



# Terminal Evaluation Report of Strengthening national capacities for improved decision-making and mainstreaming of global environmental obligations in Somalia (CCCD Project)

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Region: RBAS

GEF Focal area: Multiple

GEF Strategic programme: CCCD 1,2,3,4

Executing and Implementing partner: UNDP

Consultants

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## LIST OF ACRONYMS

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CCCD	Cross-cutting capacity development
CPD	Country Programme Document
CSOs	Civil Society Organizations
DIM	Direct Implementation Modality
DOECC	Directorate of Environment and Climate Change
FG	Federal Government of Somalia
FMS	Federal Member States
GEF	Global Environment Facility
IRRF	Integrated Results and Resources Framework
LDCF	Least Developed Country Fund
LOA	Letter of Agreement
M&E	Monitoring and Evaluation
MEAs	Multilateral Environmental Agreements
MOECC	Ministry of Environment and Climate Change
NAP	National Adaptation Plan
NAPA	National Adaptation Programme of Action to Climate Change
NCSA	National Capacity Self-Assessment
NDC	Nationally determined contributions
NDP	National Development Plan
NGO	Non-Governmental Organization
OECD/DAC:	Organization for Economic Cooperation/Development Assistance Committee
PSA	Public Service Announcement
PSC/PB	Project Steering Committee/Project Board
RRF	Results and Resource Framework
SDGs	Sustainable Development Goals
SMART	Specific, Measurable, Attainable, Relevant, and Time-bounded
SWOT	Strengths, Weaknesses Opportunities, Threats
TE	Terminal Evaluation
TOR	Terms of Reference
TPM	Third Party Monitoring
UNCBD	United Nations Convention on Biological Diversity
UNCCD	United Nations Convention to Combat Desertification
UNDAF	United Nations Development Assistance Framework
UNDP CO	United Nations Development Programme Country Office
UNDP	United Nations Development Program
UNFCCC	United Nations Framework Convention on Climate Change
UNSF	UN Strategic Framework for Somalia
USD	United States Dollar

## EXECUTIVE SUMMARY

### Project Information Table

Project title: Strengthening national capacities for improved decision-making and mainstreaming of global environmental obligations.					
Country: Somalia		Implementing Partner: UNDP Somalia		Management Arrangements: Direct Implementation Modality	
Atlas Project ID/Award ID number: 00087663			Atlas Output ID/Project ID number: 00094606		
UNDP-GEF PIMS ID number: 5799			GEF ID number: 9651		
Region: RBAS			GEF Focal Area: Multi Focal Area		
UNDAF/Country Programme Outcome: Outcome 4.1: Government capacities, institutions, policies, plans and programmes strengthened to better prevent, prepare for, respond to and recover from the impact of natural and man-made shocks at Federal, FMS levels and local level; Outcome 4.4: Sustainable management of environment and natural resources					
UNDP Strategic Plan Output: Solution 4: Promote nature-based solutions for a sustainable planet					
PIF Approval date: March 16,2017			CEO endorsement date:		
Project start date (ProDoc) signature date: 1 July 2018			Original Planned project closing date: 30 June 2022		
Actual Pro-doc signing date : 11 September 2018			Revised project closing date: 11 September 2022		
Project inception workshop date: 12 November 2018					
Financial Information					
Source	Allocation at time of Pro-doc signing (US\$)	Allocation at time of TE (US\$)		Expenditure at time of TE* (US\$)	
GEF/LDCF	1,000,000	1,000,000		909,922	
UNDP/TRAC	500,000	1,008,246		956,261	
KUWAIT	-	250,000		245,734	
Co-financing from Government (in-kind)	1,000,000	1,000,000		930,000	
Total	2,500,000	3,258,246		3,041,917	

### Project Description

The CCCD project was designed and implemented to support the mainstreaming of the three Rio Conventions into national development and sectoral planning frameworks and to build the capacities of stakeholders to catalyze Somalia's more effective participation in environmentally sound and sustainable development in a way that produces co-benefits for the global environment. More specifically, the project intended to bring about the desired change by systematically targeting key barriers to make incremental improvements. The

overall objective of the project was *“to strengthen a targeted set of national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities, with particular attention to improving collaboration and coordination between and among the federal and state governments”*. To achieve this objective, the project had outlined three interlinked outcomes: 1) *Environmental governance is improved through strengthened policy coordination*; 2) *Global environmental governance is decentralized*; and 3) *Environmental attitudes and values for the global environment are improved*.

The total duration of the project was four years, from 11<sup>th</sup> September 2018 to 12<sup>th</sup> September 2022. The total original project budget was USD 2.5 Million, comprising \$ 1 Million from GEF resources, \$0.5 Million from UNDP TRAC and \$ 1 Million as Government in-kind co-financing. Down the road UNDP TRAC funding was increased to \$ 1 Million and an additional funding of \$ 0.25 Mill was mobilized from Kuwait, which increased the total available project resources to \$ 3.25 Million. The project was implemented through the Direct Implementation Modality, with UNDP as senior executive and implementing agency. At the Federal level, the then, Directorate of the Environment at the Office of the Prime Minister, remained the main focal institution and at the member state level and Somaliland the relevant Ministries of Environment and Climate Change were actively involved in project implementation. Other stakeholders included private sector organizations, academia, NGOs and local communities etc. The overall purpose of this terminal project evaluation was to assess the achievement of project results, outcome and impacts, and to draw lessons that can both improve the sustainability of benefits from the project.

### Summary of main conclusions and lessons

- Project objective, results and interventions were found highly relevant and consistent with the needs, priorities and mandates of relevant governmental institutions, to overcome the prevailing barriers to mainstream the obligations of the 3 Rio Conventions in Somalia.
- Project support was found quite effective in mainstreaming of Rio conventions in the national and member state level environmental and climate change policies and frameworks. However, keeping in view the wider scope, further support will be required to fully implement the relevant policies and plans.
- Project support was found quite effective in promoting decentralization of global environmental governance. However, the project emphasis mostly remained at the federal and state levels institutions, there are still a number of challenges in the full scale decentralization of environmental governance to the district and local levels in Somalia.
- Project support was also found instrumental in improving environmental attitudes and values for the global environment through mass awareness campaigns etc. However, changing attitudes is a long term endeavor, requiring further efforts, especially to reach out and raise awareness among the wider population of Somalia.
- The project has successfully utilized almost all of its allocated cash financial resources. The in-kind co-financing from the Government was in the shape of government official's time, office spaces and utilization of government premises. Overall project resources were managed and spent in an efficient, cost effective and accountable manner. However, cost of doing business in Somalia remained slightly higher for some activities.

- Despite slow down resulting from COVID pandemic and security and political situation the project was quite successful in completing all of its activities within the stipulated time frame, without asking for any extension.
- The availability of relevant institutional and policy frameworks and the high degree of ownership among participating governmental institutions, provides sound basis for continuity and sustainability of project benefits in the longer run. However, keeping in view the widespread nature of environmental issues in Somalia, further financial and technical support will be required to fully implement the relevant policies and plans.
- It is a bit too early to assess the overall impact, however the improved capacities and awareness has considerably helped in mainstreaming of the of the global environmental obligations in policy instruments. It is expected that the full scale implementation of these policies and frameworks will significantly contribute in meeting global environment obligations and national priorities in the longer run.
- The project has made efforts to involve women in its capacity building and awareness related interventions. However, the participation of women in project implementation remained a bit low, on one hand due to the conservative nature of society and on the other hand, the project design didn't provide any specific budget, interventions and indicators to specifically address and monitor gender equality issues.

### Evaluation Rating Table

<b>1. Monitoring &amp; Evaluation (M&amp;E)</b>	<b>Rating</b>
M&E design at entry	<b>S</b>
M&E Plan Implementation	<b>S</b>
Overall Quality of M&E	<b>S</b>
<b>2. Implementing Agency (IA) Implementation &amp; Executing Agency (EA) Execution</b>	<b>Rating</b>
Quality of UNDP Implementation/Oversight	<b>S</b>
Quality of Implementing Partner Execution	<b>S</b>
Overall quality of Implementation/Execution	<b>S</b>
<b>3. Assessment of Outcomes</b>	<b>Rating</b>
Relevance	<b>S</b>
Effectiveness	<b>S</b>
Efficiency	<b>S</b>
Overall Project Outcome Rating	<b>S</b>
<b>4. Sustainability</b>	<b>Rating</b>
Financial sustainability	<b>ML</b>
Socio-political sustainability	<b>ML</b>
Institutional framework and governance sustainability	<b>L</b>
Environmental sustainability	<b>L</b>
Overall Likelihood of Sustainability	<b>ML</b>

### Summary Recommendations

No	Recommendation	Timeframe	Entity Responsible
<b>1</b>	The much needed external technical and financial support should continue in times to come. The draft resource mobilization strategy needs to be finalized as soon. There is also greater scope to explore opportunities of co-financing from relevant private sector companies in Somalia for implementation of future such initiatives.	By December 2022	UNDP, MoECC at FG level

<b>2</b>	To pursue the finalization and endorsement of the draft policies for some of the remaining FMS. To develop comprehensive strategies and implementation plans at the FG and FMS level, to effectively implement the approved policies.	By March 2023	UNDP, MoECC at the FG and FMS levels.
<b>3</b>	Future environmental and climate change related initiatives should equally focus on building capacities for sustainable environmental management especially at the district and sub-district level institutions.	As applicable for future initiatives.	UNDP, MoECC at the FG and FMS levels.
<b>4</b>	Future initiatives should involve more local level CSOs and community based groups and strengthen their capacities. CSOs should be involved as implementing partners, through signing LOAs on longer term basis and their representatives should be included in the project decision making bodies like project board.	As applicable for future initiatives.	UNDP, MoECC at the FG and FMS levels.
<b>5</b>	Future media awareness campaigns should be designed in a more innovative and interactive way to catch the attention of the viewers and the potential of (paid) content promotion and dissemination tools and services, like phone based SMS, public service announcements and internet advertising, should be duly utilized.	As applicable for future initiatives.	UNDP, MoECC at the FG and FMS levels.
<b>6</b>	All knowledge products generated by the project should be widely shared with all relevant stakeholders, in line with the prepared distribution plans. Similarly, these products should be duly uploaded to the new website of MoECC, to make it available for the reference and use of stakeholders.	By December 2022	UNDP, MoECC at the FG level.
<b>7</b>	Future such projects should duly address the gender mainstreaming issues in project design and incorporate specific intervention and indicators to promote women participation and involvement in all stages and components of the project. Future projects should also engage dedicated gender specialists who should develop and implement project gender mainstreaming strategy etc.	As applicable for future initiatives.	UNDP, MoECC at the FG level.
<b>8</b>	Future initiatives should help in further strengthening of existing coordination forums and efforts should be made to further develop, strengthen and institutionalize coordination mechanisms and systems especially among relevant FG and FMS environmental institutions.	As applicable for future initiatives.	UNDP, MoECC at the FG and FMS levels.
<b>9</b>	Future initiatives should incorporate advocacy and capacity building related interventions for relevant parliamentary committees at the FG and FMS levels to enhance their capacities to review, advocate and enact specific environment and climate change related legislations and regulatory frameworks.	As applicable for future initiatives.	UNDP, MoECC at the FG and FMS levels.
<b>10</b>	The outcomes and outputs of future initiatives should be made as specific and as measurable as possible, which can be duly achieved by the end of the project period. Furthermore, a balance should be struck between qualitative and quantitative indicators. Nevertheless, gender specific indicators should be duly incorporated in the results framework to monitor gender equality and sensitivity. Such projects should also employ dedicated M&E experts, to ensure development and implementation of project based M&E mechanisms.	As applicable for future initiatives.	UNDP

## 1. INTRODUCTION

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### 1.1 Evaluation Purpose

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP supported GEF financed projects are required to undergo a terminal evaluation. As outlined in the ToR, the overall purpose of this terminal project evaluation is to assess the achievement of project results, outcome and impacts, and to draw lessons that can both improve the sustainability of benefits from the project, and aid in the overall enhancement of UNDP programming. It further seeks to assess Project's accountability, transparency, and collaboration with key national stakeholders and UNDP staff at Regional and Country Office levels.

### 1.2 Evaluation Scope

According to ToR, the overall scope of the evaluation exercise is to:

- Assess project performance against the evaluation criteria: relevance, effectiveness, efficiency, sustainability, and impact.
- Assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts.
- Assess the key financial aspects of the project, including the extent of co-financing planned and realized.
- Assess project performance against expectations set out in the project's Logical Framework/Results Framework
- Assess the extent to which the gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?

Since this is the Terminal evaluation of the project therefore it covered the entire project period from Sep 2018 to Sep 2022. The project was implemented at the Federal level and at the Federal Member States of Puntland, Jubland, Galmudug, Hirshablebe, Southwest including Somaliland. The target stakeholders who were consulted during the evaluation exercise, includes key persons from relevant Governmental Institutions at the Federal and FMS level and Somaliland, CSOs, academia, private sector and members of local communities. Please see list of persons consulted as Annex-1.

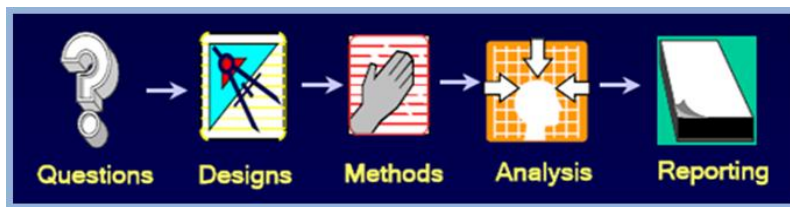
The terminal evaluation was mandated to assess project performance against expectations set out in the project's Logical Framework/Results Framework, especially the level of achievement of the three stipulated outcomes i.e.: 1) Environmental governance is improved through strengthened policy coordination; 2) Global environmental governance is decentralized; and 3) Environmental attitudes and values for the global environment are improved.

### 1.3 Evaluation Approach & Methodology

#### a) Evaluation Approach

Overall the project terminal evaluation exercise was conducted in accordance with the Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects (2020) and OECD-DAC standard evaluation criteria and principles. The evaluation used the standard criteria of Relevance, Coherence, Effectiveness, Efficiency, Sustainability and Impact

to assess the overall project progress and performance. Keeping in view the scope of the project evaluation, a mixed method approach was adopted using qualitative and quantitative data collection and analysis methods, techniques and tools. 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*.



### b) Evaluation questions

A number of evaluation questions were provided in the ToR, to assess the overall relevance, efficiency, effectiveness, sustainability, impact and cross cutting issues. These questions were further refined and adjusted and were used during the key informant interviews and focus group discussions during the data collection process. A detailed evaluation matrix was prepared, at the time of Inception Report, outlining the evaluation criteria, main evaluations questions, data sources/methods, indicators and methodology etc.

### c) Sampling strategy

In view of the scope and timeline of the evaluation exercise and security situation it was not be possible to reach all stakeholder's. Therefore, the evaluation adopted a mix of purposive and convenience sampling strategies. A list of key informants among stakeholders was drawn with the help of project team, considering their level of involvement/participation in project design, implementation and benefits received, nevertheless also depending on their availability. The discussions/interviews with most informed key persons, generated credible primary data related to the various aspects of project performance in line with the mentioned evaluation criteria. Main stakeholders include officials of UNDP CO and project team, Governmental Institutions at the Federal and state level, CSOs, academia and other beneficiaries for details please see Annex-1: List of Stakeholders consulted during the evaluation exercise.

### c) Data Collection Methods

#### • **Desk Review of documents**

A good deal of relevance, efficiency, effectiveness, sustainability and impact related data was obtained from review of relevant documents and secondary sources. Qualitative and quantitative data was extracted from various project documents, reports and secondary sources and was used to assess project progress and performance based on mentioned evaluation criteria and indicators of the Project Results Framework. These documents will have included but not limited to;

- CCCD Project document
- UNDAF and UNDP Country Programme Document
- Project Work Plans
- Project Annual Reports
- Third party monitoring reports
- Technical Studies and Reports

- Workshop, training, events etc.
- National and State Level Strategic and Legal Documents etc.
- Project Financial Statements
- Minutes of Project Board Meetings etc.
- Secondary sources and national statistics and online resources etc.

- **Key Informants interviews and Focus Group Discussions**

Key informant's interviews and focus group discussion remained the main instrument for collection of primary data related to outlined evaluation questions. Key persons among stakeholders were identified in consultation with UNDP CO and project team and discussions/interviews were held online, telephonically and in-person in Mogadishu and Hargeisa during the field mission. The main criteria for selection of respondents was based on their role and level of involvement in project design and implementation and benefits received. In total 71 key persons were interviewed during the evaluation exercise/mission out of which 15 were women (21%).

Out of total 28 respondents were met or interviewed either in person in Mogadishu and Somaliland or were interviewed remotely through zoom during the evaluation mission, while 43 respondents at the Federal and FMS level were interviewed by the National Consultant telephonically, specifically in the context of awareness raising. These key persons included officials of UNDP CO, project team, Governmental Institutions at the Federal and state level, CSOs, academia, private sector and members of local communities. ***Please see Annex-1 (A&B): List of persons consulted during the evaluation exercise.***

#### d) Data Analysis

In view of the mix-method approach for data collection, the acquired data was analyzed both qualitatively and quantitatively. 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.

Although the project results framework didn't provide any gender specific indicators, however specific questions related to gender equality were included in the evaluation matrix and were asked during interviews with all respondents. Gender disaggregated data, especially related to participation of women in project workshops and awareness raising events was extracted from project documents and was triangulated with data collected during the interviews. Efforts were made to analyze the extent of involvement of women in project activities and especially in the capacity building and awareness related interventions through assessing the percentage/proportion of women.

Similarly, where applicable, available data was analyzed using simple statistical methods to determine progress and trends including gender disaggregation. 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. Financial data was analyzed using project allocated budgets and expenditures, including the extent of co-financing planned and

realized. Variances between planned and actual expenditures were assessed and explained. The financial data was analyzed through excel to produce graphs and determine trends.

#### 1.4 Rating Scales

The following rating scales, provided in the evaluation guidelines, has been used for performance rating of various evaluation criteria and M&E and Implementation/Oversight and execution etc.

Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, Relevance	Sustainability ratings:
6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings 5 = Satisfactory (S): meets expectations and/or no or minor shortcomings 4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings 3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings 2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings 1 = Highly Unsatisfactory (HU): severe shortcomings Unable to Assess (U/A): available information does not allow an assessment	4 = Likely (L): negligible risks to sustainability 3 = Moderately Likely (ML): moderate risks to sustainability 2 = Moderately Unlikely (MU): significant risks to sustainability 1 = Unlikely (U): severe risks to sustainability Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability

#### 1.5 Ethical considerations

The evaluation has been conducted keeping in view the values and obligations outlined in the UNEG 'Ethical Guidelines for Evaluators. According to the guidelines the evaluators duly respects people's right to provide information in confidence and have made participants aware of the scope and limits of confidentiality, while ensuring that sensitive information cannot be traced to its source. The TE team had clarified to all stakeholders interviewed that their feedback and input will be confidential. The final TE report didn't indicate any specific source of quotations or qualitative data in order to uphold this confidentiality. Furthermore, the evaluation was conducted by an independent evaluation team, consisting of an international and national consultant, with highest degree of personal and professional integrity, who had no prior involvement in project design and implementation. A signed Code of Conduct form is attached as Annex-7.

#### 1.6 Limitations of the Evaluation

Like every evaluation this evaluation exercise also had its own limitations. Due to limited duration of the field mission and security related restrictions in Somalia, it was not possible to visit and consult officials of participating member states in person or to reach out to communities directly, who were involved or benefited from project awareness campaigns. Therefore, most of State level key persons, with exception of Somaliland, were consulted

online or telephonically and similarly data related to awareness campaigns was obtained indirectly project records and social media platforms. Nevertheless, the limited timeframe and tight schedule of the evaluation exercise also posed some challenges due to condensed workload.

### **1.7 Structure of the TE report**

The detailed findings of the evaluation are described in this TE Evaluation Report, using standard format for UNDP-GEF TE Reports, provided in the TE evaluation guidelines 2020. In addition to the detailed findings the report also provides overall conclusions, lessons learnt and specific recommendations. A debriefing/presentation of preliminary findings was held in Mogadishu for the UNDP CO and project team, soon after the field mission. The main contents of the TE Report include; 1. Executive Summary, 2. Introduction, 3. Project Description, 4. Findings (Project Design/Formulation, Project Implementation, Project Results and Impacts) 5. Conclusions, Recommendations and Lessons.

## 2. PROJECT DESCRIPTION

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### 2.1 Project start and duration

According to the project document, the total project duration was four years from 1<sup>st</sup> July 2018 to 30<sup>th</sup> June 2022. However, the project document was officially signed on 11<sup>th</sup> September 2018, which marks the project official start date, consequently the project end date was extended to 12 September 2022. Project Inception Workshop was held on 12 November 2018 and was participated by representatives from various ministries of Federal Government, member states, UNDP, Academia, NGOs etc.

### 2.2 Development Context

Somalia's arid biome is renowned as a biodiversity hotspot, at one time having the reputation of being one of the best wildlife havens in Africa. However, the Horn of Africa has since become one of the most degraded hotspots in the world, with only about 5 percent of its original habitat remaining. More than 80% of Somalia's landmass is arid and semi-arid and experiences extreme weather conditions. Historically, drought has been an on-going issue for the country, which is further exasperated by population growth, ongoing conflict, deforestation, soil erosion and land degradation. Somalia is also among the world's most vulnerable countries to the impacts of climate change, which are to a large degree the result of poverty, environmental degradation, migration and conflict.

Recognizing the global importance of the country's biodiversity, risks and threats arising from desertification and drought, as well as the impacts from climate change, the Federal Government of Somalia has shown commitment to managing its environment and natural resources in a way that meets national sustainable development priorities while at the same time meeting obligations under three Rio Conventions i.e. 1) United Nations Framework Convention on Climate Change (UNFCCC), 2) United Nations Convention to Combat Desertification (UNCCD) and 3) United Nations Convention on Biological Diversity (UNCBD). The Government of Somalia is a party to these international conventions and agreements and has undertaken a number of related projects and initiatives.

### 2.3 Problems that the project sought to address

Somalia has a strong commitment towards protecting its natural resources, however due to its turbulent past and multiple crises it continues to experience important barriers and challenges that hamper the effective implementation of the foresaid Rio Conventions. There are many barriers contributing to this, such as security concerns, limited implementation of policies and planning frameworks due to limited government resources, limited human capacity, and a lack of appropriate technologies. Somalia also struggles with limited coordination and sharing of information among government agencies and institutions.

In 2016 a comprehensive National Capacity Self-Assessment (NCSA) exercise was conducted in Somalia. The NCSA identified a number of areas that explain the difficulty in fulfilling the obligations of the Rio Conventions. The identified challenges that cut across the three Rio Conventions include:

- Security and conflict, particularly in central and southern Somalia
- Limited coordination and exchange of information between decision-makers
- Limited environmental governance

- Weak policy and legislative framework
- Limited availability of necessary technical know-how and awareness of the conventions
- Limited environmental awareness among policy and decision-makers
- Somalia's systems for information management are deficient
- No formal or institutionalized platforms for information exchange
- Deficiency of skilled personnel in specific fields who can implement the obligations of the conventions
- Limited funding at all levels

Similarly, The National Development Plan 2017-2019 highlighted the collapse of governance structures and a lack of security as major factors undermining reliable and sustainable management of environmental resources. Additionally, the plan emphasizes the need to rebuild the Ministry of Environment, restore the capacity of institutions and communities, and develop policy and plans. Capacity challenges and barriers were also reaffirmed in the 2018 draft Stocktaking report and recommendations to advance the NAP process in Somalia. This report found the following barriers: a) inadequate coordination mechanisms b) limited capacity for climate change adaptation planning and implementation, c) limited legislative and regulatory frameworks, and d) a low level of awareness and professional capacity among civil servants and government officials.

