the programme idea was conceptualized and by whom? Was your organization involved in the programme conception and design process?
2. Were the project objectives and interventions consistent with the overall Government of Somalia and FMS priorities and especially the mandate and needs of your institution?
3. What were the main challenges project intended to address?
4. What was the role of your institution in overall programme implementation?
5. Did the programme help address the capacity building needs of your organization in the context of programme objectives?
6. Did the project support your organization in carrying out assessments, development of strategies, plans, legal and regulatory frameworks and infrastructure to promote durable solutions for the DACs? If yes please elaborate.
7. Did your organization receive any financial/material/technical inputs from the programme, if yes, pleased elaborate? Was any LOA signed with your organization for implementation of specific activities?
8. Is the project design, approach and inputs appropriate in addressing the needs of your institution and the targets groups?
9. What was the level of cooperation and coordination between your institution and project implementing agencies and were there any coordination/collaboration issues?
10. Have you participated in the Project Board meetings, if yes how often were the meetings held and what kind of decisions were made?
11. Was the support and inputs of the programme up to your expectations and what is the comparative advantage of implementing UN Agencies?
12. To what extent have women, marginalized and disadvantaged groups, benefited from the programme interventions?
13. In you view, what were the main issues and limitations faced during the implementation of the programme?

14. To what extent the expected programme outcomes: 1) Enhanced capacities of local authorities and DACs to implement durable solutions has been achieved.
15. To what extent the expected programme outcome: 2) Improved self-reliance and social cohesion in DAC communities has been achieved?
16. Do these achievements meet your expectations and are you satisfied with the overall programme progress and performance?
17. What is the level of ownership of the programme interventions at your institution and how will the project benefits be sustained after the programme? Do you have financial and technical resources available to sustain project benefits after the programme?
18. Do you still have more capacity building or any other needs or challenges, which are not being fulfilled so far, if yes, what are these.
19. What would have been the implications if this programme was not implemented at all?
20. What are the main lessons that have emerged from project implementation?
21. How would you rate the project performance in terms of its relevance and effectiveness on scale 1-10, 1 being lowest and 10 being the highest?
22. What will you recommend to overcome challenges and improve performance of future such initiatives?
23. Will you recommend this type of programme for other DACs concentrated cities and towns in Somalia?

c) Specific questions for project beneficiaries and participants of the FGDs

1. What is the total population of DACs and what were/are the main challenges faced by your community?
2. How you come to know about the programme, who contacted you and when? Why was your community selected among others?
3. Do you have some kind of community-based organizations/groups or citizen engagement platforms established? If yes what are its roles and benefits?
4. What were the main interventions implemented and services provided by the programme in your community and how was your community involved in these interventions?
5. Did your community receive some kind of capacity building/training support? If yes in what areas/subjects and how many persons (men and women) were benefited in your neighbourhood?
6. Do your community have any community-based funding mechanisms? if yes, how is it collected and used? Have your community contributed in any shape (in money or in kind) to implement various programme interventions?
7. Among other, how the programme addressed the issues of land tenure and governance in your area?
8. What were the main infrastructural development and support provided in your area through programme support?
9. Were there any challenges faced during programme implementation in your community? Please elaborate.
10. Were there any women, children and vulnerable groups specific interventions implemented and services provided by the programme? If yes please elaborate and how were these groups involved?

11. What kind of positive changes/benefits in term of improved livelihood, living conditions and resilience etc. have been brought through the programme support in your community? Please identify 3 most promising benefits of the programme.
12. How will the benefits generated by programme be sustained? What are the main challenges in the longer-term sustainability programme interventions and services?
13. What is the level of ownership and commitment of your community towards sustaining programme interventions and services in the longer run?
14. What kind of support you will require from local governmental institutions to sustain these services?
15. What is the level of cooperation of local/resident communities towards the DACs are they supportive and welcoming?
16. Apart from the Saameynta programme is there any other such projects and programme implemented by other organizations and local governmental institutions in your community?
17. What are the main lessons learnt during the programme implementation?
18. What are the current challenges in your community and what more needs to be done to further improve livelihoods, economic conditions, infrastructure, land tenure, inclusion and resilience in your community?

d) Specific questions for donor agencies

1. How was the programme conceptualized and were the respective donor agencies involved in the design process?
2. What are the main priority areas of the respective donors in Somalia and to what extent were the programme objectives aligned with donor agencies priorities?
3. Is the respective donor agencies member to programme steering committee, if yes then, was the guidance and oversight of the PSC found instrumental in the steering of the programme?
4. How often the programme reported its progress to donors' agencies and was the progress and performance of the programme found satisfactory? If not, please elaborate.
5. How the donor agencies monitored the implementation of the programme and what mechanisms and tools were employed and how was the feedback provided?
6. In donor agencies view what were the main challenges the project faced during its implementation?
7. How was collaboration with the implementing UN agencies and other stakeholders found, was it found satisfactory from donors stand point? If not, please elaborate.
8. From donor stand point what were the main benefits produced by the programme? Were there any limitation to achieving desired results?
9. From donor stand point, did the programme provided value for money? If yes how? If not why?
10. What are the views of donors on gender equality and inclusion of vulnerable groups in project implementation and benefits received?

11. What are the views of donors on the overall sustainability of programme interventions after the programme is completed? Is there any concern in this regard, if yes, please elaborate?
12. Will the donors continue its financial support to UN agencies work related to DACs in Somalia?
13. What will donors recommend/suggest to further improve performance of such projects in future?
14. Any specific issues and remarks which donors would like to offer in the context of the project.

f) Gender Equality and Social Inclusion (GESI) Specific Questions

Note: GESI specific questions are already incorporated in above. However, in the following a summary of main GESI specific questions are reproduced for reference and further clarity:

1. What are the main challenges and barriers faced by women and vulnerable groups among DACs? and how do these issues affect their access to resources, services, and opportunities?
2. How were the gender equality and social inclusion issues systematically integrated into the programme design and results framework, and theory of change to ensure that the needs and priorities of women, marginalized groups, and vulnerable populations were adequately addressed?
3. How the programme identifies and actively involve women, youth, persons with disabilities, and other vulnerable groups in the design, implementation, and decision-making processes?
4. What were the specific interventions implemented by the programme to enhance gender equality and social inclusion?
5. To what extent are programme resources (financial allocations, time, staff, (disaggregated by gender), and access to technical and gender expertise) adequate and effectively utilized to address gender inequalities and promotesocial inclusion?
6. Did the programme established and strengthened community-based women organizations or networks to advance gender equality and women's empowerment at the local level?
7. To what extent has the programme contributed to advancing gender equality, women's empowerment (social and economic spheres), and the meaningful inclusion of vulnerable and disadvantaged groups such as youth, persons with disabilities?
8. To what extent have the programme interventions promoted equitable access, participation, and benefits for all genders, and addressed specific barriers faced by women and marginalized groups?
9. Did any unintended effects emerge for women, men, or vulnerable groups? If so, how were they addressed?
10. To what extent are there sustainable mechanisms, institutional procedures, and policy frameworks in place to enable key stakeholders—including government, civil society, and

community actors—to sustain and build upon the programme's results in advancing gender equality, women's empowerment and inclusion of vulnerable groups?

11. How is gender equality and social inclusion incorporated into the monitoring and evaluation of the programme? Did the programme collected gender, disaggregated data related to results framework indicators?
12. What are the long-term impacts of the programme on gender equality, women's empowerment (social, and economic dimensions) and social inclusion of marginalized groups such as persons with disabilities, youth etc.?
13. What are the main lessons learnt regarding promotion gender equality and the meaningful inclusion of vulnerable groups? How can these lessons inform future programming?
14. Are there joint strategies regarding gender mainstreaming and social inclusion for future project implementation or recommendations? If yes, how effective are they in implementation, and what is their continuity beyond the project period?
15. What recommendations can be given for the sustainability of the project regarding gender equality and marginalized groups?

Annex-6 Questionnaire for Capacity Building/Awareness Activity Participants

Name	Gender	Designation/Organization	Event/Training/Activity attended

For each of the following, please indicate (tick) participant's responses:

Questions	Excellent	Good	Average	Poor
Overall relevance and quality of the content of the capacity building/awareness workshop/activity attended	[ ]	[ ]	[ ]	[ ]
Overall suitability of the workshop/activity to your needs and expectations	[ ]	[ ]	[ ]	[ ]
Level of improvement in your knowledge and understanding regarding Durable Solutions for DACs	[ ]	[ ]	[ ]	[ ]
Level of practicality/applicability and replicability of the knowledge gained, to your work sphere	[ ]	[ ]	[ ]	[ ]
Overall Workshop/Event facilitation, timings and Organization etc.	[ ]	[ ]	[ ]	[ ]

What are the 3 main things you have learnt during the event or activity?

Have you applied the knowledge acquired, if yes; Please give some examples of your work and products, if no please highlight how you plan to use in the future?

What will you recommend to further improve such capacity building activities?

Annex-7: UNEG Code of Conduct for Evaluators/Consultant Agreement Form

Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

Evaluation Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Evaluator: Nisar Ahmad Khan

Name of Consultancy Organization (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at Islamabad (Place) on 4 April 2025 (Date)

Signature: _____