The project address the environment and climate change related issues highlighted in the UN Strategic Framework for Somalia (2017-2020) and directly correspond to Outcome 4.4: "Sustainable management of environment and natural resources". The project also addresses various relevant issues highlighted in the UNDP Country Programme document for Somalia (2018–2020) and directly corresponds to Output 3.2: "Improved measures in place for environmental governance, resilience to climatic shocks and the management of natural resources". Nevertheless, the project also broadly addresses and contribute to various SDGs.

The project document also highlighted that women in rural areas are generally among the most vulnerable of groups to the impacts of climate change, which includes drought and desertification. This is due to their unequal and relatively low access to resources compared to men. Women also have a diminished role in decision-making in both the political and private domains. Women's role in rural areas are largely reduced to household tasks such as collecting fuelwood and water and preparing meals for the family.

Though the highlighted issues were very complex and had multiple facets and dimensions. Keeping in view the limited scope of the project the project focused only on the capacity enhancement, coordination and awareness related issues of relevant institutions at the federal government, member states and Somaliland and other stakeholders to improve overall governance and mechanisms for mainstreaming and implementation of the 3 Rio Conventions.

## 2.4 Project Objectives and Results

The project was conceptualized to set forth the foundation for mainstreaming of obligations under the Rio Conventions into national development and sectoral planning framework and supporting capacities at all levels by addressing the specific cross-cutting capacity development priorities identified in the National Capacity Self-Assessment (NCSA-2016) to

catalyze Somalia's more effective participation in environmentally sound and sustainable development in a way that produces co-benefits for the global environment. More specifically, this project leads to change by systematically targeting key barriers to make incremental improvements.

The overall objective of the project was ***“to strengthen a targeted set of national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities, with particular attention to improving collaboration and coordination between and among the federal and state governments”***.

To achieve this objective, the project had identified and implemented three strategically linked components. In summary, Component 1 deals with the national capacity to meet the national and global conventions and Multilateral Agreements, whereas Component 2 deals with the integration of global environmental obligations and priorities into targeted local and regional development policies, programmes, and plans, whereas Component 3 is about strengthening the awareness and understanding of a wider population in Somalia on the environmental attitudes and values for the global environment. The project intended to achieve the following interlinked outcomes towards its end;

- 1) Environmental governance is improved through strengthened policy coordination,***
- 2) Global environmental governance is decentralized***
- 3) Environmental attitudes and values for the global environment are improved.***

Furthermore, a set of 14 outputs and related activities were also identified to achieve the outlined outcomes. Following is the list of corresponding project outputs.

Output 1.1 In-depth analysis of policies and associated institutional arrangements for mainstreaming and monitoring of Rio Convention implementation

Output 1.2 Targeted policy frameworks are reconciled to create synergies for Rio Convention implementation

Output 1.3 Strengthened consultative and decision-making processes for mainstreaming of Rio Convention obligations.

Output 1.4 Targeted updating and streamlining of institutional mandates to facilitate and catalyze long-term action to meet global environmental obligations through mainstreaming, monitoring, and compliance.

Output 2.1 SWOT and Gap analyses of policies for catalyzing decentralized environmental governance

Output 2.2 Guidelines for decentralized management of the global environment

Output 2.3 Targeted strengthening of capacities for decentralized global environmental governance

Output 2.4 Three sub-national pilot projects to test implementation of sub-national planning frameworks that integrate global environmental obligations

Output 2.5 Resource mobilization strategy for Rio Convention mainstreaming

Output 3.1 Stakeholder dialogues on the socio-economic value of the Rio Conventions

Output 3.2 Brochures and articles on the Rio Conventions

Output 3.3 Public service announcement(s) on globally sensitive and environmentally friendly

Output 3.4 Improved educational curricula and youth civic engagement

Output 3.5 Improved Internet visibility of the value of protecting the global environment to socio-economic development priorities

## 2.5 Main stakeholders

The main project stakeholders included relevant ministries at the FG and member state level, including Somaliland, private sector, academia, NGOs and local communities. The project was implemented through the Direct Implementation Modality, with UNDP as senior executive and implementing agency. At the FG level the then Directorate of the Environment at the Office of the Prime Minister remained the main focal institution to implement project interventions at the federal level. Relevant Government institutions partnered in implementation of project, served on the Project Board, lead key project outputs, and acted as main project beneficiaries. Following is the summary list of stakeholders:

- (then) Directorate of the Environment at the Office of the Prime Minister
- Relevant line Ministries Federal Government of Somalia
- Ministry of Environment Agriculture and Climate Change Puntland
- Ministry of Environment & Tourism Jubaland
- Ministry of Environment Climate Change and Rural Development Galmudug
- Ministry of Environment Protection of Land and Sea Hirshablebe
- Ministry of Environment and Forestry Southwest
- Ministry of Environment and Climate Change, Somaliland
- Member State and Local Government institutions
- Relevant NGOs and CSOs
- Relevant Private Sector Organizations
- Academic and Research Institutions
- Journalist Community and media houses
- Local communities (involved through media campaigns)

## 2.6 Theory of Change

According to theory of change outlined in the project document, the project intended to address specific cross-cutting capacity development priorities identified in the 2016 NCSA in order to catalyze Somalia's more effective participation in environmentally sound and sustainable development in a way that produces co-benefits for the global environment. More specifically, the project will lead to change by systematically targeting key barriers to make incremental improvements. These short-term changes will in turn lead to long-term improvements; not only will the project develop capacities, it will also lay the groundwork for improved systems and frameworks to sustain outcomes.

The theory of change emphasized that capacity development is a vital piece of development effectiveness. The project has made the assumption that project stakeholders will in the short-term directly benefit through improved capacities through trainings and awareness raising events. Since, local and global benefits are strongly interlinked, changing human behavior is a key underlying premise of this project's approach to achieving global environmental and local benefits. These benefits will be delivered in the medium to long term by integrating the Rio Conventions into targeted national and sub-national development frameworks. Accordingly, the stakeholders and wider public will benefit in the long-term

through improved outcomes including sustainable development and environmental improvements.

### **2.7 Total project resources**

The total financial outlay of the project was US \$ 2.5 Million. Total UNDP Managed funds were US \$ 1.5 Million (UNDP TRAC funds US \$ 0.5 Million + GEF funds US \$ 1.0 Million). The project co-financing plan also envisaged in-kind parallel funding of US \$ 1.0 Million from Government of Somalia, as in-kind contributions. Down the road UNDP and other donors provided additional funds which are explained in the section on finance and co-finance.

### 3. FINDINGS OF THE EVALUATION EXERCISE

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#### 3.1 Project Design/Formulation

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##### 3.1.1 Analysis of Results Framework

A detailed project Results Framework was formulated at the time of project design consisting of project objectives and outcomes. The Results Framework also provided specific Indicators, Baselines, Targets, Sources of verification and Risks and Assumptions. According to RF, at the higher level project was intended to contribute to UNDP Strategic Plan (2014-2017) Outcome-1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded. Similarly, the immediate project objective was “to strengthen a targeted set of national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities, with particular attention to improving collaboration and coordination between and among the federal and state governments”.

It was intended that the goals and objective will be reached by achieving three interrelated outcomes i.e. 1) Environmental governance is improved through strengthened policy coordination, 2) Global environmental governance is decentralized and 3) Environmental attitudes and values for the global environment are improved. Similarly, a set of 14 outputs were outlined in the project document (not included in the RF) to achieve each outcome. The RF provided a set of 17 indicators, out of which 7 were meant to measure the project objective and the rest of 10 measures the project outcomes. Similarly, RF also included baselines, end of project targets, means of verification and assumptions.

Broadly it can be concluded from analysis and discussions with project team that that the Results Framework was well formulated and exhibited clear linkages among, outputs, outcomes and objective. Discussions also suggest that, during the course of implementation, no changes have been made in the RF in terms of outcomes, indicators and targets. However, generally speaking the stipulated outcomes were found slightly broad and overarching in nature, especially outcome-3 regarding attitudes and values improvement for global environment, which is a kind of longer term endeavor. For such projects outcomes needs to be very specific, which could be duly measured and achieved by the end of the project.

The project theory of change assumed that if the capacities of stakeholder are built and coordination improved it will help in improving the environmental governance, through mainstreaming of the 3 Rio conventions into policy and planning frameworks. On the other hand, the ToC also assumed that the awareness related interventions with help in improving environmental attitudes and values for the global environment. Overall discussions and analysis suggest that the theory of change was found plausible and suitable.

Regarding indicators at the project objective level, there are three key outcome indicators, which were borrowed from UNDP Integrated Results and Resources Framework – IRRF, 2014-2017. Since the project had started its implementation from 2018, therefore these indicators seems to be a bit outdated in the context of project. It is important to highlight that these were included due to the reason that at the time of project formulation the UNDP IRRF for 2018-2021 was not ready. However, these indicators could have been revised during the

course of project in order to align the indicators with the IRRF 2018-2021. Overall, the outcome level indicators and targets were found suitable and SMART up to good extent, however these indicators were mostly of qualitative nature, which posed some challenges in measurability. Furthermore, the RF also didn't include any gender specific indicators or target neither it called for gender disaggregation of the data, which made it slightly difficult to measure the gender related dimensions of various interventions.

### 3.1.2 Assumptions and Risks

The project document in its Risks Log, identified a number of risks and assumption and relevant mitigation measures to address these risks during project implementation. Following is the details of these risks and relevant mitigation measures. The assessment of these risks has been provided in the section 3.2.5 related to risk management and effects on project performance.

#	Description	Counter-measures / Management response
1	Limited absorptive capacity	This risk is mitigated by distributing the roles and responsibilities amongst numerous partner ministries and actors that would take the lead, in consultation with the Office of the Environment as executing agency, and independent expert non-state organizations to provide additional technical expertise.
2	Limited political will made worse by the relatively low level of cooperation between agencies and organizations at the federal and state levels	Political divisions, particularly the existence of the distinct states make the implementation of national programs challenging. Adequate coordination mechanisms (both at the federal and regional levels) currently do not exist. The project will first address these risks by holding consultations with key stakeholders to increase their understanding of the project and establish networks of collaboration. Once implementation of the project begins, key stakeholder representatives will meet on a regular basis through the Project Steering Committee so that they are aware of the progress of the project and contribute to the adaptive collaborative management of the project. The project will also pursue targeted capacity building activities to strengthen institutional mechanisms for improved coordination and collaboration. These include activities such as negotiating best appropriate consultative processes and memoranda of agreements on inter-institutional collaboration and information sharing.
3	Acceptance of the project by local communities	This risk will be mitigated through the adaptive collaborative approach to project management. By engaging stakeholders early in project design and throughout implementation, communities will have the opportunity to voice concerns or suggestions that ultimately affect stakeholder buy-in. Piloting activities at the municipal level will further engage local stakeholders in the process and improve the likelihood of acceptance.
4	Willingness of agencies, offices, and ministries to change their internal business models, specifically in line with	The outputs and activities of this project were chosen to take into account these existing "business-as-usual" approaches. Activities under this project call for incremental modifications to be made, and activities will be facilitated by national experts and independent advisors so that stakeholders discuss and come to

	recommendations that better integrate Rio Convention obligations.	consensus agreements themselves.
5	Instability of some regions in Somalia	This project design and implementation allows for activities to appropriately adapt to such potential changes. For this reason, the adaptive collaborative management approach is central to the success of the project. Collaboration across sectors and among stakeholder representatives throughout the implementation process will allow for the on-going monitoring and realignment of project activities.

### 3.1.3 Lessons from other relevant projects incorporated into project design

The CCCD project design draws its mandate from the GEF Cross-Cutting Capacity Development Strategy<sup>1</sup>. The strategy outlined that the objective of these projects was to address important capacity needs that will enhance a country's ability to meet its obligations under the Conventions by creating synergies, while at the same time catalyzing the mainstreaming of multilateral environmental agreements (MEAs) into national policy, management or financial and legislative frameworks. Targeting specific components of the environmental governance system should allow for a more practicable approach towards meeting Rio Convention objectives and achieving environmental sustainability.

According to project document, one of the important baseline project which informed the CCCD project design was the Drought Impact and Needs Assessment and Recovery and Resilience Framework Project. The DINA provides an assessment of drought damage and loss impacts so that recovery and resilience needs can be developed. Among others, DINA called capacity building of government institutions, and support to legislation and policy development. Other such baseline projects which informed the CCCD project design included Preparations of National Adaptation Plan of Action (NAPA) in response to Climate Change for Somalia, Enhancing Climate Resilience of the Vulnerable Communities and Ecosystems in Somalia, Reducing Vulnerability and Building Community Resilience to Climate Change Effects in Somaliland and Climate Adaptation Training Programme.

### 3.1.4 Planned stakeholder participation

The project document outlined that the project supports the meaningful participation and inclusion of all stakeholders, during the design, implementation, monitoring. Taking an adaptive collaborative management approach to execution, the project will ensure that key stakeholders are involved early and throughout project execution as partners for development. Stakeholder representatives from Governmental institutions at the Federal and State level, private sector, academia, NGOs and communities will be encouraged to actively engage in carrying out project implementation.

The main project stakeholders are the government ministries and state and local representatives who are responsible for preparing key sectoral policies, plans, programmes,

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<sup>1</sup> GEF Cross-Cutting Capacity Development Strategy:

[https://www.thegef.org/sites/default/files/documents/GEF-5\\_Capacity\\_strategy.pdf](https://www.thegef.org/sites/default/files/documents/GEF-5_Capacity_strategy.pdf)

and/or legislation. Government stakeholders will participate in project activities, serve on the Project Board, lead key project outputs, and act as main project beneficiaries. Ministries will also be consulted to ensure that proposed project activities are consistent with and complement programmes and projects currently underway or those that are planned. State and local governments will play a critical role in the project as well. Their role will be to actively engage in the capacity building activities such as negotiations, improved coordination, trainings, and piloting exercises. The project will carry out structured awareness-raising dialogues with the help of NGOs, journalist community and media houses to raise awareness among the general public.

### **3.1.5 Linkages between project and other interventions within the sector**

The project document identified a number of projects which contain activities similar to those planned under the CCCD project. It was highlighted that efforts will be made to coordinate project activities in such a way that activities are mutually supportive and opportunities are capitalized to realize synergies and cost-effectiveness. One such important project was the UNDP's Support for Establishing a National Adaptation Plan (NAP). The NAP was developed at the same time, and in close consultation, with the CCCD project. Since the NAP project was implemented during the same time frame therefore CCCD project has established close interaction and linkages with NAP.

Other such projects with whom CCCD project had linkages and alignment in terms of its capacity building mandate includes UNDP's Strengthening Institutional Performance (SIP) Project; World Bank's Somalia Capacity Injection project, AfDB's Strengthening Institutions for Public Works Project; UNDP's Support for Integrated Water Resources Management to Ensure Water Access and Disaster Reduction for Somalia's Pastoralists; UNDP's Rural Livelihoods' adaptation to climate change in the Horn of Africa (RLACC II), UNDP's Programme for Sustainable Charcoal Reduction and Alternative Livelihoods.

### **3.1.6 Gender responsiveness of project design**

Although the project documents speak briefly of gender issues, the RF didn't include specific gender related indicators or targets. It was assumed that since gender inequality does not represent a barrier to meeting Rio Convention obligations, therefore the project benefits will flow to all irrespective of their gender. However, where applicable the project has complied gender disaggregated data, to monitor aspects of gender equality, especially related to participation of women in project trainings, workshops etc. Having said this incorporation of gender related elements in the project design remained a weak link, as there is always a greater need for gender specific indicators and collection and processing of gender disaggregated data to monitor gender equality related aspects.

### **3.1.7 Social and Environmental Safeguards at design**

The project document outlined that this project is exempt from undertaking the Social and Environmental Screening Procedures, as the capacity building activities of this project were specifically structured to actively engage a broad range of stakeholders. By design, the project intended to ensure that stakeholders represent the priorities and concerns of the state governments, who will be represented in the various consultations and learning-by-doing workshops. The pilot demonstrations and early implementation of better or best practices will also be organized and implemented in close collaboration and coordination with other

similar activities in order to take into account any potential social and/or environmental risks as well as to minimize them.

Having said this the UNDP Social and Environmental Standards (2019), outlines that project-level standards include: Standard-1 Biodiversity Conservation and Sustainable Natural Resource Management; Standard-2 Climate Change and Disaster Risks; Standard-3 Community Health, Safety and Security; Standard-4 Cultural Heritage; Standard-5 Displacement and Resettlement; Standard-6 Indigenous Peoples; Standard-7 Labour and Working Conditions and Standard-8 Pollution Prevention and Resource Efficiency.

Overall the project was fully compatible with and adhered to Standard 1, 2 and 8. The project itself was a great advocate of and has promoted environmental sustainability through mainstreaming and implementation of the Rio conventions. While in case of the rest of standards the project didn't pose any direct threat of risk to community health, safety and security, cultural heritage, displacement and resettlement, indigenous peoples, labour and working conditions etc. Furthermore, project interventions were found socially acceptable and beneficial from citizen's point of view, keeping in view the ongoing issues of severe drought and environmental degradation, which greatly impact the lives and livelihoods of local communities.

## **3.2 Project Implementation**

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### **3.2.1 Adaptive management**

Discussions with UNDP and Project team suggest that no changes have been made to project design and results framework outcomes, outputs, indicators and targets during the course of project implementation. As mentioned earlier, some of the project objective level indicators were borrowed from UNDP Strategic Plan's Integrated Results and Resources Framework – IRRF, 2014-2017. However, the project had started its implementation from 2018 after the expiry of 2014-2017 strategic plan, therefore these indicators somehow became outdated. Therefore, these indicators could have been revised during the course of project implementation in order to align these indicators with the Strategic Plan IRRF 2018-2021.

One of the main challenges encountered during the implementation of the project was the restrictions and lockdowns due to Covid-19 pandemic during 2020-2021. Which severely restricted the implementation of project in-person trainings, workshops and events. However, the project has quickly adopted to this challenge by arranging and holding all such meetings and workshops online through using internet based platforms. Similarly, some of the interventions were also delays during 2021 and 2022 due to government institutions preoccupation in parliamentary and presentational elections. However, project has catch up with them in due course. Overall, despite these challenges the project adoptive management was instrumental in completing most of the project activities during the stipulated project timeframe.

### **3.2.2 Actual stakeholder participation and partnership arrangements**

The project was developed on the basis of consultations with a number of stakeholder representatives, which began with the preparation of the project concept through the Project Identification Form. Subsequently, further consultations were undertaken with key

stakeholder representatives, especially of governmental institutions at the FG and state level to develop the project document and negotiate agreement among all stakeholders towards a shared vision and expectations under the project. Similarly, the draft project document was also presented and discussed at a validation workshop before the project implementation started.

The project was implemented using an adaptive collaborative management approach to ensure that key stakeholders are involved in the implementation of the project. The main project stakeholders were the government ministries and state and local representatives who are responsible for preparing key sectoral policies, plans, programmes, and/or legislation. Similarly, other relevant stakeholders including private sector, academia, NGOs and communities were also involved in project implementation. The following table summarizes the roles and obligations of the main stakeholders:

Stakeholders	Roles and obligations
Directorate of Environment and Climate Change at the Office of the Prime Minister (Now Ministry of MOECC)	<ul style="list-style-type: none"> <li>• DOECC remained the main focal point and responsible partner and LOAs were signed for implementation of various project activities at the FG level.</li> <li>• Participation in capacity building and awareness activities</li> <li>• Participation in the capacity needs assessment and analysis</li> <li>• Participation in policy dialogues and coordination forums and Project Board meeting</li> <li>• Contribution to national level Rio Convention mainstreaming</li> </ul>
Federal Level Ministries and relevant institutions of Government of Somalia	<ul style="list-style-type: none"> <li>• Participation in capacity building and awareness activities</li> <li>• Participation in the capacity needs assessment and analysis</li> <li>• Participation in policy dialogues and coordination forums and Project Board meeting</li> <li>• Contribution to national level Rio Convention mainstreaming</li> </ul>
Ministries of Environment and Climate Change and other relevant institutions of Federal Member States and Somaliland Governments	<ul style="list-style-type: none"> <li>• MoECC of respective FMS remained responsible partners at the FMS level and LOAs were signed for implementation of various project activities.</li> <li>• Participation in capacity building and awareness activities</li> <li>• Participation in policy dialogues and coordination forums and Project Board meeting</li> <li>• Participation in the capacity needs assessment and analysis etc.</li> </ul>
NGOs	<ul style="list-style-type: none"> <li>• Participation in capacity building and awareness events</li> <li>• Participation in policy dialogues and coordination forums</li> <li>• Participation in the capacity needs assessment and analysis etc.</li> </ul>
Private Sector	<ul style="list-style-type: none"> <li>• Participation in capacity building and awareness events</li> <li>• Participation in policy dialogues and coordination forums</li> <li>• Participation in the capacity needs assessment and analysis etc.</li> </ul>
Academic and Research Institutions:	<ul style="list-style-type: none"> <li>• Participation in capacity building and awareness events</li> <li>• Participation in policy dialogues and coordination forums</li> <li>• Participation in the capacity needs assessment and analysis etc.</li> </ul>
Communities	<ul style="list-style-type: none"> <li>• Participation in awareness raising interventions and beneficiaries of awareness campaigns</li> </ul>

The project inception workshop was held in Nov 2018, was participated by wide range of stakeholders including representatives from FG and state governments, academia, NGOs, UNDP, UNEP and environmental experts. The overall objective of the Inception Workshop was to re-introduce the project to stakeholders and to mobilize future stakeholder engagement. The workshop demonstrated the national ownership of the project, with the Director-General of the Environment chairing the meeting. Out of 34 participants 7 were

women, one person from NGO, 2 persons from academia and rest were government and UNDP officials.

The ensure representation of main stakeholders in the decision making process of the project, a Project Board (Steering Committee) was established to guide and oversee the project, co-chaired by the Deputy Prime Minister and UNDP Resident Representative. Members of the PB included representatives from FG and member states governmental institutions and other stakeholders. These stakeholders participated in the Project Board and provided overall guidance and overseen the progress of the project interventions. However, the membership of the PB meetings has been dominated mainly by governmental institutions. The minutes of Feb, 2021 PB meeting suggest that participants included only FG, member state and UNDP officials, and out of 15 members only one was women i.e. the Deputy Minister of Environment and Climate Change Puntland.

The project was implemented through the Direct Implementation Modality, with UNDP as senior executive and implementing agency. At the FG level the then Directorate of the Environment at the Office of the Prime Minister remained the main focal institution to implement project interventions at the federal level and at the member state level the state Ministries of Environment and Climate Change remained responsible for facilitating project activities. Formal Letter of Agreements (LOAs) were signed with these governmental institutions on yearly basis to undertake various activities in line with the specific outputs of the project.

NGOs, academia, media organizations were involved in project implementation through participation in workshops and awareness campaigns, however no specific LOAs were signed with them, which makes their participation a bit less formal. The project has made efforts to involve women in its capacity building and awareness related interventions at the FG and FMS level. The project has implemented a capacity building programme and around 37 Workshops on various dimensions including awareness and mainstreaming of Rio Convention have been organized at the FG and FMS level, engaging more than 1234 stakeholders, which included 274 women (22% of total). Local communities were indirectly reached out through mass media awareness campaigns and their participation was limited to specific mass events like world environment day etc. Overall, discussions with project stakeholders, interviewed during the evaluation exercise suggest that cooperation among all stakeholders during project implementation remained smooth and forthcoming and the ownership level of government counterparts remained optimal.

### **3.2.3 Project Finance and Co-Finance**

The total original project budget, at the time of signing of project document was USD 2.5 Million, comprising \$ 1 Million from GEF resources, \$0.5 Million from UNDP TRAC and \$ 1 Million as Government in-kind co-financing. Down the road UNDP TRAC funding was increased to \$ 1 Million and an additional funding of \$ 0.25 Mill was mobilized from Kuwait, which increased the total available project resources to \$ 3.25 Million. The following table summarizes the available and utilized financial resources:

Project Financial Statement (Sep 2018 – Aug 2022)*			
Source	Allocation at time of Pro-doc signing (US\$)	Total available resources at time of TE (US\$)	Expenditure as of August 2022 (US\$)
GEF/LDCF	1,000,000	1,000,000	909,922
UNDP/TRAC	500,000	1,008,246	956,261
KUWAIT	-	250,000	245,734
<b>Total in-cash resources</b>	<b>1,500,000</b>	<b>2,258,246</b>	<b>2,111,917</b>
Government Co-financing (in-kind)	1,000,000	1,000,000	930,000
<b>Total in-cash and kind</b>	<b>2,500,000</b>	<b>3,258,246</b>	<b>3,041,917</b>

\* Provided by the UNDP Finance Unit

As of August 2022, out of \$2.26 Million available in-cash resources (GEF, UNDP and Kuwait funds), the project has utilized around \$2.11 Million, which amounts to 94% of the total available cash resources. The remaining amount is expected to be utilized towards the end of project. The additional funds from Kuwait were utilized for the preparation and submission of Somalia Nationally determined contributions (NDCs). Some of the additional UNDP funds was utilized for government offices renovations and equipment's etc.

The in-kind co-financing from the Government was in the shape of official's time for participating in project activities/meetings, office spaces and utilities for project consultants and utilization of government spaces for project events. It is found a bit difficult to put value on the actual contributions, however, during the estimation of project budgets efforts were made to estimate the value of in-kind contribution under each activity and output. Discussions with project team and government officials suggest that their contribution was forth coming and found very useful for the smooth implementation of project interventions.

Project in-cash funds were received and managed by UNDP through the Direct Implementation Modality. Most of the funds were utilized by UNDP through direct disbursements, while for implementation of a number of output related activities, Letter of Agreements were signed with respective government institutions i.e. the Directorate of Environment at the FG level and respective environment ministries of governments of Puntland, Jubland, Galmudug, Hirshablebe, Southwest and Somaliland. Funds were released on quarterly basis from UNDP to partners to perform planned activities.

### 3.2.4 Monitoring and evaluation

Project document has outlined a number of monitoring and evaluation measures and activities to effectively monitor and report the progress of project interventions and results. It was envisaged that UNDP Country Office will work with the relevant project stakeholders to ensure UNDP Monitoring and Evaluation (M&E) requirements are met in a timely fashion and to high quality standards. Additional mandatory GEF-specific M&E requirements will be undertaken in accordance with the GEF M&E policy and other relevant GEF policies. A detailed M&E Plan was provided in the project document outlining UNDP and GEF M&E requirements, primary responsibility, indicative costs and timelines. A total of USD 71,500 were allocated for M&E activities, out of which USD 40,000 were allocated for the independent Terminal Evaluation.

As a first milestone of the GEF monitoring requirements an inception workshop was organized in Nov 2018 to bring on board all stakeholders to discuss and generate consensus and to enhance participation and ownership. The overall objective of the Inception Workshop was to re-introduce the project and to mobilize future stakeholder engagement. Among other deliberations, project M&E and reporting mechanisms were discussed and all stakeholders were appraised of their roles. A total of 34 officials from all stakeholders participated, out of this, seven were women.

A number of indicators were provided in the results framework to monitor and evaluate the project objective and the three key outcome indicators. Overall, the outcome level indicators and targets were found mostly of qualitative nature. Data related to these indicators was compiled and was reported in the Annual Progress Reports. The RF didn't include specific gender related indicators or targets, assuming that gender inequality does not represent a barrier to mainstreaming Rio Convention obligations. However, where applicable the project has compiled gender disaggregated data, to monitor aspects of gender equality, especially related to participation of women in project trainings, workshops etc. It is important to highlight that the GEF M&E plan also development of a Gender Action Plan, however the project didn't develop any such plan due to no specific budgetary allocations for such an activity.

At the highest level the project was monitored and overseen by the Project Board, which met in 2019 and 2021 and reviewed project progress and performance and decided on required corrective measures. Though PB only met two times during the four lifespan of the project, which is slightly lower than the intended meetings on annual basis, as outlined in the project document. It is expected that, since the project has just ended therefore the PB will hold an end-of-project review any time soon.

The Project Manager remained responsible for day-to-day project management and regular monitoring of project. UNDP Country Office provided necessary M&E expertise and support in the implementation of project M&E plan. The CO initiated and organized key M&E activities including the preparation of Annual Progress Reports. Project progress has been regularly compiled, analyzed and reported against indicators and targets of the Results Framework mainly through APRs and project progress was also reported in the UNDP country level Results Oriented Annual Reports. The APRs also reported on various most potent risks and its mitigation measures.

UNDP CO also facilitated the commissioning of bi-annual independent Third Party Monitoring exercises to overview and report on progress and performance. For this purpose, CO engaged an independent organization -Researchcare Africa based at Nairobi, Kenya. The third party monitoring was guided by the use of project indicator checklist approved provided and approved by UNDP. During the TPMs teams visited and met all stakeholders and collected data prepared detailed monitoring reports outlining progress of project interventions, implementation issues and recommendations.

An online survey was conducted in 2022 with the support of CO and MOECC of Somaliland, to assess awareness level and knowledge of selected stakeholders from all regions in Somaliland. Initially 100 respondents were reached out online through Survey Monkey,

however only 40 responded, including respondents from government, civil society, private sector and academia. Overall results of the survey indicate that knowledge of respondents have considerably improved regarding the 3 Rio conventions and other environment and climate change related issues in Somaliland.

Due to the mid-size of the project it didn't require Mid-term Review. However, the Project M&E plan envisaged an independent Terminal Evaluation of the project towards the end of the project. The TE was commissioned by the UNDP CO in August 2022, to assess the achievement of project results, and outcome impacts, and to draw lessons that can both improve the sustainability of benefits from this project. The TE used standard evaluation criteria of Relevance, Effectiveness, Efficiency, Impact and Sustainability to assess the overall progress and performance of the project. The TE also draws conclusions and provides recommendations to improve the sustainability of benefits and to improve performance of future such initiatives. Overall it can be concluded that the project strived to effectively monitor and evaluate its progress and performance and the quality of its progress reporting was satisfactory. Please see the following table for overall rating as per TE rating scales.

1. Monitoring & Evaluation	Rating	Remarks
M&E design at entry	Satisfactory	The project document has outlined suitable M&E measures
M&E Plan Implementation	Satisfactory	Project employed suitable mechanisms to implement M&E Plan
Overall Quality of M&E	Satisfactory	Project Board, Project team, Portfolio and CO M&E specialists and Third party monitors were rigorously involved in project M&E.

### 3.2.5 Risk Management

As mentioned in the above sections the project document had identified a number of risks and relevant measures. Following is a summary assessment of these risks and its effects on project implementation and performance.

#### ***a) Limited absorptive capacity of Institutions***

Overall this didn't pose any significant risk during project implementation. The project has successfully involved relevant stakeholders at the national and member state level and in Somaliland. Overall cooperation of all stakeholders especially the governmental institutions was very forth coming and the project has been helpful in building capacities of stakeholders related to mainstreaming of the Rio conventions, especially into environment and climate change related policy frameworks.

#### ***b) Limited political will and relatively low level of cooperation between agencies and organizations at the federal and state levels***

This risk was potent up to some extent. The 3<sup>rd</sup> Party monitoring report for Q 3-4, suggest that there was substantial coordination challenges and technical capacity gaps in terms of communication aspect and the conflicting mandates on roles and responsibilities between the FGS and the FMS – making it extremely difficult to come to the same table and discuss issues affecting both levels. However, since environment and climate change are common and overarching issues impacting both at the national and state level therefore no significant political hurdle came across at the national or state level in project implementation. Similarly, the cooperation of national and state level institutions/stockholders at the project level was forth coming and project brought together national and member state level stakeholders,

especially governmental institutions, who were represented in the Project Board and participated in various workshops organized by the project. Having said this due to disconnect between Somaliland and FG, the project was implemented independently in Somaliland.

**c) Inadequate funding**

Somalia's government structures are extremely handicapped by the lack of financial and human resources. Therefore, these funding limitations, especially for continuity of project follow up interventions and benefits poses a significant risk to ensure sustainability. In this regard several other initiatives have been under implementation by the UNDP and other donors to provide the much needed funding support to address environmental and climate change related issues.

***d) Acceptance of the project by local communities.***

This didn't pose any significant risk during project implementation as environment and climate change issues are important for all and have greater impacts for the local communities. Therefore, any such effort to address them is well accepted. Having said this, it is important to highlight that the project didn't implemented any direct interventions at the community level, except the awareness campaign through mass media.

***e) Willingness of agencies, offices, and ministries to change their internal business models, to better integrate Rio Convention obligations.***

The risk was quite potent, as governmental institutions are normally resistant to change, especially matters related to their internal business model and processes. However, the project was instrumental in facilitating the integration of the 3 Rio conventions in the national and state level ECC policies and frameworks through providing technical and human support to relevant institutions. Having said this implementation of these policies remains a challenge requiring further technical and financial support to develop implementation plans and mechanisms.

***f) Instability of some regions in Somalia***

This is one of the main risk for any development intervention in Somalia. Parts of the county especially in the central and southern regions have greater security and instability concerns due to the ongoing conflict with Al-Shabab. Due to security reasons, accessibility remained limited and the policy work in some of the state are moving with a very slow pace. Having said the project have made continued efforts to support, especially governmental institutions in these regions, to build their capacities to integrate and mainstream the Rio conventions in their policy instruments.

Furthermore, the transition period after the delayed indirect election of the federal government of Somalia has significantly delayed the implementation of the planned project activities. The political uncertainty was resolved after the May 2022 presidential elections, with a new president taking office. Subsequently a new prime minister and cabinet was appointed. This was an important milestone for the country's post-conflict transformation and an opportunity to accelerate for wider engagement of stakeholders which helped in catching up on project implementation delays in the second half of 2021 to 2022.

**3.2.6 UNDP implementation/oversight and Implementing Partner execution, overall project implementation/execution and operational issues**

UNDP played the role of executive and senior supplier, while the relevant institutions of FG and state governments remained the senior beneficiaries. As mentioned in earlier sections the project was implemented through the Direct Implementation Modality, with UNDP as the implementing agency. At the FG level the Directorate of the Environment at the Office of the Prime Minister remained the main focal institution and responsible party to implement and coordinate project interventions at the federal level. While at the member state level the state Ministries of Environment and Climate Change remained responsible for implementation of some of project activities.

UNDP’s Environment and Climate Change Unit was involved in all stages of the project design, implementation and monitoring and evaluation. UNDP provided technical, financial management, recruitment and procurement support during project implementation, using UNDP standard financial management, recruitment and procurement systems and procedures. UNDP co-chaired the Project Board (Steering Committee) along with Deputy Prime Minister, and played its due role in overseeing and guiding the project. UNDP CO initiated and organized key M&E activities including the preparation of Annual Progress Reports, country level Results Oriented Annual Reports and commissioning of Third Party Monitoring exercises and Terminal Evaluation of the project.

UNDP hired a Project Manager and support staff, who remained responsible for the day to day management and implementation of the project. A Chief Technical Advisor, who was also involved in the development of project document, was engaged on retainer basis to provide technical assistance from time to time. Similarly, to build the capacities of relevant institutions, UNDP engaged and supported around 9 technical consultants, out of which 3 were positioned at the DOECC at the FG level and 6 were based in the relevant MOECC at the respective member states. These consultants provided technical support in the implementation of project activities related to carrying out various studies and analysis and organization of stakeholders workshops and awareness raising activities. It is important to highlight that the Chief Technical Advisor provided required technical assistance and guidance to these consultants to conduct various activities.

UNDP signed yearly Letter of Agreements for implementation of a number of output related activities with respective government institutions i.e. the Directorate of Environment at the FG level and respective environment ministries of governments of Puntland, Jubaland, Galmudug, Hirshablebe, Southwest and Somaliland. Similarly, NGOs, academia, media organizations were involved in project implementation through participation in workshops and awareness campaigns. Local communities were indirectly reached out through mass media awareness campaigns, their participation was limited to specific public events etc. Overall discussions with stakeholders, suggest that they are very appreciative of the UNDP role and technical and financial support during the implementation of the project, furthermore the cooperation from stakeholders during project implementation was also forthcoming and the ownership level of government counterparts remained optimal. Please see the following table for overall rating as per TE rating scales.

2. Implementing Agency (IA) Implementation & Executing Agency (EA) Execution Rating	Rating	Remarks
Quality of UNDP Implementation/Oversight	Satisfactory	UNDP's Environment and Climate Change Unit was involved in all stages of the project design, implementation and monitoring and evaluation.
Quality of Implementing Partner Execution	Satisfactory	The project was directly implemented, with UNDP as the implementing agency, using UNDP standard financial management, recruitment and procurement systems and procedures
Overall quality of Implementation/Execution	Satisfactory	UNDP provided effectively provided required technical, implementation, financial management, recruitment and procurement support during project implementation

### 3.3 Project Results and Impacts

#### 3.3.1 Progress towards expected outcomes

The following table provides a summary of achievements of project objective and outcomes against specified indicators and targets as outlined in the of Project Results Framework. Detailed analysis is provided in the following sections on Relevance, Efficiency, Effectiveness, Sustainability, Gender Equality and Impact etc.

#### CCCD Results Framework: Summary of Targets and Achievements

Objective/Outcomes	Objective and Outcome Indicators	Baseline	End of Project Target	Cumulative progress from the starts of the project
Project Objective: Strengthen a targeted set of national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities, with particular attention to improving collaboration and coordination between and among the federal and state governments.	<u>Indicator 1 (IRRF Output 1.3):</u> Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste.	Despite the presence of several capacity development interventions, absorptive capacity in Somalia is so low and insufficiently institutionalized that almost all solutions for the sustainable management of natural resources are only available within the construct of externally funded projects	Increased capacity within relevant stakeholder groups to address Rio Convention obligations	The project has enhanced the capacities of stakeholders through organizing 37 Workshops to address Rio Convention obligations, engaging more than 1234 stakeholders. These included representative of relevant government institutions at FG and FMS level and Somaliland, NGOs, Academia, Private Sector, media and communities. <b>(Target achieved)</b>
	<u>Indicator 1.3.1:</u> Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or subnational level.		Gender equality targets per UNDP 2013-2017 Strategic Plan are met	Although the project design includes gender issues, since gender inequality does not represent a barrier to meeting Rio Convention obligations. However, project has involved women to the extent possible, out of above 1234 stakeholders, who participated in capacity building activities 274 (22% of total) were women. <b>(Target partially achieved)</b>
	<u>Indicator 1.3.2:</u> a) Number of additional people benefitting from strengthened livelihoods through solutions for management of natural resources, ecosystems services, chemicals, and waste		Government staff have learned, applied, and tested best practice tools to integrate natural resource valuation into national	Rio conventions obligations were duly mainstreamed and incorporated in to various environment and climate change policies and plans at the FG and FMS level and Somaliland. Some of these policies are already approved

Objective/ Outcomes	Objective and Outcome Indicators	Baseline	End of Project Target	Cumulative progress from the starts of the project
	b) Number of new jobs created through solutions for management of natural resources, ecosystem services, chemicals and waste.		decision-making processes for improved implementation of Rio Conventions	and under implementation and the rest are in finalization or approval processes. Project supported the FG in preparation and submission, to UNFCCC, of the updated Somalia National Determined Contribution (NDC). Similarly, two Environmental and Social Impact Assessment (ESIA) Operational and Standard Guidelines have been completed for the FG and Somaliland. For details please see outcome level indicators in below. <b>(Target achieved)</b>
	<u>Indicator 2 (IRRF Output Indicator 2.5):</u> Legal and regulatory frameworks, policies, and institutions enabled to ensure the conservation, sustainable use, and access and benefit-sharing of natural resources, biodiversity, and ecosystems, in line with international conventions and national legislation. <u>Indicator 2.5.1:</u> Extent to which legal or policy or institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems.	The baseline of this indicator is qualitatively measured as inadequate, reflected by the inadequacy of existing policy and legal instruments to guarantee the realization of Rio Convention obligations. While the baseline consists of various environmental and development policies and laws, their inadequacy lies in their sectoral and thematic construct, insufficient awareness and understanding of how to reconcile competing policies and laws, and inadequate guidance on the strategic operationalization of this policy framework.	At least one by-law or legal instrument has been developed or strengthened.  At least three sectoral plans effectively integrated with criteria and indicators that reinforce Rio Convention obligations achievements.  At least 75% of government technical staffs have actively engaged in the technical trainings on innovative approaches to implement Rio Convention obligations	Project supported the development of Draft National Environment management bill/Act at the FG level, which is under final review at relevant forums. <b>(Target partially achieved)</b>  Demonstration of the Rio Conventions completed for three interlinked sub-sectors, Water, Environment and Disaster Risk Management. Two Environmental and Social Impact Assessment (ESIA) Operational and Standard Guidelines have been completed and are already been accepted in the Water, Environment and Disaster Management sector. <b>(Target achieved)</b>  The percentage of couldn't be assessed, however government technical staff remained the main beneficiary of project capacity building workshops to mainstream and implement the Rio conventions obligations. For details please see progress of outcome level indicators in below. <b>(Target partially achieved)</b>
	<u>Indicator 3:</u> Number of direct project beneficiaries	The baseline for this project is set at zero, to be compared with the number of unique stakeholders benefitting from the project's activities.	At least 500 stakeholder representatives have benefitted by month 44 (or by the completion of the terminal evaluation)	The project has enhanced the capacities of stakeholders through organizing 37 Workshops to address Rio Convention obligations, engaging more than 1234 stakeholders. These included representative of relevant government institutions at FG and FMS level and Somaliland, NGOs, Academia, Private Sector, media and communities. <b>(Target achieved)</b>

Objective/ Outcomes	Objective and Outcome Indicators	Baseline	End of Project Target	Cumulative progress from the starts of the project
	<u>Indicator 4:</u> Targeted national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities are strengthened	Requirements of the Rio Conventions are not adequately incorporated in sectoral development planning There is little inter-ministerial coordination on the implementation of natural resource and environmental policies The decentralization process is facing many challenges including a weak link between the policy of devolution and decentralization, a limited budget, and the confusion between the rights of the states and the federal government At present, there is insufficient understanding of the value that the Rio Conventions can contribute to national socio-economic development by facilitating environmentally sound and sustainable development	Environmental governance through strengthened policy coordination  Decentralization of global environmental governance  Improved environmental attitudes and values for the global environment	National-level natural resource committee has been established by the FG. Similarly, sub-working groups with members representing FG and FMS environment ministries and other line ministries have been formed to strengthen policy coordination around the mainstreaming of the three main Rio Conventions into the planning and decision-making process. <b>(Target achieved)</b>  In-depth SWOT and gap analysis of environmental governance decentralization policies has completed and Operational Guidance for Environmental Mainstreaming and Decentralized Environmental Governance at the FG and FMS have been Completed. <b>(Target partially achieved)</b>  Understanding, knowledge and attitudes of stakeholders have been enhanced through organizing wide range of workshops, trainings and mass media awareness campaigns. For details please see relevant outcome level indicators in below. <b>(Target partially achieved)</b>
<b>Outcome -1</b>  <b>Improved environmental governance through strengthened policy coordination.</b>	<u>Indicator 5:</u> Targeted policy frameworks are reconciled to create synergies for Rio Convention implementation.	Following the collapse of the government, environmental issues were largely neglected until the previous Transitional Federal Government of Somalia brought Somalia back into global efforts to address environmental issues by becoming signatory to several conventions, including the Rio Conventions. Currently policy frameworks are limited and do not adequately address environmental considerations.	In-depth analysis of Somalia's policy framework on environmental governance.  Weaknesses and gaps in key environmental policies and legal instruments reconciled.  By-laws and operational guidance to mainstream Rio Conventions developed and approved  Updated codes, laws, and relevant texts	In-depth (SWOT) analysis of Somalia's policy framework on environmental governance for all environment institutions at the FG and FMS level have been completed. <b>(Target achieved)</b>  The reconciliation of the weaknesses and gaps in the national and state-level policies and frameworks to mainstream the Rio Conventions along with sets of recommendations for improved management of the global environment have been completed. <b>(Target achieved)</b>  Development of Operational Guidance for Environmental Mainstreaming and Decentralized Environmental Governance at the FG and FMS have been Completed. <b>(Target achieved)</b>  Comprehensive distribution plans to disseminate updated Policies,

Objective/ Outcomes	Objective and Outcome Indicators	Baseline	End of Project Target	Cumulative progress from the starts of the project
			pertaining to Rio Convention implementation distributed.	Laws, Codes and Relevant Texts pertaining to Rio Convention implementation at the FG and FMS level have been furnished. <b>(Target partially achieved)</b>
	<u>Indicator 6:</u> Strengthened consultative and decision-making processes for mainstreaming of Rio Convention obligations.	While there is some cooperation between government groups, this remains uneven, with important gaps of coverage.	Working groups negotiate best consultative and decision-making processes.  Memoranda of agreements on consultative and decision-making processes drafted	National-level natural resource committee has been established by the FG. Similarly, sub-working groups with members representing FG and FMS environment ministries and other line ministries have been formed to coordinate the negotiations around the mainstreaming of the three main Rio Conventions into the planning and decision-making process. (6 sub-working group meetings held in Mogadishu and Hargeisa) <b>(Target achieved)</b>  Memoranda of agreements on consultative and decision-making processes has been completed. The defined roles and means of collaboration at the federal and federal member states level is agreed and adopted. <b>(Target achieved)</b>
	<u>Indicator 7:</u> Targeted institutional mandates are updated and streamlined	Somalia's institutional arrangements for environmental management are inadequate	In-depth analysis of institutional arrangements.  Assessment of current data collection and generation methods of key agencies  Guidelines for coordinated mainstreaming, monitoring, and compliance are validated.  Institutional mandates are updated and streamlined	In-depth (SWOT) analysis of Somalia's institutional analysis for environmental governance for all environment institutions at the FG and FMS level have been completed. <b>(Target achieved)</b>  The assessment of current data collection and technical training needs to mainstream the Rio Conventions has been completed. <b>(Target achieved)</b>  Key officials representing the environment ministries of federal and federal member states, civil society, private sector, academia, and environmental experts were engaged in the validation of guidelines for environmental mainstreaming. <b>(Target partially achieved)</b>  The defined roles and means of collaboration at the federal and federal member states level has been agreed and adopted. Institutional mandates are

Objective/ Outcomes	Objective and Outcome Indicators	Baseline	End of Project Target	Cumulative progress from the starts of the project
			Learning-by-doing workshops on better practices for periodic reporting on Rio Convention implementation	expected to be updated in due course. <b>(Target partially achieved)</b>  Project supported the FG in preparation and submission, to UNFCCC, of the updated Somalia National Determined Contribution (NDC). This was achieved through broad-based Federal and State level consultative workshops and engagements involving Government institutions, NGOs, CBOs, private sector and academia were undertaken throughout the process. <b>(Target achieved)</b>
<b>Outcome 2:</b>  <b>Decentralization of global environmental governance</b>	<u>Indicator 8:</u> Guidelines for decentralized management of the global environment developed	The decentralization process is facing many challenges including a weak link between the policy of devolution and decentralization, a limited budget, and the confusion between the rights of the states and the federal government	Undertake a SWOT and gap analysis of environmental governance decentralization policies.  Guidelines on decentralization and integrating the three Rio Conventions in national and sub-national strategies and plans are developed  Roadmap to facilitate and catalyze mainstreaming, monitoring and compliance.	In-depth SWOT and gap analysis of environmental governance decentralization policies has been part of the broader SWOT analysis conducted at the FG and FMS level. <b>(Target achieved)</b>  Development of Operational Guidance for Environmental Mainstreaming and Decentralized Environmental Governance at the FG and FMS have been Completed. <b>(Target achieved)</b>  A Roadmap has been made part of the Operational Guidance for Environmental Mainstreaming and Decentralized Environmental Governance at the FG level. <b>(Target partially achieved)</b>
	<u>Indicator 9:</u> Capacities for decentralized global environmental governance strengthened	There is a high degree of decentralization in Somalia Negotiations and interactions between the states and the central government indicate that the permanent Constitution, when completed, will devolve significant powers to the states.	Assessment of technical training needs to mainstream Rio Conventions obligations into socio-economic development  Baseline and end-of-project surveys on technical capacities.	Assessment of technical training needs to mainstream Rio Conventions has been completed for relevant institutions at the FG and FMS level. <b>(Target achieved)</b>  The project didn't conduct a baseline survey. However, the Somalia NCSA, Economics of Land Degradation, the National Action Plan, National Biodiversity Report and the updated NDC serves as a baseline for technical capacities. The Project has conducted a pilot end of project survey in Somaliland on Environmental Mainstreaming. <b>(Target partially achieved)</b>

Objective/ Outcomes	Objective and Outcome Indicators	Baseline	End of Project Target	Cumulative progress from the starts of the project
			<p>Training programme for mainstreaming the Rio Conventions into local development plans developed.</p> <p>Training courses and workshops on Rio Convention mainstreaming Lessons learned from the trainings carried out during the project assessed and a long-term training programme is updated</p>	<p>Training programme has been developed and 37 Workshops on Rio Convention mainstreaming organized at FG and FMS level, engaging more than 1234 stakeholders including 274 women. Key cities that hosted these trainings include Mogadishu, Hargeisa, Garowe, Jowhar, Baidoa, Kismayo and Dhusamareb.</p> <p><b>(Target achieved)</b></p>
	<p><u>Indicator 10:</u> Sub-national pilot projects are carried out to test implementation of sub-national planning frameworks</p>	<p>Although, the government is supporting global environmental and local concerns in reforms, there is still a need for greater mainstreaming Sector development plans do not adequately reflect Rio Conventions and environmental considerations</p>	<p>Three sub-national areas (regions/sites/ locales) within which to demonstrate Rio Convention mainstreaming, monitoring, and compliance are selected.</p> <p>Institutional arrangements to implement the pilot activities and exercises are set up.</p> <p>Demonstration and piloting of the sub-national/regional projects</p> <p>Lessons learned from pilot activities are culled.</p>	<p>Demonstration of the Rio Conventions completed for three interlinked sub-sectors, Water, Environment and Disaster Risk Management. As part of the Rio Monitoring compliance, two Environmental and Social Impact Assessment (ESIA) Operational and Standard Guidelines have been completed for the federal government of Somalia and Somaliland.</p> <p><b>(Target partially achieved)</b></p> <p>Elements of the ESIA have already been accepted in the Water, Environment and Disaster Management (WED) project, Somalia Climate security and Hard pipeline GCF Funded Climate Resilient Rangelands in Somalia Projects especially Sendai Framework, and obligations around the three main Rio Conventions.</p> <p><b>(Target partially achieved)</b></p>
	<p><u>Indicator 11:</u> Resource mobilization strategy</p>	<p>The government agencies responsible for the Rio Conventions have limited budgetary funds The availability of significant resources from the international donor community to address environmental issues has led to the deleveraging of government budgetary allocations to address environmental priorities</p>	<p>Analysis of the economic instruments is drafted, peer reviewed, and completed</p> <p>Analysis is rated as high quality by at least 10 independent expert peer reviewers.</p>	<p>A comprehensive set of best practice and innovative financial instruments relevant to the Somali context have been developed.</p> <p><b>(Target achieved)</b></p> <p>These reports were peer reviewed by a team of ten (10) independent local experts representing the Civil society and private sectors in FG and Somaliland</p> <p><b>(Target partially achieved)</b></p>

Objective/ Outcomes	Objective and Outcome Indicators	Baseline	End of Project Target	Cumulative progress from the starts of the project
		There is a lack of financial resources available for environmental monitoring, processing and exchange, and an inefficient use of limited resources for monitoring	<p>Pilot exercises are developed. Feasibility study is drafted, and peer reviewed and endorsed by stakeholders at a validation workshop.</p> <p>The draft is peer reviewed by at least 20 national experts, and validated At least 50 representatives from the main stakeholder constituencies actively consulted on the draft</p> <p>Resource mobilization strategy is approved by Project Steering Committee and Rio Convention focal points</p>	<p>Demonstration of the Rio Conventions completed for three interlinked sub-sectors, Water, Environment and Disaster Risk Management. As part of the Rio Monitoring compliance, two Environmental and Social Impact Assessment (ESIA) Operational and Standard Guidelines have been completed. Feasibility study and Communication plans are available with Ministries of Environment and Climate in Somalia and Somaliland. 20 national experts (2 women) attached to the environmental institutions, were engaged in the draft peer review. <b>(Target achieved)</b></p> <p>Final drafts were validated at workshops attended by 75 participants (including 23 women) representing key stakeholders. <b>(Target achieved)</b></p> <p>Project supported the development of a comprehensive resource mobilization strategy. A comprehensive set of best practice and innovative financial instruments relevant to the Somali context have been developed, which identifies a wide range of international institutions which can be accessed for desired resources. It has also provided various mechanisms, which can be duly employed to mobilized required resources. The resource mobilizations strategy is still in finalization stages at the FG level. <b>(Target partially achieved)</b></p>
<b>Outcome 3</b>  <b>Improved environmental attitudes and values for the global environment</b>	<u>Indicator 12:</u> Collectively and over the four years of project implementation, the awareness-raising workshops engage over 700 unique stakeholders	Awareness of Rio Convention mainstreaming is limited, and stakeholders do not fully appreciate the value of conserving the global environment. The population in rural areas do not have an adequate understanding of global environmental issues Despite the fact that many stakeholders are aware of the global environmental	One-day Kick-Off Conference is held within three (3) months of project	<p>In total project involved more than 1234 stakeholders, including 274 women (22% of total), through various public dialogues and awareness, coordination and validation workshops and trainings etc. <b>(Target achieved)</b></p> <p>The project Inception Workshop was convened on 12 November 2018 in Mogadishu, soon after project start in Sep 2018. A total of</p>

Objective/ Outcomes	Objective and Outcome Indicators	Baseline	End of Project Target	Cumulative progress from the starts of the project
		<p>issues, they do not use the available information for decision-making or the development of strategic document</p> <p>Currently, there is insufficient understanding of the value that the Rio Conventions can contribute to national socio-economic development by facilitating environmentally sound and sustainable development</p> <p>The general public remains generally unaware or unconcerned about the contribution of the Rio Conventions to meeting and satisfying local and national socio-economic priorities</p>	<p>initiation, over 100 participants attend</p> <p>One-day Project Results Conference is held by month 44, over 100 participants attend</p> <p>Baseline awareness report is prepared by month 7</p> <p>Project end awareness report is prepared by month 44</p> <p>Design of public awareness campaign is completed by month 8</p> <p>National and sub-national awareness-raising workshops held</p> <p>Three (3) public policy dialogues are held with at least 30 local representatives, the first by month 13, the last by month 37.</p> <p>At least five (5) media awareness workshops are held, each with at least 20 media representatives</p> <p>At least three (3) private sector sensitization panel discussions are held</p>	<p>34 representatives from key stakeholders participated in the workshop, including seven were women. <b>(Target achieved)</b></p> <p>Project results conference held was convened towards the end of project in second quarter of 2022. The project results accomplished during the implementation period was shared with the stakeholders. <b>(Target partially achieved)</b></p> <p>Baseline survey was not conducted; however, a baseline template was developed. Project has conducted a pilot end of project survey in Somaliland on Environmental Mainstreaming. <b>(Target partially achieved)</b></p> <p>A comprehensive public awareness campaign and communications plan was developed at the FG level <b>(Target achieved)</b></p> <p>14 awareness workshops were held in Mogadishu, Hargeisa, Garowe, Kismayo, Baidoa, Dhusamareeb, and Jowhar benefiting more than 554 stakeholders (including 135 women) <b>(Target achieved)</b></p> <p>Two public policy dialogue on the national-global environment nexus were held in Mogadishu and Hargeisa, more than 76 participants (15women) from key stake holders were engaged. <b>(Target partially achieved)</b></p> <p>33 journalists, including 13 women, trained on environmental reporting. <b>(Target achieved)</b></p> <p>2 Private sector sensitization panel discussions were held in Hargeisa and Mogadishu respectively engaging more than 55 participants from private sector and others. <b>(Target partially achieved)</b></p>
	<u>Indicator 13:</u> Awareness is improved through brochures	The population in rural areas do not have an	Education module is prepared and approved	Draft educational module for the high school students has been

Objective/ Outcomes	Objective and Outcome Indicators	Baseline	End of Project Target	Cumulative progress from the starts of the project
	articles, public service announcement(s), and education modules	adequate understanding of global environmental issues At present, there is insufficient understanding of the value that the Rio Conventions can contribute to national socio-economic development by facilitating environmentally sound and sustainable development	<p>At least three (3) high schools have implemented the education module by month 39</p> <p>One PSA completed for television or radio by month 12, with the first airing by month 15.</p> <p>At least 50 airings of the PSA on television or at least 100 airings of the PSA on radio, by month 34.</p> <p>At least 12 articles on the relevancy of the Rio Conventions published at least every two months</p> <p>Each article is published as a brochure, at least 100 copies each and distributed to at least two high value special events for greatest impact</p>	<p>developed to raise awareness among school students. <b>(Target partially achieved)</b></p> <p>The school module is currently under review by respective education ministries. <b>(Target not achieved)</b></p> <p>Public service announcement has been developed for the local Radio. <b>(Target achieved)</b></p> <p>As part of the media sensitization campaigns, 12 radio public awareness campaigns on Rio Conventions were carried out at federal and federal member states level. <b>(Target partially achieved)</b></p> <p>24 Articles on various topics related to the Rio Conventions were written by project consultants at the FG and FMS level, and were disseminated to relevant quarters.</p> <p>Presently these articles were only disseminated electronically. <b>(Target partially achieved)</b></p>
	<u>Indicator 14:</u> Improved Internet visibility of the value of protecting the global environment to socio-economic development priorities	Awareness of Rio Convention mainstreaming is limited, and stakeholders do not fully appreciate the value of conserving the global environment.	<p>Website is regularly updated, at least once a month with new information, articles, and relevant links on Rio Convention mainstreaming.</p> <p>Number of unique visits to the Rio Convention mainstreaming webpages increased by at least 10% between the launch of the website and</p>	<p>Project supported the then-DOECC, in the development and maintenance of an official website, launched in June 2021 (<a href="https://environment.gov.so">https://environment.gov.so</a>). However, currently the webpage can't be accessed, as the newly established MOECC is in the process of updating its web site, under the new name/address of <a href="https://moecc.gov.so">https://moecc.gov.so</a> <b>(Target partially achieved)</b></p> <p>The project helped the then-DOECC developing and maintaining a social media -Facebook page (<a href="https://www.facebook.com/MoECCSomalia/?ref=page_internal">https://www.facebook.com/MoECCSomalia/?ref=page_internal</a>), which was initiated in April 2019 and is maintained and updated, actively ever since. Presently,</p>

Objective/ Outcomes	Objective and Outcome Indicators	Baseline	End of Project Target	Cumulative progress from the starts of the project
			<p>the time of the terminal evaluation.</p> <p>Convene working group meetings among key agencies that have websites relevant to environmental governance and negotiate opportunities to improve the design and content of their respective webpages. Create a Facebook page on environmental information and Rio Convention mainstreaming.</p>	<p>7,640 people follow this page and there are 5,680 likes on various posts.</p> <p><b>(Target achieved)</b></p>

### 3.3.2 Relevance

Somalia is a signatory to all three Rio Conventions: The UN Convention to Combat Desertification (ratified in July 2002); the UN Framework Convention on Climate Change (ratified in December 2009); and the UN Convention on Biological Diversity (ratified in December 2009). Over the years the Government of Somalia has demonstrated its commitment to managing its environment and natural resources in a way that meets national sustainable development priorities while at the same time meeting obligations under three Rio Conventions. In this context project agenda of building a targeted set of systemic, institutional, and individual capacities to strengthen the country's underlying capacities to meet and sustain global environmental obligations is found fully relevant and consistent with national priorities.

Somalia is among the world's most vulnerable countries to the impacts of climate change. Historically, drought has been an on-going issue for the country, which is further exasperated by population growth, deforestation, soil erosion and land degradation. The National Capacity Self-Assessment (NCSA)<sup>2</sup> exercise conducted in 2016, identified a number of issues that hamper the mainstreaming and fulfillment of the obligations of the Rio Conventions. Among other, these barriers included: limited availability of necessary technical know-how and awareness; weak policy and legislative frameworks; limited coordination and exchange of information among institutions and scarcity of financial resources to implement the agenda of Rio conventions. In this context, the overall project agenda of improving environmental governance through building capacities, strengthened policy coordination, decentralization of global environmental governance and improvement of environmental attitudes and values for the global environment was found highly consistent with the needs of stakeholders, especially governmental institutions, to overcome the prevailing barriers and issues.

<sup>2</sup> <https://info.undp.org/docs/pdc/Documents/SOM/NCSA%20Final.pdf>

The project objectives and intervention are also well aligned with national priorities, policies and plans including: The Provisional Constitution of the Federal Republic of Somalia (2012)<sup>3</sup> that places strong emphasis on environment, land rights and natural resources; the 2017-2019 National Development Plan, which outlines Somalia short to medium-term development priorities; Somalia's National Adaptation Programme of Action to Climate Change (2013), which aims to make the Somali people more resilient to climate change. It is important to highlight that the project has contributed, in its initial years, in the finalization of National Environmental Policy (2019) and Somalia National Climate Change Policy (2020), and project outcomes and interventions are fully aligned and consistent with the goals and objectives of these national level policies. Similarly, the project was also aligned with the Somaliland's National Development Plan (2017-2021) and Puntland Development Plan (2014 – 2018). Nevertheless, the project has also contributed to the development of Environment and Climate Change Policies at the member state level and Somaliland.

Project objectives and interventions are also found consistent with the priorities and development agenda of United Nations in Somalia. Project is well aligned with UN Strategic Framework for Somalia (2017-2020)<sup>4</sup> and directly correspond to Outcome 4.4: "Sustainable management of environment and natural resources". It also corresponds to UN Sustainable Development Cooperation Framework for Somalia (2021-2025)<sup>5</sup> Outcome 4.2: "By 2025, the number of people impacted by climate change, natural disasters, and environmental degradation is reduced". Similarly, it also consistent with and contribute to UNDP Country Programme document for Somalia (2018–2020)<sup>6</sup> Output 3.2: "Improved measures in place for environmental governance, resilience to climatic shocks and the management of natural resources" and CPD Somalia (2021-2025)<sup>7</sup> Output 4.1: "Enhanced capacities of government institutions and communities at federal, state, local levels to mitigate and adapt to climate change" and Output 4.2: "People-centered environment and climate -smart strategies established for sustainable natural resources management". Project objectives and interventions were also fully aligned with various goals and targets of SDGs especially Goal 13: Climate Action, Goal 15: Life on Land, Goal 17: Partnerships to achieve the Goals.

Nevertheless, the project draws its mandate from and is fully consistent with objectives of GEF Cross-Cutting Capacity Development (CCCD) Strategy<sup>8</sup>. Which outlines that the objective of CCCD projects was to address the important capacity needs that will enhance a country's ability to meet its obligations under the Rio Conventions by creating synergies, while at the same time catalyzing the mainstreaming of multilateral environmental agreements (MEAs) into national policy, management or financial and legislative frameworks. Targeting specific components of the environmental governance system should allow for a more practicable approach towards meeting Rio Convention objectives and achieving environmental sustainability.

<sup>3</sup> <https://www.refworld.org/pdfid/51b6d0c94.pdf>

<sup>4</sup> [https://somalia.un.org/sites/default/files/2019-09/UN%20Strategic%20Framework%20%282017-2020%29%20Somalia\\_2.pdf](https://somalia.un.org/sites/default/files/2019-09/UN%20Strategic%20Framework%20%282017-2020%29%20Somalia_2.pdf)

<sup>5</sup> <https://unsdg.un.org/sites/default/files/2020-11/Somalia-UNSDCF-2021-2025.pdf>

<sup>6</sup> <https://www.undp.org/sites/g/files/zskgke326/files/migration/so/UNDP-Somalia-CPD-Final-Approved-23-01-18.pdf>

<sup>7</sup> <https://digitallibrary.un.org/record/3896144?ln=en>

<sup>8</sup> [https://www.thegef.org/sites/default/files/documents/GEF-5\\_Capacity\\_strategy.pdf](https://www.thegef.org/sites/default/files/documents/GEF-5_Capacity_strategy.pdf)

### 3.3.3 Effectiveness

#### ***Outcome 1: Improved environmental governance through strengthened policy coordination***

Project document outlined a number of outputs and activities to achieve this outcome and provided specific indicators and targets to measure the achievability status of the outcome. Following is an analysis of the project progress and performance and achievability status of stipulated indicators and targets.

The project has supported an in-depth study to analyze Somalia's policy framework on environmental governance at the federal government level. The study used SWOT (Strength, Weakness, Opportunities and Threats) analysis method to identify and establish the key gaps of the existing key policy and legal documents for the purpose of improving and strengthening environmental governance at the national level in Somalia. Based on its findings the study also provided a number of recommendations, among other it called for: Strengthening environmental governance; Conducting resource assessments; Revitalization of environmental co-operation with federal member states, Devising ways to revisit government policies and plans; Establishing technical working group; supporting FMS for strengthening environmental institutions; Supporting mechanisms for institutional capacities and; Promoting sustainable resources exploitation & conservation of life-saving ecosystems.

The project has also supported in-depth studies analyzing the policy framework on environmental governance at the participating member states level in Puntland, Jubaland, Galmudug, Hirshablebe and Somaliland. These studies also used SWOT analysis method to identify strengths and gaps of the existing key policies and legal documents and institutional mechanisms for the purpose of improving and strengthening environmental governance at the respective state level. These studies also provided a number of recommendations to bridge the policy gaps and strengthen institutional mechanisms for environmental governance. Similarly, the reconciliation of the weaknesses and gaps in the national and state-level policies and frameworks to accommodate the analytical frameworks around the three Rio Conventions along with sets of recommendations for improved decentralized management of the global environment have been completed.

The project has supported the assessments of current data collection and technical training needs to mainstream the Rio Conventions at the FG and FMS level. The purpose of the assessment was to assess the current status of data collection, data information management, challenges and technical training needs among federal and FMS institutions to mainstream Rio Conventions in Somalia. The overall scope of the assessment focused the current status of data collection, data management and challenges and also on the technical training needs of federal and FMS institutions. The assessments also identified relevant trainings, materials and capacity development which are important for mainstreaming the Rio Convention obligations.

The project has supported the development of Operational Guidance for Environmental Mainstreaming and Decentralized Environmental Governance at the member states level in Puntland, Jubaland, Galmudug, Hirshablebe and in Somaliland. Later on building on the individual FMS guidelines, comprehensive operational guidance has been prepared at the FG level. Key officials representing the environment ministries of federal and federal member

states, civil society, private sector, women and youth groups, religious leaders, academia, and environmental experts were engaged leading to approval of the guidelines.

These guidelines provided relevant information and mechanisms and tools like strategic environmental assessment and environmental impact assessment and economic instruments for mainstreaming and implementation of the Rio Conventions at the FG and FMS levels. Furthermore, a roadmap was also developed consisting of summary of activities, outputs and responsible parties et. Nevertheless, these guidelines also underlined various challenges of environmental mainstreaming. The consolidated operational guidance report at the FG level highlights that the present FG and FMS institutions are constrained by inadequate resources, overlapping missions, and policy and legal gaps. It is critical to establish national institutions with all the required capabilities to carry out environmental mainstreaming.

One of the most important area in which the project has extended its capacity building support was the finalization and endorsement of the National Environmental Policy (2019) and the National Climate Change Policy (2020). These policies were underdevelopment before the advent of the project, however the project engagement further refined these policies and accelerated the approval and endorsement process. The project has also contributed in the development of Draft Environmental Management Bill, and the establishment of the Natural Resource Management Committee within the Parliament. Similarly, the project also supported the development or review of policies for FMS of Puntland, Jubaland, Galmudug, Hirshablebe and in Somaliland. Currently most of these state level policies are at various stages of finalization and approval process.

The project has supported the development of comprehensive plans to distribute and disseminate updated Policies, Laws, Codes and Relevant Texts pertaining to Rio Convention implementation at the FG and FMS level. The main objective of the distribution plans was to better inform stakeholders to promote the environmental mainstreaming both the federal government and member state levels through dissemination relevant official documents and information to all stakeholders including relevant federal and state line ministries and institutions, NGOs, Private sector, academia and media etc. The distribution packages included relevant Policies, Strategies, Action Plans, Laws/Acts, Code of Conducts, Guidelines and other relevant material. The various dissemination mechanisms adopted included distribution through printed/hard copies, electronic copies via website and e-mail, presentations in the workshops and through social media etc.

To strengthen consultative and decision-making processes and coordination for mainstreaming of Rio Convention obligations, a national-level natural resource committee has been established by the FG. Similarly, sub-working groups with members representing FG and FMS environment ministries and other line ministries have been formed to coordinate the negotiations around the mainstreaming of the three main Rio Conventions into the planning and decision-making process. During 2020-2022, project supported organization of six sub-working group meetings in Mogadishu and Hargeisa. The newly established FG Ministry of Environment and Climate Change, leads the overall coordination of the environment portfolio projects in consultation with the key environment institutions of the FMS and Somaliland. Similarly, memoranda of agreements on consultative and decision-

making processes has been completed. The defined roles and means of collaboration at the federal and federal member states level is agreed upon and adopted.

Project has provided support for developing holistic resource mobilization strategy in consultation with thematic portfolio and programmes supported by the UN and other international development partners in Somalia, the work on the same is still underway. Similarly, project also supported the FG in preparation and submission, to UNFCCC, of the updated Somalia National Determined Contribution (NDC)<sup>9</sup>. NDC was prepared through an inclusive, consultative multi-stakeholders technical and policy dialogues. Broad-based Federal and State level consultative workshops and engagements involving Government institutions, NGOs, CBOs, private sector and academia were undertaken throughout the process. In the updated and submitted NDC, Somalia has adjusted its mitigation and adaptation contributions in line with the country's national climate change policy and national development plan with priorities for domestic preparations to meet global obligations. Furthermore, NDC's financing instrument has been developed and Somali delegates engaged in resource mobilization at the June 2022, Stockholm+50 conference. It is important to mention that preparation of NDC was not included in the original mandate of the project, however UNDP mobilized additional \$ 0.25 from Government of Kuwait to provide support to FG to revise and submit the updated NDC in July 2021.

Overall analysis and discussions with stakeholder, consulted during the evaluation exercise, suggest that the SWOT analysis were the first of its kind and provided in-depth understanding of the available policy frameworks and institutional mechanisms and ways to bridge the gaps to improve environmental governance at the national and state level. Similarly, stakeholders consider the development of operational guidelines a great step forward in providing detailed knowhow, implementation mechanisms and frameworks to improve environmental mainstreaming and decentralized environmental governance in the longer run. Analysis and discussions also suggest that development and endorsement of the environment and climate change policies and legal frameworks at the national and state levels is also considered as a formidable achievement, which will pave the way for mainstreaming of Rio conventions and will greatly help in addressing various environment and climate change issues faced by Somalia in a more holistic manner.

The distribution plans for dissemination relevant documents and information to all stakeholders, will also greatly help in improving the understanding and capacities of stakeholders to promote the environmental mainstreaming. Similarly, the establishment of stakeholder's coordination mechanisms at the FG and FMS level, will considerably help in strengthening consultative and decision-making processes for mainstreaming of Rio Convention obligations. The support for preparation and submission of updated NDC has also greatly helped in building capacities of relevant institutions to meet the global obligations under the Rio conventions.

In nutshell, it can be concluded that project support was found quite instrumental in building the capacities of relevant stakeholders and putting in place necessary policy frameworks and guidelines to improve overall environmental governance at the FG and FMS level. Having said this, discussion with stakeholders and review of various project reports also highlighted that

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<sup>9</sup> <https://climatepromise.undp.org/what-we-do/where-we-work/somalia>

keeping in view the wider scope of mainstreaming and implementation of the Rio conventions, considerable resources will be required to fully implement the relevant policies and developed guidelines in its true spirit at the FG and FMS level. Since Somali institutions are resource scarce therefore external resources will require to duly implement the outlined mainstreaming intervention. In this regard the project had initiated the process of developing holistic resource mobilization strategy, which is further elaborated in the following section.

### **Outcome 2: Decentralization of global environmental governance**

Project document outlined a number of outputs and activities to achieve the overall outcome and provided specific indicators and targets to measure the achievability status of the outcome. Following is an analysis of the project progress and performance and achievability status of stipulated indicators and targets.

As mentioned in the previous section, the project has supported in-depth SWOT analysis at the FG and FMS levels. The FG SWOT report also include section on analysis of decentralized environmental governance. It highlighted that the decentralized governance refers to the process of transferring some of the decision-making powers and responsibilities from national to subnational levels at local governments and village levels. The report outlined a number of Strength, Weakness, Opportunities and Threats for decentralization of environment governance. Among other, the main weaknesses included: Absence of decentralization policy and strategy; Limited capacities of local governments; Too many districts; Failure to holding of local council elections, Lack of inclusion of stakeholders from the district level in environmental governance and; No developed intergovernmental transfer system.

FMS level SWOT reports on decentralized environmental governance also highlighted similar issues which hinders the integration of global environmental obligations and priorities into targeted local and regional development programmes and plans. For example, the Puntland report outlines that decentralized environmental governance in Puntland has progressed at a very slow pace and still required improvements and further development. Legal and institutional frameworks exist but are not coordinated effectively to deliver the required services, protection and conservation of the natural resources at the local level. Also many of the policies and laws lacks implementation and enforcement. Though, community awareness and sensitization has improved but also does not cover everywhere. Similarly, Galmudug report mentions that there is poor environmental and climate change policy enforcement due to lack of capacities, insecurity and local conflicts over natural resources that prohibits moving forward.

Analysis and discussions with stakeholders suggest that project interventions were quite instrumental in supporting FMS level institutions in building capacities and development of policy frameworks, however the project couldn't venture much into developing specific regional and local level plans for environmental governance and building the capacities of district and local level authorities. There are a number of challenges in integration of Rio conventions into the local level plans.

The project has supported the assessment of technical training needs to mainstream the Rio Conventions at the FG and FMS level. The overall scope of the assessments focused on the technical training needs of federal and FMS ministries/institutions. The assessments also

identified relevant trainings, materials and capacity development which are important for mainstreaming the Rio Convention obligations. However, these assessments didn't take into consideration the needs of the local level authorities at the sub-state and districts.

The project has developed and implemented a training programme and 37 Workshops on Rio Convention mainstreaming have been organized and at the federal and federal member states level, engaging more than 1234 stakeholders including 274 women (22% of total). Key cities that hosted these trainings include Mogadishu, Hargeisa, Garowe, Jowhar, Baidoa, Kismayo and Dhusamareb. The project APRs didn't provide details of the breakdown of participant's configurations and trainings subject/content and materials etc. However, it can be suggested, from the review few available workshop reports, that main participants included representative of relevant government institutions at FG and FMS level, NGOs, Academia, Private Sector and community groups. And that these workshops included all kind of validation workshops – used to validate various project technical reports-, awareness workshops and coordination workshops etc.

Discussions with stakeholders suggest that project workshops have greatly helped in improving knowledge and understanding regarding Rio conventions and ways and means to mainstream and implement them at the FG and FMS level. However, analysis also suggest that most of these stakeholders were from FG or FMS level government ministries/institutions. The involvement of district and local authorities was either minimal or nonexistent, as there were no targeted trainings conducted at the local level, which poses challenges for decentralization of environment governance to the local level.

The project was also supposed to conduct baseline and end-of-project surveys on technical capacities. However, it was not made possible and project relied on the existing information already available from previous interventions like Somalia NCSA, Economics of Land Degradation, the National Action Plan, National Biodiversity Report and the updated NDC, as a baseline decentralized environmental governance. Regarding end of project surveys, the project has conducted a pilot online survey in Somaliland on environmental mainstreaming and decentralized environmental governance during June 2022. Questionnaire link was sent 100 respondents, out of which 40 responded, mainly government officials. The results show, among others, that 77% of the respondents had improved knowledge about the Rio conventions, 100% agreed to the notion that climate is changing, while 70% think that government is mostly responsible for addressing climate change issues. The pilot survey also recommended that a comprehensive survey on understanding Rio Conventions is needed.

Accordingly, demonstration of the Rio Conventions completed for three interlinked sub-sectors, Water, Environment and Disaster Risk Management. As part of the Rio Monitoring compliance, two Environmental and Social Impact Assessment (ESIA) Operational and Standard Guidelines have been completed for the federal government of Somalia and Somaliland. Elements of these ESIA have already been accepted in the Water, Environment and Disaster Management project, Somalia Climate security and Hard pipeline GCF Funded Climate Resilient Rangelands in Somalia Projects especially Sendai Framework, and obligations around the three main Rio Conventions.

As mentioned earlier, considerable resources will be required to fully implement the relevant policies and developed guidelines in its true spirit at the FG and FMS level. Therefore, the project supported the development of a comprehensive resource mobilization strategy. A comprehensive set of best practice and innovative financial instruments relevant to the Somali context have been developed, which identifies a wide range of international institutions which can be accessed for desired resources. It has also provided various mechanisms, which can be duly employed to mobilized required resources for long-term monitoring, enforcement, and compliance of Rio Convention implementation etc. The resource mobilizations strategy is still in finalization stages at the FG level.

In addition, two other Resource Mobilization Strategies are also available with the federal government of Somalia. These includes the Recovery and Resilience Framework (RRF), and Towards a Climate Adaptation Finance Strategy for Somalia. The RRF supports traditional financing modalities for linking up recovery and resilience with new blended finance modalities. Such an approach assumes closer collaboration between five partners: governments, the private sector, Official Development Assistance, non-governmental organizations, and banks. The implementation of the RRF is ongoing. Likewise, with the CCCD project support, Somalia has Updated its NDCs financing and submitted to UNFCCC for resource mobilization. Also, for the global environmental values and attention, three delegates have represented Somalia in the June 2022 Stokholm+50 conference to present the case of Somalia for the attention and funding from international organizations.

Overall it can be concluded that project support was found quite instrumental in promoting decentralization of global environmental governance through: in-depth analysis of decentralized environmental governance both at FG and FMS levels; capacity building of stakeholders through development and implementation of training programme and organizing wide range of workshops; demonstration and feasibilities for the implementation of Rio Conventions and development of a comprehensive resource mobilization strategy to secure much needed external funding. Having said this, as mentioned earlier, there are still a number of challenges, which hinders the full scale decentralization of environmental governance to the district and local levels in Somalia.

### ***Outcome 3: Improved environmental attitudes and values for the global environment***

Project document outlined a number of outputs and activities to achieve the overall outcome and provided specific indicators and targets to measure the achievability status of the outcome. Following is a descriptive analysis of the project progress and performance and achievability status of stipulated indicators and targets.

To improve the level of understanding and awareness among relevant stakeholders and wider public on mainstreaming and implementation of Rio conventions, project supported the development and implementation of a comprehensive public awareness campaign and communications plan at the FG level on combatting desertification, mitigating climate change and conserving biological diversity. The objectives of this plan was to effectively increase and improve the level of awareness, interest, positive attitudes, behaviors among the public, and stakeholders in Somalia. The plan also identified a wide range of communication channels, tools and dissemination mechanisms.

Overall, project involved wide range of stakeholders, who participated in various project awareness workshops, public dialogues and other forums and meetings. These stakeholders included representatives of governmental institutions/ministries from FG, FMS and Somaliland, NGOs, academic institutions, private sector organizations, media, and communities. As mentioned in the previous section, in total project involved more than 1234 stakeholders, including 274 women (22% of total), through various public dialogues and awareness, coordination and validation workshops and trainings etc. in Mogadishu, Hargeisa, Garowe, Jowhar, Baidoa, Kismayo and Dhusamareb.

To ensure active participation of key stakeholders from the very beginning of the project, a project inception workshop organized on 12 November 2018 in Mogadishu to bring on board all key stakeholders to generate consensus, to introduce the project agenda and discuss roles and obligations towards enhanced participation and ownership during project implementation. The overall objective of the Inception Workshop was to introduce the project and to mobilize future stakeholder engagement. A total of 34 officials from all stakeholders participated, out of this, 7 were women. Similarly, towards the end of project period a results conference held in 2<sup>nd</sup> of quarter of 2022, to appraise project key stakeholders of the project accomplishments and to discuss the way forward to for long-term institutionalization of Rio Convention commitments.

To raise awareness among general public through mass media, a number of journalists, including women, were trained on environmental reporting with specific reference to Rio conventions. Training of media professionals has helped in bringing the three main Rio conventions and environmental governance to the attention of general public through dissemination of relevant information. As part of the media campaigns, public service announcement has been developed and a number of radio announcements on Rio Conventions were conducted at the FG, FMS level and Somaliland.

According to project estimates, obtained from media campaigns, around 14,000 stakeholders from general public including around 2,200 women have been reached out through these messages. A large number of general public was also involved in various mass awareness events like world environment days etc. Similarly, 24 Articles on various topics related to the Rio Conventions were written by project consultants at the FG and FMS level, and were disseminated to relevant quarters to inform project stakeholders of the various environmental issues and dimensions of Rio conventions. To raise awareness among students on the Rio convention and related environmental issues, project has supported the development of an educational modules for the high school students. These modules will be further validated and revised by the concerned education ministries at the federal and states level to make the ready for the purpose of implementation at the school level. Roll out of the education modules to public high schools will be decided in due course in times to come. Similarly, involvement of representatives of academic institutions in project activities were also helpful in transferring information on the Rio conventions to university students.

To improve the internet visibility of the value of protecting the global environment to socio-economic development priorities in Somalia. Project supported the then-DOECC, in the development and maintenance of an official website, launched in June 2021 (<https://environment.gov.so>). The webpage was meant to provide relevant and authentic

information and news on the status of environment and climate change especially various policy, strategic and technical documents and report, for the reference and use of various stakeholders and general public. However, currently the webpage can't be accessed, as the newly established MOECC is in the process of updating its web site, under the new name/address of <https://moecc.gov.so>. The new site is still under transition and it is hoped that all relevant material from previous webpage will be transferred/incorporated to the updated webpage.

Similarly, the project helped the then-DOECC developing and maintaining a social media - Facebook page ([https://www.facebook.com/MoECCSomalia/?ref=page\\_internal](https://www.facebook.com/MoECCSomalia/?ref=page_internal)), which was initiated in April 2019 and is maintained and updated, actively ever since. Presently, 7,640 people follow this page and there are 5,680 likes on various posts. Since beginning, among other, CCCD project related posts dominated the contents of the page in shape of posts and pictures etc. These relate to various workshops, events and news etc. Presently the page is also being actively maintained and updated by MOECC. The most recent post is about Honorable Minister MOECC, Khadija Mohamed Al-makhzoumi, presenting a press conference about climate change in Somalia NDC which was submitted to the United Nations Climate Change Agency UN Climate Change.

Overall it can be concluded that project awareness raising interventions helped in improving knowledge and understanding of stakeholders regarding global environment obligations, especially the three Rio conventions. In person and online discussions and interviews with more than 60 respondents, among all stakeholders, at the FG and FMS level and Somaliland, who participated in one or multiple activities organized by the project, suggest that project was found very instrumental in bringing the Rio conventions to limelight in the context of Somalia. Many of them highlighted that before participation in project activities, they had very little or no knowledge of the global environment obligations.

A very high office holder from government of Somaliland was very open in accepting that, before the project He/She had a minimal understanding of the Rio conventions and its implications for ongoing environmental and climate change issues in Somaliland. Thus project workshops and activities were very instrumental in improving the knowledge, especially of various governmental officials, enabling them to discuss and mainstream the agenda of the Rio conventions in their work spheres, especially in relevant policies and plans. Similarly, other stakeholders, like NGOs, private sector, academia, media and communities also benefited in terms of improved understanding of global obligations.

Project was also helpful in raising awareness among the general public through public service radio announcement and social media platforms. Having said this, it is also important to highlight that in the age of social media, users are being showered with several diverse range of messages on a daily basis through multiple social media platforms. Therefore, at this stage it is found quite difficult to assess the overall results of the media campaigns. It is also important to mention that though a fair deal of awareness has been created, among involved stakeholders, however changing attitudes require continuous and longer term efforts. The real challenge is to reach out to the wider population of Somalia especially at the district and village level to inform them of the perils of the environmental degradation and climate change and ways to address them at the local level.

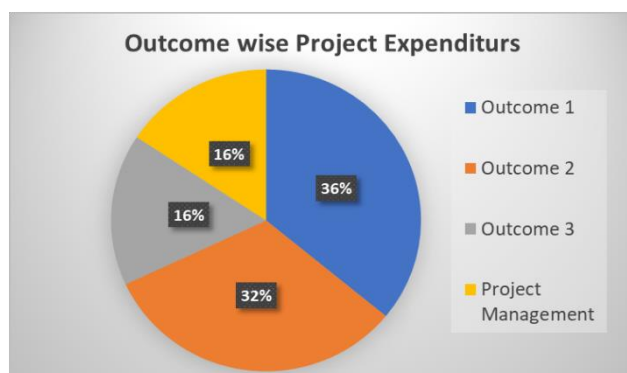
### Some reflections from respondents

- The project has greatly helped in mainstreaming of Rio conventions in to environment and climate change policies. The overall governance and coordination has considerably improved.
- Environmental governance has improved. Previously there were no coordination mechanisms, now we have coordination forums, where all stakeholders actively participate on regular basis.
- Our level of understanding about the 3 Rio conventions has considerably improved, previously we had limited knowledge about the conventions.
- Project has supported the mainstreaming of Rio conventions into the environment and climate change related policies.
- There is no or very little awareness about the conventions and climate change related issues in the rural communities.
- We have integrated the project awareness messages into our (NGO's) awareness programmes and have disseminated these messages to more 2000 households.
- We have mobilized our students to reach out and raise awareness among respective communities regarding environment and climate change issues.
- We couldn't reach out to the stakeholders at the regional level, may be a new project we will focus more on the regional and district levels.

### 3.3.4 Efficiency

Analysis suggest that overall the project was successful in utilizing all of its available financial resources towards the end of the project. According to financial statements, provided at the time of terminal evaluation, by August 2022, the project has utilized around 94% of total available cash resources. The remaining amount was expected to be utilized before the end of project in September 2022. The in-kind co-financing (USD 1 Million) from the Government has been accounted for in the shape of official's time for participating in project activities/meetings, office spaces and utilities for project consultants and utilization of government spaces for project events.

Analysis of outcome-wise expenditures as of August 2022, suggests that a major chunk (36%) of the total spent resources has been utilized under Outcome-1, followed by Outcome-2 (32%), Outcome-3 (16%) and around 16% of the resources were consumed by project management expenses. Outcome 1,2 has consumed almost all if its allocated resources, while Outcome-3 was slightly under allocated and underspent. The following table provides summary of outcome wise allocation by funding partners:



Outcome wise Project Allocations and Expenditures (Sep 2018 – Aug 2022)					
Outcomes	Budget Allocation as of August 2022 (USD)				Expenditure as of August 2022 (USD)
	GEF	UNDP TRAC	Kuwait	Total Allocation	
Outcome 1	215,000.00	286,381.00	221,239.00	722,791.00	758,925.00
Outcome 2	395,000.00	305,652.00	-	700,652.00	678,248.00
Outcome 3	300,000.00	111,904.00	-	411,904.00	343,181.00
Project Management	90,000.00	304,138.00	28,761.00	422,899.00	331,563.00
<b>Total</b>	<b>1,000,000.00</b>	<b>1,008,075.00</b>	<b>250,000.00</b>	<b>2,258,246.00</b>	<b>2,111,917.00</b>

Analysis of year-wise project expenditures suggest that in 2018 it consumed very little resources, pointing to the slow start and time consumed by setting up of project structures and implementation mechanisms. In subsequent years the project geared up its implementation and in 2020 its utilization rates reached to the highest, before slowing coming down toward the end of the project. Please see chart.



Analysis suggest that project available resources were managed and spent in an efficient, cost effective and accountable manner, using UNDP standard financial management and procurement systems and procedures. Overall the project was able to successfully completed most of its activities resulting in achieving outlined targets provided in the results framework. Discussions with stakeholders also suggest that payment releases to partners (under LOAs) were smooth and on timely basis, however they also highlighted that the project funding was quite limited as compared to the larger scope of work to address environmental and climate change issues especially at the state and local level.

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 slightly higher for some activities, especially which involves travel and security arrangements. Furthermore, the project didn't allocate any budget for gender specific activities, the project document assumed that since gender inequality does not represent a barrier to meeting Rio Convention obligations, therefore there was no need for separate budget lines.

Overall the project was successful in completing most of its outlined activities within the stipulated timeframe, without asking for any further extensions in its timeframe. Having said this the project also encountered a number challenges during implementation of the project, which at time slowed down the implementation process these include;

*1. Frequent turnover of the government staff:* During the project implementation focal government officials at the FG and state level changed their positions frequently. Similarly,

some of the project consultants also left and new ones were recruited. This resulted in loss of institutional memory and slightly delayed project progress as the new comers took their time in getting oriented to mandate and activities of the project.

*2. Covid-19 pandemic:* The Covid-19 related restrictions and lockdowns also severely hampered and delayed the project in person activities like consultations, workshops and events during 2020-21. Later on the project adjusted itself to the new reality of remote working and made efforts to catch up through conducting meetings and workshops online during the Covid times. However, districts and community-level engagements suffered most due to limited access to technology and communication, especially for local communities.

*3. Political and Security issues:* The 2021–2022 Somali political crisis was a major political crisis and turmoil within the Somali government. The elections for the House of the People, began on 1 November 2021 and ended on 13 April 2022, followed by the gap in presidential elections, which was held in May 2022. The political crisis and transitioning of the government had its own implications for the project implementation and resulted in delays due to uncertainty in the government circles. However, the project continued its interventions with a slow pace during this time and later on implementation was geared up to catch up on the lost time. Similarly, security situation in some of the regions remained fragile, which posed accessibility issues during project implementation.

Overall the project management structures were found suitable and efficient. At the highest level the project was guided and overseen by the Project Board. Members of the PB included representatives from FG and member states governmental institutions and other stakeholders. However, the membership of the PB meetings has been dominated mainly by governmental institutions. The PB has only met two times during the four-year lifespan of the project, which is slightly lower -PB was supposed to meet on annual basis-.

The project was implemented through the Direct Implementation Modality, with UNDP as senior executive and implementing agency. At the FG level the then Directorate of the Environment at the Office of the Prime Minister remained the main focal institution. The day to day implementation responsibility rested with the Project Manager assisted by support staff. For provision of technical inputs and streamlining of activities at the FG and FMS level several consultants were engaged who were based at the respective ministries at the FG and FMS level. Nevertheless, the UNDP CO provided guidance, support and technical inputs at all stages of the implementation. Please see the following table for overall rating as per TE rating scales.

3. Assessment of Outcomes	Rating	Remarks
Relevance	Satisfactory	Project was well aligned with national needs, priorities and policies. Similarly, it was also aligned with UN, UNDP and GEF priorities and programmes in Somalia.
Effectiveness	Satisfactory	Project has been successful in most of its outcome level targets provided in the project results framework.
Efficiency	Satisfactory	Project has successfully utilized all allocated financial and human resources. Similarly, project has completed almost all of its activities in the stipulated timeframe.

Overall Project Outcome Rating	Satisfactory	Project was found relevant, effective and efficient up to great extent, keeping in view the difficult working environment in Somalia.
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### 3.3.5 Sustainability

Sustainability of project interventions and continuity of benefits, in the post project period normally depends on the availability of desired policies, institutional frameworks, human and technical skills, social acceptance, environmental viability and most importantly availability of desired financial resources. The project document has outlined that a key outcome expected by the project is to enhance the sustainability of capacities developed. It was also highlighted that CCCD projects are medium-sized projects, which has certain limitation in terms of its scope of work. Therefore, the project is intended to be a catalyst of a more long-term approach for improved decision-making for the global environment. Following is brief description of the main sustainability criteria.

#### a) Financial Sustainability

The project has provided much needed financial resources for building capacities and raising awareness to improve environmental governance through mainstreaming and implementation of Rio conventions. It is expected that the benefits of these capacity building and awareness intervention will continue to flow in times to come. However, discussion with stakeholders and review of project reports also highlight that keeping in view the widespread and ongoing nature of environmental degradation and climate change issues in Somalia, it will be an uphill task to fully address these issues in the longer run. Among other, it will require considerable amount of financial resources to fully implement the developed policies, guidelines and plans in its true spirit at the FG and FMS level. Since Somali institutions are resource scarce therefore external resources will be needed to duly implement the environment and climate change related agenda in the longer run.

In this regard the project has supported the development of a holistic resource mobilization strategy. Which provides, on one hand, a comprehensive set of best practice and innovative financial instruments and mechanisms to mobilize desired resources and on the other hand, it identifies a wide range of international institutions which can be accessed for desired resources. Presently the resource mobilization strategy is still under finalization, it is expected that this strategy will be finalized as soon and will be used to mobilize desired resources from external sources. Similarly, UN agencies, including UNDP, and other donors and environmental institutions are also implementing a wide range of environment and climate change related initiatives, which will supplement and consolidate the achievements of the CCCD project and will help in ensuring sustainability and continuity of benefits.

#### b) Institutional Frameworks and governance sustainability

Most recently the then Directorate of Environment and Climate Change, which was the primary partner institution of the project at the FG level, has been upgraded to a full fledged Ministry of Environment and Climate Change, which is a big step forward in strengthening of environmental institutions at the FG level. It is expected that with the establishment of MOECC, the environment and climate related agenda will further come in the limelight and its scope and mandate will further broaden to address environmental issues in a more holistic manner at the FG level. Similarly, all participating FMS also have designated Ministries for Environment, which also partnered with the project at the FMS level. Discussions with FG and

FMS level ministerial officials suggest that the ownership level for the project interventions is very high and they have expressed their willingness to follow up on the project interventions after the project termination. Overall existence of these environmental miniseries at the FG and FMS level provides sound institutional basis for continuity and sustainability.

The project has supported the development, finalization and endorsement of National Environmental Policy (2019) and the National Climate Change Policy (2020). The project has also contributed in the development of Draft Environmental Management Bill. Similarly, the project has also supported the development and review of ECC policies at the FMS level in Puntland, Jubaland, Galmudug, Hirshablebe and in Somaliland. Currently most of these state level policies are at various stages of finalization and approval process. The development of these policy frameworks is a big step forward in providing sound basis, guidelines and way forward for achieving stipulated environment and climate change related goals and objectives and to ensure sustainability. In addition, the Provisional Constitution of the Federal Republic of Somalia (2012), respective National and FMS level Development Plans, Somalia's National Adaptation Programme of Action to Climate Change etc. also greatly emphasize on the sustainable management of natural resources.

#### **c) Socio-political sustainability**

The project has contributed towards raising awareness among general public through mainstream media and social media. As part of the media campaigns, public service announcements has been developed and a number of radio announcements on Rio Conventions were conducted. Similarly, internet visibility has been increased through various postings on social media. General public also participated in mass events like environment days etc. However, the coverage of the media campaign was found limited to main cities. The real challenge is to reach out to the wider population of Somalia especially at the district and village level to inform them of the perils of the environmental degradation and climate change and ways to address them at the local level. Having said this, overall project interventions were found socially acceptable and beneficial from citizen's point of view, keeping in view the ongoing issues of severe drought and environmental degradation, which greatly impact the lives and livelihoods of local communities.

The 2021–2022 Somali political crisis was a major political crisis and turmoil within the Somali government, which arose from elections process for house of the people and presidential elections. The political crisis and transitioning of the government had its own implications for the implementation and sustainability of environmental interventions. Similarly, security situation in some parts of Somalia remain fragile, which is also posing challenges for sustainable management of natural resources in those areas. However, recently the political stability has been improved through successful conclusion of parliamentary and presidential elections. For the time being it is expected that the improvements in political stability will contribute to sustainability and continuity of government policies.

#### **d) Environmental sustainability**

The overall objectives of the project were to strengthen a targeted set of national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities. Therefore, environmentally, the project itself was a great advocate of and has promoted environmental sustainability through mainstreaming and

implementation of the Rio conventions. Having said this the ongoing severe drought and continued pressure of local population on the limited natural resources to meet their demands for livelihoods is posing greater challenges for sustainable management of the natural resources of the country. Please see the following table for overall rating as per TE rating scales:

4. Sustainability	Rating	Remarks
Financial sustainability	Moderately Likely	Somali institutions are resource scarce and depends on external financial resources for continuity of such interventions.
Socio-political sustainability	Moderately Likely	Somalia security and political fragility pose moderate risk to continuity of such initiatives
Institutional framework and governance sustainability	Likely	The availability of relevant institutional set ups and policy frameworks provide adequate basis for continuity and sustainability.
Environmental sustainability	Likely	The project itself was a great advocate for addressing environment and climate issues and all of its interventions were environmental viable.
Overall Likelihood of Sustainability	Moderately Likely	Availability of required financial resources and fragility pose some challenges for overall sustainability.

#### Some reflections from respondents

- Our institution is committed to sustain various project interventions; however, we need longer term support to further strengthen capacities.
- Ownership level of government is very high and the project has built our capacities, so we are committed to continue on some activities, which doesn't require much resources, but for others we will need more resources.
- Sustainability of awareness interventions is an issue as changing attitudes is not easy and take time, therefore support need to continue. There is also a greater need for capacity building at the regional level.

### 3.3.6 Gender equality and women's empowerment

The project document outlined that the gender inequality issues in Somalia helped inform the project design. It highlighted that women in rural areas are among the most vulnerable of groups to the impacts of climate change. This is due to their unequal and low access to resources and limited role in decision-making. The project document emphasized that the project will make every effort to incorporate gender issues in the implementation. It also envisaged that the project will include several validation measures and gender sensitive indicators and a gender analysis will be completed and included in the final project document.

Despite the greater emphasis on gender issues in the project document, there was no budget allocations made to specifically address gender equality on the pretext that gender inequality does not represent a barrier to meeting Rio Convention obligations. In this context the results framework also didn't provide any gender specific outputs or indicators, to monitor gender equality dimensions, especially participation and empowerment of women beneficiaries at the outcome level.

Having said this, keeping in view the importance of the role of women in environment and climate change related matters, the project has made efforts to involve women in its capacity building and awareness related interventions at the FG and FMS level. As mentioned earlier the project has developed and implemented a capacity building programme and around 37 Workshops on various dimensions including awareness and mainstreaming of Rio Convention have been organized at the FG and FMS level, engaging more than 1234 stakeholders including 274 women (22% of total). It was found difficult to get the details of all workshops to assess the proportion and background of women participants, however, discussion with stakeholders suggest that the majority came from relevant governmental institutions at FG and FMS levels.

The project board remained the high level decision making forum of the project, the minutes of Feb, 2021 PB meeting suggest that out of 15 members only one was women i.e. the Deputy Minister of Environment and Climate Change Puntland. Just to give an idea on the involvement of women here are few examples: in the project inception workshop out of 34 participants, 7 were women (5 from UNDP), in the workshop for validation of operational guidance in Somaliland, out of 31 participants, only 2 were women; in the workshop for validation of Somaliland national climate change policy, out of 31 participants only 4 were women; in the public dialogue on the national-global environment nexus in Somaliland out of 36 participants, 9 were women and; in the private sector sensitization workshop in Somaliland out of 30 participants, only 5 were women.

Nevertheless, efforts were also made to reach out to women folk among general public during the project mass awareness campaigns through radio etc. according to project estimates, more than 14,000 persons from general public were reached out, which included around 2,200 women (16% of total). Overall it can be concluded that participation of women in project implementation remained low, on one hand due to the reason that Somalia is a conservative, male dominated society and role and presence of women in public sphere or at the institutional level is very limited. On the other hand, despite emphasis the project design didn't include any specific intervention directed to address gender equality issues exclusively.

#### **Some reflections from respondents**

- Women are more vulnerable to environmental degradation, we have tried to involve more and more women in our awareness raising workshops.
- A number of women were involved in project workshops and meetings, however the number of women participants remained limited as compared to men.

### **3.3.7 Country ownership**

Overall analysis and discussions suggest that there is quite high level of ownership among the respective institutions for the project agenda and interventions. As mentioned earlier, Somalia is a signatory to all three Rio Conventions: The UN Convention to Combat Desertification; the UN Framework Convention on Climate Change; and the UN Convention on Biological Diversity. Similarly, the environment and climate change agenda are well incorporated in the national level and FMS level policies and plans like the National Development Plans and National Environmental Policy and National Climate Change Policy and respective plans and policies at the FMS level.

Most recently a full Ministry of Environment and Climate Change, has been established at the federal level to take forward the country's environment and climate change related agenda in a more holistic and pragmatic way. Similarly, there exist relevant miniseries and organizations at the FMS level for environment and climate change. Needless to emphasize that the existence of relevant policies, plans and institutional set ups at all levels reinforce the ownership, commitment and keen interest of FG and respective FMS in addressing environment and climate change issues in time to come.

### 3.3.8 GEF Additionality

The GEF Independent Evaluation Office classifies additionality into six factors<sup>10</sup> including 1) Specific Environmental Additionality, 2) Legal and Regulatory Additionality, 3) Institutional and Governance Additionality, 4) Financial Additionality, 5) Socio-Economic Additionality, and 6) Innovation Additionality. The following table summarizes the GEF additionalities in the context of the CCCD project.

GEF's Additionality	Description	Remarks
Specific Environmental Additionality	The GEF provides a wide range of value added interventions/services to achieve the Global Environmental Benefits (e.g. CO2 reduction, Reduction/avoidance of emission of POPs).	The CCCD project agenda was fully aligned with and focused on with the Global Environmental Benefits through building capacities for mainstreaming and implementation of the 3 Rio conventions. Which in the longer run will significantly contribute to reduction of CO2 etc.
Legal/Regulatory Additionality	The GEF helps stakeholders transformational change to environment sustainable legal/regulatory forms	The project has contributed in the development of Draft Environmental Management Bill, and the establishment of the Natural Resource Management Committee within the Parliament. The project has also supported the development of comprehensive plans to distribute and disseminate updated Laws and Codes pertaining to Rio Convention implementation at the FG and FMS level.
Institutional Additionality/ Governance additionality	The GEF provides a support the existing institution to transform into efficient/sustainable environment manner.	The project has provided support and has contributed in the building the capacities of relevant institutions at the FG and FMS levels to improve environmental governance.
Financial Additionality	The GEF provides an incremental cost which is associated with transforming a project with national/local benefits into one with global environmental	The GEF incremental funds were very instrumental in building capacities of relevant stakeholders to mainstream and implement Rio conventions. Similarly, additional resources were also mobilized from UNDP, Govt. of Somalia (in-kind) and Govt. of Kuwait as co-financing.

<sup>10</sup> An Evaluative Approach to Assessing GEF's Additionality  
[https://www.thegef.org/sites/default/files/council-meeting-documents/EN\\_GEF.ME.C.55.inf\\_01\\_Additionality\\_Framework\\_November\\_2018.pdf](https://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.ME.C.55.inf_01_Additionality_Framework_November_2018.pdf)

	benefits.	
Socio-Economic Additionality	The GEF helps society improve their livelihood and social benefits thorough GEF activities.	The project interventions mainly focused on building capacities of relevant institutions and awareness among general public. As such the project didn't implement any specific intervention related to livelihood improvement for people. However, in the longer run it is expected that once the developed policies are fully implemented it will yield livelihood and social benefits for people affected by environmental issues.
Innovation Additionality	The GEF provides efficient/sustainable technology and knowledge to overcome the existing social norm/barrier/practice for making a bankable project.	As mentioned the project was about capacity building and no new technologies were introduced or implemented. However, demonstration of the Rio Conventions was completed for three interlinked sub-sectors, Water, Environment and Disaster Risk Management. Two Environmental and Social Impact Assessment (ESIA) Operational and Standard Guidelines have been completed and are already been accepted in the Water, Environment and Disaster Management sector.

### 3.3.9 Catalytic/Replication Effect

Overall the project was intended to be a catalyst of a more long-term approach for improved decision-making for the global environment through enhanced technical and programme coordination on environmental mainstreaming. The strengthening of institutional and technical capacities has considerably helped in improving the overall environmental governance, which will greatly help in the replicability and extension of the project approaches through adoption by future such initiatives. Project has helped in mainstreaming of Rio conventions into the various policies and plans at the FG and FMS levels, it is expected that the built institutional capacities will greatly help in implementation of relevant policies and plans, which in turn will greatly help in scaling up and replication of environment and climate change related interventions in the longer run.

Project has involved large number of stakeholders, including civil society and general public through its awareness raising interventions and campaigns and a good deal of awareness has been raised among various segments of the society regarding various environmental issues and ways to address them. In the longer run it is expected that the awareness of stakeholders will have a trickledown effect and the message will further spread to more and more people.

Analysis of the project progress reports and discussions also suggest that, at the country level, key interlinked initiatives implemented by the federal government of Somalia will greatly help in replication and scaling up of project agenda in times to come, these include: the preparation of the First Biennial Updated Report (BUR1) under the United Nations Framework Convention on Climate Change (UNFCCC), the National Climate Change Adaptation Support Project, the Global Biodiversity Framework Early Action Support, the Integrated Water Resource Management Project, Sustainable Charcoal Reduction and Alternative Livelihoods

Project, the Somalia Climate Security and Justice Project and the Africa Minigrid Programme etc. It is expected that the institutional capacity building and awareness through the CCCD project will greatly help these initiatives and programmes to scale up good practices to further improve environmental governance and give way to replication and sustainability in the longer run. Having said this, in view of the meager financial resources of governmental institutions, the scaling up remains a challenge and will require continued external financial resources in times to come.

### **3.3.10 Progress to Impact**

According to results framework, in the longer run the project results were linked to a number of Sustainable Development Goals (SDGs) especially Goal 13: Climate Action, Goal 15: Life on Land, Goal 17: Partnerships to achieve the Goals. Similarly, the project results were intended to contribute to UNDP Strategic Plan (2014-2017) Output 1.3: Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste. The overall project objective was “to strengthen a targeted set of national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities, with particular attention to improving collaboration and coordination between and among the federal and state governments”. The project intended to achieve the longer term goals and objective through three interrelated outcomes related to improving overall global environmental governance, decentralization of global environment governance and bringing positive changes in attitudes and values for the global environment.

Since impacts relates to longer term changes induced by the project interventions and results, therefore at this stage, when the project has just ended, it is a bit too early to assess the longer term impacts of the project. However, in the following a summary analysis has been provided in progress towards overall objective and outcomes and potential longer term impacts.

As mentioned in detail in the effectiveness section, project has considerably built the technical capacities of relevant stakeholders and improved coordination especially among governmental institutions at the FG and FMS level, to understand, interpret and duly mainstream the obligations of the Rio conventions in the national policies and plans. The improved capacities and coordination has greatly helped in mainstreaming of the various elements of the global environmental obligations in the National Environmental Policy (2019), the National Climate Change Policy (2020) and the Draft Environmental Management Bill etc. Similarly, the project has also made considerable efforts to promote decentralization of global environment obligations at the respective FMS level and Somaliland and has built the capacities of the state level institutions and relevant stakeholders, which has considerably helped in mainstreaming of conventions obligation in the relevant state level environment and climate change policies.

Overall this can be considered the most effective contributions of the project in the context for longer term benefits and impacts of the project. It is expected that the full scale implementation of these policies and regulatory frameworks will significantly contribute to meeting the requirements of global environment obligations and more importantly achieving national priorities for sustainable environmental management and climate change mitigation

in the longer run in Somalia. Having said this the full scale implementation of these policies will also require further technical support and most importantly financial resources in times to come. It is important to highlight that the project has already supported the development of a resource mobilization strategy to secure much needed external funding for wider scale implementation. It is expected that given the gravity of environmental degradation and severity of impacts of climate change like continued droughts, Somalia will remain high on the list of international donors for external technical and financial assistance.

Beside capacity building of key stakeholders, project support was also found instrumental in awareness raising among general public regarding global environmental obligations and prevailing environmental degradation and climate change issues in the country. It is expected that in the longer run this improved awareness and understanding of the wider population will help in bringing gradual changes in attitudes and values for global environment and sustainable management natural resources and mitigation of climate change impacts. Having said this, the coverage of project awareness campaigns was very limited in scale, the real challenge is to reach out to the wider population in Somalia, especially at the district and village level to inform them of the perils of the environmental degradation and climate change. Furthermore, changing attitudes and values of general public, is a very long term endeavor, therefore efforts need to continue and their scope should be gradually broadened to bring about required changes for a formidable impact.

## 4. SUMMARY CONCLUSIONS AND LESSONS

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### 4.1 Main Conclusions

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

#### a) Project Design and Implementation

Overall project Results Framework exhibited clear linkages among, outputs, outcomes and during the course of implementation no changes have been made in the RF. However, generally speaking the stipulated outcomes were found slightly broad and overarching in nature, especially outcome-3 regarding attitudes and values improvement for global environment, which is a kind of longer term endeavor. Similarly, the objective level indicators, borrowed from UNDP IRRF (2014-2017), were found slightly outdated, in the context of project timeframe (2018-2022). The RF also didn't provide any gender specific indicators to monitor gender equality dimensions, especially participation and empowerment of women.

Project implementation arrangements were also found appropriate and partnerships and cooperation among stakeholders, especially among relevant governmental institutions at the FG and FMS level and Somaliland remained forthcoming, formal and optimal. Representatives of NGOs, academia and media organizations were also engaged, however no specific LOAs were signed with them, which has made their participation a bit less formal. Local communities were mostly reached out indirectly through mass media awareness campaigns or mass events, though some community leaders participated in project workshops. Project implementation has also encountered few challenges including frequent turnover of the government staff, restrictions due to Covid-19 pandemic, political (elections) and security issues and limited project resources for the state level interventions.

#### b) Relevance

Project objective, results and interventions were found highly relevant and consistent with the needs of stakeholders, especially governmental institutions, to overcome the prevailing barriers to mainstreaming the obligations of the 3 Rio Conventions in Somalia. These included: limited availability of technical know-how and awareness; weak policy and legislative frameworks; limited coordination and; scarcity of financial resources. The project results and interventions were found well aligned with national and sub-national priorities, policies and plans towards addressing environment and climate change issues. Similarly, the project was also found consistent with the priorities of United Nations in Somalia and GEF global cross cutting capacity development strategy.

#### c) Effectiveness

Project support was found quite effective in improving environmental governance to mainstream and implement the 3 Rio conventions through: in-depth analysis of existing policy frameworks; development of operational guidelines; improving coordination mechanisms; improving knowledge and understanding of stakeholders; developing resource mobilization strategy and; dissemination of relevant documents and information. Project has made significant contributions in mainstreaming of Rio conventions in the National Environmental Policy (2019), the National Climate Change Policy (2020) and Draft Environmental Management Bill. Similarly, it also contributed towards mainstreaming of conventions in the

relevant policies for FMS and Somaliland. However, keeping in view the wider scope of implementation agenda of the Rio conventions, further support especially financial resources will be required to fully implement the relevant policies and plans in times to come.

Project support was found quite effective in promoting decentralization of global environmental governance through: in-depth analysis of decentralized environmental governance at FMS level; capacity building of stakeholders through wide range of capacity building programmes (involving more than 1234 stakeholders); demonstration and feasibilities for the implementation of Rio Conventions at the FMS level and; development of a comprehensive resource mobilization strategy to secure much needed external funding for wider scale implementation. However, the project emphasis mostly remained at the FG and FMS levels, and there are still a number of challenges in the full scale decentralization of environmental governance to the district and local levels in Somalia.

Project support was also found instrumental in improving environmental attitudes and values for the global environment among all stakeholders through development and implementation of a comprehensive awareness strategy which included: organization of awareness workshops and public dialogues for key stakeholders; awareness raising among general public through mainstream and social media and; development of educational modules for awareness raising among high school students etc. However, changing attitudes and values, especially of general public, is a long term endeavor, requiring continuous and longer term efforts. The real challenge is to reach out to the wider population of Somalia especially at the district and village level to inform them of the perils of the environmental degradation and climate change.

#### **d) Efficiency**

The total original project budget, was \$2.5 Million (GEF, UNDP, Government), however down the road additional funds amounting to \$0.5 Million were received from UNDP TRAC, doubling the UNDP's contribution. Similarly, additional funds of \$0.25 Mill were mobilized from Government of Kuwait (for preparation of Somalia NDC), which has increased the total available project resources to \$ 3.25 Million. This included \$ 1 million as in-kind Government co-financing.

As of August 2022, the project has utilized 94% of the total available cash resources the remaining amount is expected to be consumed towards the end of project. A major chunk (36%) of the total spent resources has been utilized under Outcome-1, followed by Outcome-2 (32%), Outcome-3 (16%) and around 16% of the resources were project management expenses. The in-kind co-financing from the Government was estimated in the shape of government official's time for participating in project activities, office spaces for consultants and utilization of government premises for project activities. Overall project resources were managed and spent in an efficient, cost effective and accountable manner, using UNDP standard financial management, recruitment and procurement procedures. However, keeping in view the security situation and remoteness of project locations, cost of doing business in Somalia remained slightly higher for some activities.

Despite the implementation slow down resulting from COVID pandemic and security and political situation (due to elections), the project has been quite successful in completing all of

its activities within the stipulated time frame (Sep 2018-Sep 2022), without asking for any extension. This was made possible through implementation of a number of meetings/workshops remotely through online meeting tools during COVID times.

#### **e) Sustainability**

The availability of relevant institutional and policy frameworks to address environmental and climate change related issues at the FG and FMS levels and the high degree of ownership among various institutions for project interventions and results, provides sound basis for continuity and sustainability of project benefits in the longer run in the context of meeting global environmental obligations and promoting sustainable natural resource management and climate mitigation measures in time to come.

However, keeping in view the widespread and ongoing nature of environmental degradation and climate change issues in Somalia, it will be an uphill task to fully address these issues in the longer run. Among other, it will require considerable amount of financial resources to fully implement the developed policies, guidelines and plans in its true spirit at the FG and FMS level. Since Somali institutions are resource scarce therefore external resources will be needed to duly implement the environment and climate change related agenda.

#### **f) Gender equality**

The project has made efforts to involve women in its capacity building and awareness related interventions at the FG and FMS level. The capacity building workshops of the project involved more than 1234 stakeholders including 274 women (22% of total). Similarly, efforts were also made to reach out to women folk among general public during the project mass awareness campaigns and more than 14,000 persons from general public were reached out, which included around 2,200 women (16% of total). However, the participation of women in project implementation remained low, on one hand due to the reason that Somalia is a conservative, male dominated society and role and presence of women in public sphere or at the institutional level is very limited. On the other hand, despite emphasis, the project design didn't provide any specific budget or interventions directed to address gender equality issues exclusively.

#### **g) Impact**

The improved capacities and coordination has greatly helped in mainstreaming of the of the global environmental obligations in the National and Sub-national level environment and climate change policies. It is expected that the full scale implementation of these policies and regulatory frameworks will significantly contribute to meeting the requirements of global environment obligations and more importantly achieving national priorities for sustainable environmental management and climate change mitigation in the longer run in Somalia. However, the full scale implementation of these policies will also require further technical support and most importantly financial resources in times to come.

It is also expected that in the longer run the improved awareness and understanding of the wider population will help in bringing gradual changes in attitudes and values for global environment and sustainable management natural resources and mitigation of climate change impacts. However, changing attitudes and values of general public, is a very long term

endeavor, therefore efforts need to continue and their scope should be gradually broadened to bring about required changes for a formidable impact.

## 4.2 Lessons Learned

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Following is a summary of the main lessons learnt during project implementation:

### **1. Continued need for external financial resources**

The project has provided much needed financial resources for building capacities and raising awareness to improve environmental governance. Analysis suggest that Somalia is faced with widespread and severe environmental degradation and climate change issues. Keeping in view the meager financial resources of governmental institutions, it is not possible to address these issues from country's own resources. Therefore, external financial resources will be required to duly address these issues in the longer run.

### **2. Continued need for capacity building**

The project has handsomely contributed to the capacity building of stakeholders to mainstream and implement Rio conventions at the federal and state level. However, Somali governmental institutions are still in the initial stages of development –like the newly established MoECC at the federal level-, therefore there is a long road ahead to fully build the capacities of relevant institutions to enable them to duly comprehend and address the environment and climate change issues in the longer run. It is also important to mention that presently such capacities are either very limited or non-existent at the district and local levels.

### **3. Continued need for awareness among general public**

The project has made efforts to raise among the general public regarding environmental and climate change related issues. However, the coverage of these awareness raising interventions were found quite limited as compared to the total population of Somalia. There is a greater need to scale up and expand these awareness activities to reach out to especially the larger rural population in times to come.

### **4. Continued need for enhancing participation of non-government actors**

Although project has involved CSOs, Academia and Private Sector and local communities in project activities, however their participation was a bit informal and spontaneous. Similarly, involvement of local communities was indirect and were reached out through mass media awareness campaigns and their participation was limited to specific mass events etc. Keeping in view the important role of these stakeholders in addressing and mitigating environment and climate change issues, there is a greater need to actively involve all stakeholders as active partners in future such initiatives and programmes to give way to sustainability.

### **5. Continued need for strengthening coordination mechanism**

Project has made considerable efforts to improve coordination mechanisms among stakeholders. However, these coordination forums were mainly supported and convened by the project. Furthermore, the coordination among the FG and FMS level institutions remains need based and spontaneous. There is a greater need to further strengthen and formalize these coordination mechanisms in time to come to give way to effective decision making and cooperation among stakeholders.

***6. Continued need for greater participation of women and vulnerable groups***

The project has made efforts to involve women in its capacity building and awareness related interventions at the FG and FMS level. However, despite emphasis on gender issues participation of women and vulnerable groups remained low, on one hand due, to the reason that there were no budget allocations made neither were any gender specific outputs or indicators included in the project design to promote their participation. And, on one hand, Somalia is considered a conservative, male dominated society and role and presence of women in public sphere or at the institutional level is very limited. There is an ever greater need to involve, raise awareness and build capacities of women folk and vulnerable groups to address environmental degradation and climate change issues in Somalia.

## 5. RECOMMENDATIONS

Based on the detailed analysis and conclusions of the evaluation exercise following are the main recommendations:

No	Recommendation	Timeframe	Entitiy Responsible
1	<p>Somalia remains one of most vulnerable countries to the impacts of climate change, the ongoing drought and environmental degradation continue to pose greater challenges. Therefore, it is recommended that the much needed external technical and financial support should continue in the longer run to further build the capacities of national institutions to help halt and reverse the process of environmental degradation and mitigate the impacts of climate change.</p> <p>In this regard, the project has supported the development of a comprehensive resource mobilization strategy, which is currently under finalization. Therefore, it is recommended that UNDP should extend help in finalization and endorsement of the said strategy as soon possible. This will greatly help in streamlining and mobilization of much needed financial resources from external donors and financial institutions. Having said this, project has involved private companies in energy and mining sectors through various workshops and activities. There is also greater scope to strengthen future collaboration, especially exploring opportunities of co-financing from relevant private sector companies in Somalia, to mitigate the effects of environmental degradations and climate change.</p>	<p>As applicable for future such initiatives.</p> <p>By December 2022</p>	UNDP, MoECC at FG level
2	Project has supported the development and finalization of environment and climate change related policies at the FG and FMS level. On one hand, it is recommended to pursue the finalization and endorsement of the draft policies for some of the remaining FMS. On the other hand, it is also recommended to develop comprehensive strategies and implementation plans at the FG and FMS level, to effectively implement the approved policies. Similarly, advocacy efforts need to be strengthened to get approved the Draft Environmental Management Bill from cabinet and parliament.	By March 2023	UNDP, MoECCs at the FG and FMS levels.
3	Project support was found instrumental in promoting decentralization of environmental governance. However, the emphasis mostly remained at the FG and FMS level, there are still a number of challenges in the full decentralization of environmental governance to the district and local levels in Somalia. Therefore, it is recommended that future environmental and climate change related initiatives/projects should equally focus on building capacities and putting in place implementation and monitoring mechanisms for sustainable environmental management especially at the district and sub-district level.	As applicable for future such initiatives.	UNDP, MoECCs at the FG and FMS levels.

4	Project has involved CSOs in the capacity building and awareness activities. However, their participation was found informal and limited. Keeping in view the importance of the role of civil society, especially in awareness raising at the grassroots, it is recommended that future projects should involve more local level CSOs and community based groups and strengthen their capacities to raise mass awareness regarding environmental and climate change issues. In this regard it is recommended that future project should duly involve local CSOs as implementing partners, through signing LOAs on longer term basis. Similarly, representatives of CSOs and other stakeholders should be duly included in the project decision making bodies like project boards, as permanent members.	As applicable for future such initiatives.	UNDP, MoECCs at the FG and FMS levels.
5	In recent times, social media has emerged as a far-reaching mass awareness medium/tool. There is a strong need to continue using the power of this medium to spread the awareness related to environment and climate change issues to wider population. However, due to high influx of information, the retention capacities of the viewers has been considerably reduced, therefore it is recommended that future awareness programmes should be designed in a more innovative and interactive way to catch the attention of the viewers. Furthermore, there is also a greater need to utilize various (paid) content promotion and dissemination tools and services, like phone based SMS and internet advertising, to reach out to the larger audience.	As applicable for future such initiatives.	UNDP, MoECCs at the FG and FMS levels.
6	Project has generated many valuable knowledge products, including analytical and technical reports, guidelines, articles and awareness material etc., which are presently in scattered form and are not easily accessible to users. Therefore, it is recommended that all knowledge products should be sorted out and widely shared with relevant stakeholders, in line with the prepared distribution plans, Similarly, all these products should be duly uploaded to the new website of MOECC, to make it available for the reference and use of stakeholders.	By December 2022	UNDP, MoECC at the FG level.
7	Though project has involved women, to the extent possible, in its capacity building and awareness related interventions. However, the project design didn't incorporate specific interventions and indicators to promote women involvement. It is recommended that future such projects should duly address the gender mainstreaming issues in project design and incorporate specific intervention and indicators to promote women participation and involvement in all stages and components of the project, as they are the one who are the most affected by the environmental degradation and climate change. Furthermore, future projects should engage/employ a gender specialist who should develop and implement a gender mainstreaming strategy and help collect and analyze gender-disaggregated data etc.	As applicable for future such initiatives.	UNDP, MoECC at the FG level.
8	The project has helped in improving coordination among stakeholders to strengthen decision-making processes at the FG and FMS levels. Project played as the convener of these	As applicable for future	UNDP, MoECCs at

	<p>coordination meeting. However, in the absence of project support, there might be challenges in convening regular coordination meetings. Therefore, it is recommended that, on one hand, future environment related projects should help in further strengthening of these forums and, on the other hand, there is a greater need to institutionalize these forums at the governmental level to give way to sustainability. Nevertheless, the coordination among FG and FMS level relevant institutions is presently done on need based and are not considered very optimal, therefore efforts are also required to further encourage, strengthen and institutionalize coordination mechanisms and systems among relevant FG and FMS environmental institutions.</p>	such initiatives.	the FG and FMS levels.
<b>9</b>	<p>Overall the involvement of politicians, especially parliamentarians, at the FG and FMS level, remained very limited. Since parliamentarians exercise high degree of influence and are very instrumental especially in developing and passing various environmental related bills and even in awareness raising among their constituencies. Therefore, it is recommended that future environmental projects should incorporate advocacy and capacity building related interventions for relevant parliamentary committees to enhance their capacities to review, advocate and enact specific environment and climate change related legislations and regulatory frameworks.</p>	As applicable for future such initiatives.	UNDP, MoECCs at the FG and FMS levels.
<b>10</b>	<p>Overall the linkages between project objectives, outcome and outputs were clear. However, project outcomes were found slightly broad and overarching in nature. In such short duration projects, it is recommended to make the outcomes as specific and as measurable as possible, which can be duly achieved by the end of the project period. Furthermore, a balance should be struck between qualitative and quantitative indicators. Nevertheless, gender specific indicators should be duly incorporated in the results framework to monitor gender equality and sensitivity. From M&amp;E point of view, it is always beneficial to employ dedicated M&amp;E expertise at the project level, to ensure development and implementation of project based M&amp;E mechanisms and provide continuous feedback to the management to keep track of project objective, outcomes and output level indicators.</p>	As applicable for future such initiatives.	UNDP

### Annex-1 (A) List of Persons Interviewed during evaluation mission in person and virtually

#	Name	Designation	Organization	Place of interview
1	Mr. Ahmed Yusuf Ahmed	Director General	Federal Ministry of Environment and Climate Change	Mogadishu
2	Hon. Shukri Bandare	Minister	Somaliland Ministry of Environment and Climate Change	Hargeisa
3	Mr. Abdul Qadir	RCC Portfolio Manager	UNDP	Mogadishu
4	Mr. Nabil Abdi	Project Manager	UNDP	Mogadishu
5	Mr. Kavin Hill	CTA	UNDP	Mogadishu
6	Mr. Salah Dahir	Portfolio M&E Specialist	UNDP	Mogadishu
7	Mr. Garikai Mabeza	CO M&E Specialist	UNDP	Virtual Meeting
8	Ms. Samira Hassan	Head of Area Office Somaliland	UNDP	Hargeisa
9	Mr. Abdi Yusuf	Programme Analyst Somaliland	UNDP	Hargeisa
10	Ms. Rahma Osman Elmi	Programme Associate Somaliland	UNDP	Hargeisa
11	Ms. Sadia Ahmad	Country Representative	Pastoral and Environment Network (NGO)	Hargeisa
12	Mr. Abdi Rqani	Head of Meteorology	Somaliland Ministry of Agriculture	Hargeisa
13	Mr. Abdi Rahman Hariye	Director Legal Affairs	Somaliland Ministry of Energy and Minerals	Hargeisa
14	Mr. Mohammad Saeed	Representative	SOMGAS (Private Sector)	Hargeisa
15	Mr. Ali Suleiman	Representative	HASGAS (Private Sector)	Hargeisa
16	Mr. Mohammad Yusuf	Programme Coordinator (NAP)	Federal Ministry of Environment and Climate Change	Mogadishu
17	Ms. Nasera	Project Officer (NAP)	Federal Ministry of Environment and Climate Change	Mogadishu
18	Mr. Hussein Ahmed Mohamud	Director General	Galmudug Ministry of Environment, Climate Change and Rural Development	Virtual Meeting
19	Ms. Umal khair	Project Technical Consultant	Galmudug Ministry of Environment, Climate Change and Rural Development	Virtual Meeting
20	Mr. Abdi Fatah Hard	Project Technical Consultant	Federal Ministry of Environment and Climate Change	Virtual Meeting
21	Mr. Abdi Yusuf Hasan Haydaro	Project Technical Consultant	Somaliland Ministry of Environment and Climate Change	Virtual Meeting

22	Mr. Mohamed Ismail	Project Technical Consultant	Puntland Ministry of Environment and Climate Change	Virtual Meeting
23	Mr. Ahmed Mohamud	Project Technical Consultant	Puntland Ministry of Environment and Climate Change	Virtual Meeting
24	Mr. Abdi Hakim Kadiye	Project Technical Consultant	Jubaland Ministry of Environment and Tourism	Virtual Meeting
25	Mr. Abdul Qadir Abu	Project Technical Consultant	Southwest Ministry of Environment and Forestry	Virtual Meeting
26	Mr. Yasin Ahmed Mohamud	Project Technical Consultant	Hirshable Ministry of Environment Protection Land and Sea	Virtual Meeting
27	Mr. Abdiaziz Mohamed	Head of Department of Agriculture and Environment	University of Amoud	Virtual Meeting
28	Mr. Abdirizak Libah	Executive Director	Candlelight (NGO)	Virtual Meeting

**Annex-1 (B): List of persons interviewed by the National Consultant regarding awareness raising interventions**

No	Name	Organization	Place of interview
<b>SOMALILAND</b>			
1	Mohamed Jamac Barre	University of Hargeisa	Telephonically
2	Suhaar A/razaq Mohamed	University of Hargeisa	Telephonically
3	Ahmed Ibrahim Awaale	Candlelight (NGO)	Telephonically
4	Abdiwahab Mohamed	Telesom	Telephonically
5	Ali Ismail	FOA	Telephonically
6	Iiman M. Omer	SONSAF	Telephonically
7	Khader Qorane	NRC	Telephonically
8	Nasra Mohamed Ibrahim	Ministry of Planning	Telephonically
9	Walid Yusuf Ahmed	MOJ	Telephonically
10	Ahmed Yusuf Duale	UNIGAS	Telephonically
<b>HIRSHABELLE</b>			
11	Ahmed Abdullahi Bashir	Ministry of Disaster Management	Telephonically
12	Ismail Mohamed Hilowle	M Youth	Telephonically
13	Yusuf Abdullahi Ahmed	Youth Umbrella	Telephonically
14	Ramla Abdirahman Elmi	M environment	Telephonically
15	Mohamed Hassan Osman	Traditional Elder	Telephonically
16	Suleiman Hussein	Traditional Elder	Telephonically
17	Hassan Hussein Abeey	Traditional Elder	Telephonically
<b>PUNTLAND</b>			
18	Jamal Abdullahi Ahmed	M Environment	Telephonically

19	Mohamed Salah	M Agriculture	Telephonically
20	Ahmed Ali Nur	M Agriculture	Telephonically
21	Hafso Yasin Husein	East Afric University	Telephonically
22	Aisha Abdikarim Mohamed	East Africa University	Telephonically
<b>GALMUDUG</b>			<b>Telephonically</b>
23	Ubah Salad Artan	Ministry of Livestock	Telephonically
24	Shamso Abdi Yusuf	Ministry of Environment	Telephonically
25	Abdifitah Ahmed	Attorney General Office (AGO)	Telephonically
26	Ibrahim Abdulkadir Mohamed	Ministry of Water and Energy	Telephonically
27	Abdulah Nor Elmi	APCO - NGO	Telephonically
28	Abdiwali Mohamed	Ministry of Agriculture	Telephonically
29	Hussein Ahmed Mohamoud	Ministry of Environment	Telephonically
30	Mohamed Ali Allaale	Ministry of Women & Human Rights	Telephonically
<b>SOUTHWEST</b>			
31	Saciido Mohamed Nuur		Telephonically
32	Mohamed Abukar Ali		Telephonically
33	Abdirazak Mohamed Ahmed		Telephonically
34	Ahmed Isack Sonkor		Telephonically
35	Abdirashid Isack Hassan		Telephonically
36	Isack Sheikh Hamza		Telephonically
<b>FEDERAL LEVEL</b>			
37	Mohamed Mohamud	Ministry of Environment	Telephonically
38	Abdullahi Wasuge	Ministry of Petroleum	Telephonically
39	Abas Mohamed Yusuf	National Marine Research Centre	Telephonically
40	Barre Mohaamed Ahnmed	Ministry of Petroleum	Telephonically
41	Ali Farah Abdullahi	Ecohub Somalia	Telephonically
42	Habiba Mohamed Hassan	Ministry of Environment	Telephonically
43	Abdulqadir Mohamed	Ministry of Livestock	Telephonically

## Annex-2: Field Mission/Meeting Plan:

Stakeholders Consultation/Mission Plan For Terminal Evaluation of The Cross Cutting Capacity Development for Global Environmental Governance Project in Somalia					
Date/Day	Time	Activity / Meetings	Venue	Status	Participants
<b>21 August</b>	9:30 a.m. to 10.30 a.m..	Meeting with the Director General and the Project Technical Consultants at the Federal Ministry of Environment and Climate Change	Virtual Meeting	dg@environment.gov.so planning@environment.gov.so	DG Ahmed Yusuf, Abdi Fatah Hard
<b>21 August</b>	10.45 a.m. to 11:30 a.m.	Meeting with the Project Technical Consultant at the Somaliland Ministry of Environment and Climate Change	Virtual Meeting	hassanhussein.haidaro@gmail.com	Abdi Yusuf Hasan Haydaro
<b>22 August</b>	11:00 a.m. to 12:00 p.m.	Meeting with the Project Technical Consultant at the Southwest Ministry of Environment and Forestry	Virtual Meeting	abdifarmer01@gmail.com	AbdulqadirAbu
<b>22 August</b>	2.00. p.m. to 3:00 p.m.	Meeting with the Project Technical Consultant at the Puntland Ministry of Environment and Climate Change	Virtual Meeting	farayismail@gmail.com ahmed.mohamoud@undp.org	Mahamed Ismail, Ahmed Mohamud,

<b>23 August</b>	9:30 a.m. to 10:30 a.m.	Meeting with the Project Technical Consultant at the Galmudug Ministry of Environment, Climate Change and Rural Development	Virtual Meeting	dghussein1@gmail.com khairiamahmoud9@gmail.com	DG Hussen, Umalkhair
<b>24 August</b>	9:30 a.m. to 10:30 a.m.	Meeting with the Project Technical Consultant at the Jubalad Ministry of Environment and Tourism	Virtual Meeting	consultant.moet@gmail.com	Abdihakim Kadiye,
<b>24 August</b>	11:00 a.m. to 12:00 p.m.	Meeting with the Project Technical Consultant at the Hirshable Ministry of Environment Protection Land and Sea	Virtual Meeting	honyaaska@gmail.com	Yasin Ahmed Mohamud
<b>29 August</b>		Nisar (Arrive @ 12:25 p.m. by QR 1457		Pickup and accomodation to be arranged by Everline	
<b>30 August</b>	10:45 a.m. to 12:30 p.m.	Meeting with RCC Portifolio Manager	UNDP conference room	abdul.qadir@undp.org nabil.abdi@undp.org	Abdul Qadir, Nabil Abdi, Kevin Hill, Salah Dahir.
<b>1 September /Thursday</b>	7:30 a.m. to 2:00 p.m.	Traveling to from Moadishu to Hargeisa		Pickup from accomodation to movecome arranged	Nisar Khan , Kevin Hill,

<b>3 September /Saturday</b>	9:30 a.m. to 11:30 a.m.	Meeting with Univesity of Amoud	Virtual Meeting	Head of Department of Agriculture and Environment Phone 0634453049 Email: <Hayir09@hotmail.com>	Abdiaziz Mohamed, Hassan-Haydaro
<b>3 September / Saturday</b>	11:45 a.m. to 12:30 p.m.	Meeting with Coordination Meeting Participating NGOs ( Candlelight )	Virtual Meeting	Phone 0634427848 Email: <abdirizaqlibah@candlelightsom.org>	Abdirizak Libah (Executive Director)
<b>3 September</b>	2:00 p.m. to 3:00p.m.	Meeting with UNDP M&E	UNDP conference room	garikai.mabeza@undp.org	Mr. Garikai
<b>4 September</b>	9:30 a.m. to 11:30 a.m.	Meeting with MOECC	MOECC conference room		Hon. Shukri Bandare
<b>4 September</b>	11:45 a.m. to 12:30 p.m.	Meeting with Ministry of Agriculture	Conference Room Ministry of Environment and Climate Change	Ministry of Agriculture Development; Head Forecast and Meteorology 0634418083 <caawiye2k@gmail.com>	Abdirqani (Hydereology Department),
<b>4 September</b>	1:00 pm to 1:45 p.m.	Meeting with Ministry of Energy and Minerals	Conference Room Ministry of Environment and Climate Change	Ministry of Energy & Minerals Legal Affairs Director Phonr 0634041409 Email: cabdiraxmanhaariye@gmail.com	Abdirahman Hariye

<b>5 September</b>	10:45 a.m. to 11.45 a.m.	Meeting with parivate sector SOMGAS, HASGAS and UNIGAS	Conference Room Ministry of Environment and Climate Change	Representatives of HAASGAS , UNIGAS , SOMGAS
<b>5 September</b>	12:00 pm to 1:00 pm	Meeting with NGO Patural and environment network in the horn of Africa.	Conference Room Ministry of Environment and Climate Change	Ms. Sadia Ahmad Country Representative
<b>5 September</b>	2 pm to 3 p.m.	Meeting with UNDP Head of Area Office	UNDP conference room	Samira, Abdi Yusuf, Rahma Elmi.
<b>6 September</b>	2.30 p.m. to 4.00 p.m.	Traveling from Hargeisa to Mogadishu	Pickup from accomodation to UNDP Rahma	
<b>7 September</b>	9:30 a.m. to 11.30 a.m.	Meeting NAP Project	UNDP conference room	Mohammad Yusuf, Ms. Nasara
<b>7 September</b>	11.45 a.m. to 1.00p.m.	Meeting with UNDP M&E	UNDP conference room	Salah Dahir
<b>7 September</b>	2 PM to 3 PM	Meeting with the Director General Federal Ministry of Environment and Climate Change	UNDP conference room	dg@environment.gov.so DG Ahmed Yusuf,
<b>8 September</b>	Preparation of preliminary presentation			
<b>9 September</b>	4 PM to 5 PM	Debriefing meeting with UNDP, Presentation of preliminary findings	UNDP conference room	Abdul Qadir, Nabil Abdi, Kevin Hill, Ismail ilmi

<b>10 September</b>	10 Sept 2022 10.25	Nisar Kahn (Return @ 1.30 p.m. by QR 1458	Pickup and accomodation to be arranged by Everline
<b>7-25 September:</b> Telephonic interviews conducted by National Consultant with Participants of Capacity building and Awareness Workshops			

### Annex-3: Evaluation Matrix

Evaluation Criteria	Key Evaluation Questions	Data Sources/ Methods	Indicators	Methods for Data Analysis
<b>Relevance and Coherence</b>	<ul style="list-style-type: none"> <li>How does the project support the environment governance and cross cutting development &amp; sustainable development objectives of the Federal Government of Somalia?</li> <li>How does the project support the GEF climate change adaptation mitigation area?</li> <li>Is the project country driven?</li> <li>What was the level of stakeholder participation in project design?</li> <li>What was the level of stakeholder ownership in implementation?</li> <li>Does the project adequately consider the national realities, both in terms of institutional and policy framework in its design and its implementation?</li> <li>How does the project support the needs of relevant stakeholders? Has the implementation of the project been inclusive of all relevant stakeholders?</li> <li>Were local beneficiaries and stakeholders adequately involved in project design and implementation?</li> <li>Are there logical linkages between expected results of the project (log frame) and the project design (in terms of project components, choice of partners, structure, delivery mechanism, scope, budget, use of resources etc.)?</li> <li>Is the length of the project sufficient to achieve Project outcomes?</li> <li>Whether gender issues had been taken into account in project design and implementation and in what way has the project contributed to greater consideration of gender aspects, (i.e., project team composition, gender related aspects of pollution impacts, stakeholder outreach to women's groups, etc.). If so, indicate how</li> <li>Does the GEF funding support activities and objectives not address by other donors?</li> </ul>	<ul style="list-style-type: none"> <li>Review of project documents including National policies and strategies</li> <li>Key informant interviews</li> <li>Focus group discussions</li> </ul>	<ul style="list-style-type: none"> <li>- In line with the national priorities mentioned in the UNDP CPD</li> <li>- Existence of a clear relationship between the project objectives and GEF climate priorities?</li> <li>- Degree to which the project supports national environmental objectives</li> <li>- Degree of coherence between the project and national priorities</li> <li>- Appreciation from national stakeholders with respect to adequacy of project</li> <li>- Level of involvement of government and other partners in the design and implementation</li> <li>- Coherence between needs expressed by national stakeholders and UNDP-GEF criteria</li> <li>- Strength of the link between project results and the needs of relevant stakeholders</li> <li>- Level of coherence between project expected results and project design and implementation</li> <li>- Degree to which program was coherent and complementary to nationally and regionally</li> </ul>	<ul style="list-style-type: none"> <li>Qualitative data analysis methods i.e.</li> <li>- Triangulation</li> <li>- Validations</li> <li>- Interpretations</li> <li>- Abstractions</li> </ul>

Evaluation Criteria	Key Evaluation Questions	Data Sources/ Methods	Indicators	Methods for Data Analysis
	<ul style="list-style-type: none"> <li>How do GEF-funds help to fill gaps (or give additional stimulus) that are necessary but are not covered by other donors?</li> <li>Is there coordination and complementarity between donors?</li> <li>Has the experience of the project provided relevant lessons for other future projects targeted at similar objectives</li> </ul>			
<b>Effectiveness</b>	<ul style="list-style-type: none"> <li>Has the project been effective in achieving its expected outcomes?</li> <li>How well are risks, assumptions and impact drivers being managed?</li> <li>What was the quality of risk mitigation strategies developed? Were these sufficient?</li> <li>Are there clear strategies for risk mitigation related with long-term sustainability of the project?</li> <li>What lessons have been learned from the project regarding achievement of outcomes?</li> <li>What changes could have been made (if any) to the design of the project in order to improve the achievement of the project's expected results?</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Review of project documents including National policies and strategies</li> <li>Key informant interviews</li> <li>Focus group discussions</li> </ul>	<ul style="list-style-type: none"> <li>- Progress towards output indicators and targets of project results framework</li> <li>- Number and kind of beneficiaries involved or benefited</li> <li>-Completeness of risk identification and assumptions during project planning and design</li> <li>-Quality of existing information systems in place to identify emerging risks and other issues</li> <li>-Quality of risk mitigations strategies developed and followed</li> </ul>	<p>Qualitative data analysis methods i.e.</p> <ul style="list-style-type: none"> <li>- Triangulation</li> <li>- Validations</li> <li>- Interpretations</li> <li>- Abstractions</li> </ul> <p>Quantitative methods</p> <ul style="list-style-type: none"> <li>- Progress and trend analysis of project planned and achieved targets</li> </ul>
<b>Efficiency</b>	<ul style="list-style-type: none"> <li>Was adaptive management used or needed to ensure efficient resource use?</li> <li>Did the project logical framework and work plan and any changes made to them use as management tools during implementation?</li> <li>Were the accounting and financial systems in place adequate for project management and producing accurate and timely financial information?</li> <li>Were progress reports produced accurately, timely and responded to reporting requirements including adaptive management changes?</li> <li>Was project implementation as cost effective as originally proposed (planned vs. actual)</li> <li>Did the leveraging of funds (co-financing) happen as planned? Were financial resources utilized efficiently?</li> <li>Could financial resources have been used more efficiently?</li> </ul>	<ul style="list-style-type: none"> <li>Review of project documents (financial statements )</li> <li>Key informant interviews</li> <li>Focus group discussions</li> </ul>	<ul style="list-style-type: none"> <li>- Availability and quality of financial and progress reports and its timeliness</li> <li>- Level of discrepancy between planned and utilized financial expenditures</li> <li>- Planned vs. actual funds leveraged</li> <li>- Cost in view of results achieved compared to costs of similar projects from other organizations</li> <li>- Quality of results-based management, monitoring and evaluation and reporting)</li> <li>- Occurrence of change in project design/ implementation approach</li> <li>- Specific activities conducted to support the development of cooperative</li> </ul>	<p>Qualitative data analysis methods i.e.</p> <ul style="list-style-type: none"> <li>- Triangulation</li> <li>- Validations</li> </ul> <p>Quantitative methods</p> <ul style="list-style-type: none"> <li>- Progress and trend analysis of project allocations and expenditures</li> </ul>

Evaluation Criteria	Key Evaluation Questions	Data Sources/ Methods	Indicators	Methods for Data Analysis
	<ul style="list-style-type: none"> <li>Was procurement carried out in a manner making efficient use of project resources?</li> <li>How was results-based management used during project implementation?</li> <li>To what extent partnerships/ linkages between institutions/ organizations were encouraged and supported?</li> <li>What was the level of efficiency of cooperation and collaboration arrangements?</li> <li>Was an appropriate balance struck between utilization of international expertise as well as local capacity?</li> <li>What lessons can be learnt from the project regarding efficiency?</li> <li>How could the project have more efficiently carried out implementation.</li> </ul>		<p>arrangements between partners.</p> <ul style="list-style-type: none"> <li>- Proportion of expertise utilized from international experts compared to national experts</li> </ul>	
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>Are there financial risks that may jeopardize the sustainability of project outcomes?</li> <li>What is the likelihood of financial and economic resources not being available once GEF grant assistance ends?</li> <li>Are there ongoing activities that may pose an environmental threat to the sustainability of project outcomes?</li> <li>Are there social or political risks that may threaten the sustainability of project outcomes?</li> <li>What is the risk for instance that the level of stakeholder ownership will be insufficient to allow for the project outcomes/benefits to be sustained?</li> <li>Do the various key stakeholders see that it is in their interest that project benefits continue to flow.</li> <li>Is there sufficient public/stakeholder awareness in support of the project's long-term objectives?</li> </ul>	<ul style="list-style-type: none"> <li>Review of project documents including secondary sources</li> <li>Key informant interviews</li> <li>Focus group discussions</li> </ul>	<ul style="list-style-type: none"> <li>- The likely ability of an intervention to continue to deliver benefits for an extended period of time after completion.</li> <li>- Financial, Social, Institutional and Environmental risks to sustainability of benefits</li> <li>- level of ownership of project interventions and availability of mechanisms to carry forward the results attained</li> <li>- Availability or plans of an exit strategy to ensure sustainability</li> </ul>	<p>Qualitative data analysis methods i.e.</p> <ul style="list-style-type: none"> <li>- Triangulation</li> <li>- Validations</li> <li>- Interpretations</li> <li>- Abstractions</li> </ul>
<b>Impact</b>	<ul style="list-style-type: none"> <li>Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?</li> <li>To what extent project longer term goal are shared by stakeholders?</li> <li>What are the expected longer term impacts and benefits of the project interventions?</li> </ul>	<ul style="list-style-type: none"> <li>Review of project documents including secondary sources</li> <li>Key informant interviews</li> </ul>	<ul style="list-style-type: none"> <li>- Type and kind of long term positive and negative, foreseen and unforeseen changes produced by project interventions</li> <li>- Level of contribution to gender equality and needs of the disadvantaged groups.</li> </ul>	<p>Qualitative data analysis methods i.e.</p> <ul style="list-style-type: none"> <li>- Triangulation</li> <li>- Validations</li> <li>- Interpretations</li> <li>- Abstractions</li> </ul>

Evaluation Criteria	Key Evaluation Questions	Data Sources/ Methods	Indicators	Methods for Data Analysis
		<ul style="list-style-type: none"> <li>Focus group discussions</li> </ul>		
<b>Cross cutting issues</b>	<ul style="list-style-type: none"> <li>To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?</li> <li>To what extent has the project promoted positive changes in gender equality and the empowerment of women?</li> <li>Were disadvantaged and vulnerable groups consulted and meaningfully involved in project design and implementation?</li> <li>How Cross-cutting issues such as gender, human rights, civil society engagement, Do-No Harm and, conflict sensitivity principles are taken into consideration during project design and implementation.</li> </ul>	<ul style="list-style-type: none"> <li>Review of project documents including secondary sources</li> <li>Key informant interviews</li> <li>Focus group discussions</li> </ul>	<ul style="list-style-type: none"> <li>- No and ratio of women involved and benefited from project</li> <li>- Availability of gender sensitive indicators in the RF Interventions</li> <li>-No of people from disadvantaged groups involved and benefited</li> </ul>	Qualitative data analysis methods i.e. <ul style="list-style-type: none"> <li>- Triangulation</li> <li>- Validations</li> <li>- Interpretations</li> <li>- Abstractions</li> </ul> Quantitative methods <ul style="list-style-type: none"> <li>- Progress and trend analysis</li> </ul>

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## **Annex-4: Long list of questions for Key Informants Interviews**

### **For UNDP, Project Team and consultants**

1. How was the project conceptualized and who was involved in the design process? What were the main issue project intended to address?
2. To what extent were the objectives, design and implementation of the project appropriate and relevant to national priorities and priorities of UNDP and SDGs? Are these objectives still relevant in the current context?
3. How does the project support the environment governance and cross cutting development & sustainable development objectives of the Federal Government of Somalia?
4. How does the project support the GEF climate change adaptation mitigation area?
5. Is the project theory of change and the design adequate and technically feasible to address the problems that had been identified?
6. To what extent are the programme interventions aligned with the needs women and vulnerable segments of the society? How were the UN programming principles of gender equality, human rights and capacity building mainstreamed/incorporated in the design and implementation of the project?
7. Who were the main stakeholders of the project and what was the management structure of the project?
8. What was the level of stakeholder ownership in collaboration implementation? Were there any collaboration or coordination related issues?
9. How was the project governed, who participate in PB and how frequently it met and how effective it was in supporting project steering and implementation?
10. What were the coordination mechanisms among various stakeholders at the national and state level, was it efficient and effective?
11. 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?
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 project's performance and to adapt to respond to the changing needs?
15. How is the project being implemented including geographical coverage and what is the organizational and governing/steering structures of the project?
16. To what extent the intervention addressed the synergies and interlinkages with other interventions carried out by UNDP, Government of Somalia and development partners?
17. What are the main achievements of the project at national and state level? To what extent has the Project achieved its stipulated outcomes and objectives? If not why?
18. What were the major issues in project implementation which hindered the timely achievements of the project outcomes and how were they mitigated?

19. Were financial resource and timeframe adequate to achieve targets. The project had a commitment of around 1 Million in kind from GoS, how was this contribution fulfilled and to what extent?
20. To what extent have resources (financial, human, institutional and technical) been allocated and utilized strategically, keeping the best value for money?
21. Was an appropriate balance struck between utilization of international expertise as well as local capacity?
22. What are the expected longer term impacts of the project? Are there any indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?
23. What is the likelihood of continuation and sustainability of the project outcome and benefits after completing the project?
24. What is the level of ownership of the project 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?
25. What are the comparative advantages of UNDP in the context of the project?
26. What are the main lessons that have emerged?
27. What are the effects of Covid-19 pandemic and security situation on project progress and performance especially implementation timelines? How was it mitigated?
28. What will you suggest to overcome the challenges and to improve performance of future interventions.

**For main governmental partners at the national and sub-national levels.**

1. How was the project idea conceptualized and by whom? Was your organization involved in the project conception and design process?
2. What were the main capacity building needs of your organization regarding strengthening environmental governance for the mainstreaming and implementation of Rio conventions and how the project addressed those?
3. Were the project objectives and interventions consistent with the overall Government of Somalia priorities and especially the mandate of your institution?
4. What was the role of your institution in overall project implementation?
5. Did your organization receive any material/technical inputs from the project, if yes, of what kind?
6. What are the main contributions of your institution in the project implementation?
7. Is the project design, approach and inputs appropriate in addressing the needs of your institution and other the targets groups?
8. What was the level of cooperation and coordination between your institution and project partners and were there any coordination/collaboration issues?
9. Have you participated in the Project Board meetings, if yes how often were the meetings held and what kind of decisions were made?
10. Was the support and inputs from UNDP and the project team up to your expectations and what is the comparative advantage of UNDP?
11. What are the main achievements of the project so far?

12. Do these achievements meet your expectations and are you satisfied with the overall project performance?
13. What would have been the implications if this project was not implemented at all?
14. Have you or someone from your organization benefited from project capacity building interventions, if yes, kindly elaborate.
15. To what extent have women, marginalized and disadvantaged groups, benefited from the Project 's activities?
16. What were the main issues faced during the implementation of the project?
17. The project had a commitment of around 1 Million in kind from GoS, how was this contribution fulfilled and to what extent?
18. What is the level of ownership of the project interventions at your institution and how will the project benefits be sustained after the project? Do you have financial and technical resources available to sustain project benefits.
19. Do you still have more capacity building needs or challenges, which are not being fulfilled so far, if yes, what are these.
20. What are the main lessons that have emerged from project implementation?
21. What will you recommend to overcome challenges and improve performance of future such initiatives.
22. 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?

**For other stakeholders CSOs, academia and communities.**

1. Have you participated in the project interventions, including capacity building, if yes please elaborate?
2. How were you contacted and why did you choose to participate in the project activities?
3. What kind of benefits have you received from the project? Do these meet your expectations and satisfaction?
4. Have you participated in the project awareness raising campaign/activities, if yes please elaborate? Kindly also reflect how effective were these campaigns in spreading the messages to all concerned.
5. To what extent have women and disadvantaged groups benefited from the Project activities?
6. What changes—expected and unexpected, positive and negative—were experienced by the targeted beneficiaries.
7. What are the main lessons that have emerged?
8. Have you received any support from other similar government and donor funded programmes, if yes, please give some details?
9. Are there any community based or civil society organizations working in your area for environment related issues, if yes please elaborate?
10. What are the main challenges you are still facing in your areas related to environmental degradation, which still need to be addressed?
11. How to increase the engagement of women and vulnerable groups in future such initiatives to ensure there is 'no one left behind'?
12. In your view what more needs to be done in times to come to mitigate environmental degradation in your areas?

## Annex 5: List of Documents Reviewed

- CCCD Project document
- UN Strategic Framework 2017-2020 for Somalia
- UN Sustainable Development Cooperation Framework (2021–2025) Somalia
- UNDP Somalia Country Programme Documents
- UNDP Strategic Plan 2014-2017
- GEF Cross-Cutting Capacity
- Development Strategy
- Project Annual Reports
- Third party monitoring reports
- Technical Studies and Reports
- Workshop, training, events Reports etc.
- Letter of Agreements
- National and State Level Strategic Policy and Legal Documents etc.
- Project Financial Statements
- Minutes of Project Board Meetings etc.
- Secondary sources and national statistics
- Internet based resources and data etc.

## Annex-6: Rating Scales

Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, Relevance	Sustainability ratings:
6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings	4 = Likely (L): negligible risks to sustainability
5 = Satisfactory (S): meets expectations and/or no or minor shortcomings	3 = Moderately Likely (ML): moderate risks to sustainability
4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings	2 = Moderately Unlikely (MU): significant risks to sustainability
3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings	1 = Unlikely (U): severe risks to sustainability
2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings	Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability
1 = Highly Unsatisfactory (HU): severe shortcomings	
Unable to Assess (U/A): available information does not allow an assessment	

## Annex-7: TE Terms of Reference

<b>Consultancy Title</b>	Lead Consultant – Cross-Cutting Capacity Development Project Terminal Evaluation
<b>Project Name:</b>	Project Title: Strengthening national capacities for improved decision-making and mainstreaming of global environmental obligations.
<b>Expected Date of signing the contract</b>	June
<b>Type of Contract</b>	Individual Contractor
<b>Post Title</b>	International Consultant
<b>Duty Station</b>	Homebased
<b>Languages required:</b>	English
<b>Duration of Contract:</b>	42 working days

### Background/Project Description

In accordance with United Nations Development Programme (UNDP) and Global Environment Facility (GEF) Monitoring and Evaluation policies and procedures, all full and medium-sized UNDP supported GEF-financed projects are required to undergo a terminal evaluation upon completion of implementation. These terms of reference (TOR) set out the expectations for a Terminal Evaluation (TE) of the Project: “Strengthening national capacities for improved decision-making and mainstreaming of global environmental obligations” (PIMS# 5799). The project followed the Direct Implementation Modality (DIM), where the UNDP Somalia Country Office is the implementing Partner (IP). Letters of the agreement were signed with the Directorate of Environment and Climate Change at the office of the Prime Minister, the federal government of Somalia, and other relevant environment Ministries of the federal member states including Puntland, Galmudug, Hirshabelle, Southwest, Jubaland state, and Somaliland. The project started on 10 September 2018 and is in its fourth year of implementation. The Terminal Evaluation process follows the guidance outlined in the document “Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects” ([TE\\_GuidanceforUNDP-supported GEF-financedProjects.pdf](#)).

### Project Description

The Project objective is to strengthen Somalia’s institutional capacities to meet and sustain the Rio Convention obligations. This project directly addresses three main categories of articles under the three Rio Conventions namely, **the Convention on Biological Diversity (CBD), the United Nations Framework Convention on Climate Change (UNFCCC), and the United Nations Convention to Combat Desertification (UNCCD)**. The project was implemented through three strategically linked components, each of which contains a set of outputs with their respective activities. At the end of the project, each of the three components will result in an expected outcome, namely: 1) Environmental governance is improved through strengthened policy coordination, 2) Global environmental governance is decentralized, and 3) Environmental attitudes and values for the global environment are improved. The project conforms to the GEF Cross-Cutting Capacity Development (CCCD) Strategy, specifically operational frameworks 2, 3, and 4. The project took an adaptive collaborative management approach that engaged stakeholders as collaborators in the design and implementation of project activities that took into account unintended consequences that could arise from policy interventions. The project's strategy of pursuing socio-economic and environmental mainstreaming at the national and sub-national levels is in line with the 2030 Agenda for Sustainable Development. The three components include:

**Component 1:** Improved environmental governance through strengthened policy coordination with a focus on facilitating and catalyzing policy coordination and stakeholder collaboration to reduce unnecessary duplication or redundancy of resources (human, institutional, and financial).

**Component 2:** Decentralization of global environmental governance through a learning-by-doing approach to demonstrate how global environmental benefits can be generated through best practices of the local and regional development plans.

**Component 3:** Improved environmental attitudes and values for the global environment with sets of activities designed to strengthen the awareness and understanding of a wider population in Somalia.

In summary, Component 1 deals with the national capacity to meet the national and global conventions and Multilateral Agreements, whereas Component 2 deals with the integration of global environmental obligations and priorities into targeted local and regional development policies, programmes, and plans, whereas Component 3 is about strengthening the awareness and understanding of a wider population in Somalia on the environmental attitudes and values for the global environment.

The project's Theory of Change (ToC) sets the foundation for mainstream obligations under the Rio Conventions into national development and sectoral planning framework and supporting capacities at all levels by addressing the specific cross-cutting capacity development priorities identified in the 2016 NCSA to catalyze Somalia's more effective participation in environmentally sound and sustainable development in a way that produces co-benefits for the global environment. More specifically, this project leads to change by systematically targeting key barriers to make incremental improvements. These short-term changes will in turn lead to long-term improvements; not only will the project develop capacities, but it will also lay the groundwork for improved systems and frameworks to sustain outcomes. Also, the project strengthens the country's capacities to protect and sustainably use natural resources to deliver both national socio-economic development and global environmental benefits. More so, this project contributes to Somalia's programme priorities as outlined in the 2018-2020 Country Programme Document and its successor Country Programme Document (2021-25) for Somalia. This includes the need to address Somalia's heavy reliance on unsustainably managed natural resources, deforestation, recurrent floods, and droughts, among other development priorities. The approach outlined in the Country Programme Document to pursue these development objectives is through trust-based lasting relationships at all levels and thought leadership. Additionally, the project is aligned to the NDP-9 Pillar 4. Social development and the new Somalia Country Programme Document (2021-2025) especially UNSDCF Outcome 4.2. The number of people impacted by climate change, natural disasters, and environmental degradation reduced.

RELATED UNDP STRATEGIC PLAN, 2018-2021, OUTCOME: Outcome 3. Strengthen resilience to shocks and crises as well as Output 4.1. Enhanced capacities of government institutions and communities at federal, state, and local levels to mitigate and adapt to climate change and Output 4.2. People-centered environment and climate-smart strategies established for sustainable natural resources management. The strategic approach to development for Somalia is focused on a set of core government functions and strengthening institutional capacities, which will include the development of an integrated platform to strengthen accountability. The activities of this project were carried out in an adaptive collaborative management approach so that they be appropriately carried out and institutionalized legitimately and sustainably with other development activities being carried out by other programmes and projects.

A range of implementation modalities was used by the project to implement on-ground component outputs and activities. At the federal level, the project worked closely with the Directorate of Environment and Climate Change, Office of the Prime Minister (OP), as the main focal point in decision making and coordinating activities of the implemented UNDP/GEF/CCCD project. Also, the Environment ministries of the federal member states were similarly engaged in the implementation of the project activities. These include the Puntland Ministry of Environment, Agriculture and Climate Change (MoEACC), Galmudug Ministry of Environment and Forestry (MoEF), Hirshabelle Ministry of Environment and Rural Development (MoERD), Southwest Ministry of Environment and Forestry (MoEF), Jubaland Ministry of Environment and Tourism (MoET) and Somaliland Ministry of Environment and Rural Development (MoERD), the private sector and local media were engaged by the government institutions as well as UNDP direct contracting to implement national and community level sensitization and outreach in Somaliland, Puntland, Galmudug, Hir-Shabelle, Southwest, and Jubaland States. UNDP will be the senior supplier, providing technical guidance and support for the cost-effective procurement and implementation of project services and activities, including project implementation oversight through regular monitoring and reporting.

The project has an implementation period of four years, having started in September 2018 with the holding of the Inception Workshop. The terminal evaluation (TE) shall cover the entire Programme, and will be

conducted according to the guidance, rules, and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Medium-Sized Financed Projects.

The total allocated resources (UNDP Managed fund) are US \$ 1,500,000 consisting of TRAC funds (US \$ 500,000) and GEF (US \$ 1,000,000). In addition, in-kind Parallel Funding is US \$ 1,000,000 consisting of Government of Somalia funds (US \$ 1,000,000). The UNDP Somalia Country Office is leading project implementation in consultation with the Directorate of Environment and Climate Change, Office of the Prime Minister, Federal Government of Somalia, and other relevant environment of the federal member states to strengthen government efforts in implementing Rio Conventions.

Regarding the Covid-19 outbreak in Somalia, the impact on the CCCD project implementation include the following: (a) The project has to pay attention to the drastic measures after the first confirmed COVID-19 case in mid-March 2020, closing borders, schools, limiting travel and prohibiting most group functions, Large-Scale Social Distancing measures in several states , cities and districts in Somalia, including the areas where CCCD Project activities are implemented; (b) During the past few months, consultations with stakeholders have not been able to take place at the project sites; (c) Many CCCD Project activities in the work plan, including organizing in-person meetings, Institutional capacity development, Inter-ministerial coordination meetings, training, study tours, assessments, baseline studies National and sub-national awareness-raising workshops, public policy dialogues, media awareness dialogues, private sector sensitization, and face-to-face meeting with the environment institutions, In-depth analysis of institutional arrangements and policy frameworks, monitoring, facilitation, survey, that involved discussion with group of people, have been delayed in accordance with government and UN regulation; (d) To assure personnel safety and community health, the project partnered with the DRR and Covid-19 Projects in minimising the impacts further through coordinating with the Health and Disaster Management authorities to demonstrate expertise in crisis management, promoting surveillance on social distancing, PPEs, and risk advocacy through social media and materials. (e) To cope with the Covid-19 situation, in the last few months, the project has been working through an online system (virtual meetings) to conduct coordination discussions with field coordination units, UNDP Somalia, the Implementing Partners/government counterparts, and other relevant partners.

At the Project Board Meeting on the 8th of March 2021, it was informed that the project team has been constrained working in the field because of the COVID-19 pandemic since March 2020. Hence, most of the activities planned for Q3 and Q4 of the year 2021 were moved to Q1 of 2022. Also, some activities in the field were implemented with a small group by practicing physical distancing, and some activities that were supposed to be attended by participants from various places were adjusted through virtual options.

### **Scope of Work**

#### **Purpose of Evaluation.**

The purpose of this terminal evaluation is to assess the achievement of project results, and outcome impacts, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. It further seeks to assess Project's accountability, transparency, and collaboration with key national stakeholders and UNDP staff at Regional and Country Office levels.

#### **Scope of the Evaluation**

The Overall Scope of the terminal evaluation is to assess the achievement of project results, and outcome impacts, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

The evaluation will be conducted by a team of two individual contractors who albeit having specific deliverables, will work as a team to harmonize deliverables, tools, and methodologies and on the final report and recommendations. The Lead Consultant will be responsible for the overall design, writing, and presentation of the final report. The person will also assess emerging trends concerning regulatory frameworks, budget allocations, capacity building, and work with the project team in developing the evaluation itinerary, etc. The National Consultant will work closely will the lead consultant in supporting any

work that needs to be undertaken as laid out in this TOR and other tasks are required. The person will also act as a focal point for coordinating and working with relevant stakeholders at federal and federal member state levels. In the case of international travel restrictions and the mission is not possible, alternative interview and data collection methods such as Skype interviews, mobile questionnaires, etc., and field visits by the National Consultant under the Lead Consultant's guidance.

The Specific Tasks of the Lead Consultant are to:

- Prepare an action plan for the nationals for data collection
- Assess project performance against the evaluation criteria: relevance, effectiveness, efficiency, sustainability, and impact.
- Assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) Improved environmental governance and strengthened policy coordination with informed reforms and recommendations, b) a shift of focus to decentralization of global environmental governance; and c) Improved environmental attitudes and values for the global environment and understanding of a wider population in Somalia.
- Provide evidence-based information that is credible, reliable, and useful by conducting a field mission to Mogadishu, Galmudug, Hirshabelle, Southwest, Jubaland, Puntland, and Somaliland.
- Review all relevant sources of information, such as the project document, project reports – including Annual PRs, project budget revisions, midterm review, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment
- Assess the key financial aspects of the project, including the extent of co-financing planned and realized. Project cost and funding data will be required, including annual expenditures. Variances between planned and actual expenditures will need to be assessed and explained.
- Develop, test, and apply survey questionnaires. A representative random sample of the target population should be interviewed to assess outcomes and establish the impact of the project interventions in line with log frame indicators. The project is putting a strong emphasis on the need to collect information's on outcome indicators
- Design and conduct focus group discussions with relevant key stakeholders from the local and regional government, the private sector, academia, civil society, and the media members, both male and female, to assess implementation experiences and effectiveness, document successes, challenges, and lessons learned, and develop recommendations for improvement.
- Carry out key informant interviews i.e., consultations with key project stakeholders, including field staff and partners. Guidance on appropriate stakeholders will be provided by project and Country Office staff.
- Collate and analyze data.
- Amend, complete, and submit the evaluation questionnaire under Section E below as part of a TE inception report, and shall include it as an annex to the final report.
- Responsible for the overall design, guiding the national consultant, and writing the TE report
- Present initial findings to UNDP Somalia Resilience and Climate Change Portfolio, Manager
- Draft final terminal Evaluation Report
- Share revised Final Terminal Evaluation Report with all stakeholder's reviewed inputs.

The terminal evaluation will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see ToR Annex A). The terminal evaluation will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects ([Guidance for Terminal Evaluations of UNDP-supported GEF-financed Projects](#)).

#### Approach & Methodology

The TE report must provide evidence-based information that is credible, reliable, and useful. The Individual Contractor will review all relevant sources of information including documents prepared during the preparation phase (i.e., Project Information Form, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including Annual Progress Reports, project

budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation. The evaluation will mainly focus on assessing the relevance, effectiveness, efficiency, results, impact, coordination, and sustainability of CCCD project efforts and will be applied to all three components of the project. The UNDP Somalia Country Office with the project team is obliged to prepare the final tracking tool and also provide information about actual co-financing expenditure before the evaluation begins. The guiding questions within the framework of the evaluation criteria (to be reviewed/ elaborated in the evaluation inception report are annexed as: <https://docs.google.com/document/d/1iVNYOmI293SzsT-hfJbOGttUVnLMxD6a/edit?usp=sharing&ouid=101183427218989265382&rtpof=true&sd=true>. The Final version, adjusted by the IC shall be presented in TE Inception. The IC is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office, the Regional Technical Advisor, direct beneficiaries, and other stakeholders. The engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to, executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project beneficiaries, academia, local government, and civil society organizations (CSOs), etc. Additionally, the IC shall conduct field missions consistent with strict Covid-19 protocols. Further, virtual tools will be used to conduct the interviews where field missions will not be possible. The specific design and methodology for the TE should emerge from consultations between the Individual Contractor and the abovementioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given the limitations of budget, time, and data. The Individual Contractor must, however, use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs, are incorporated into the TE report. The final methodological approach including the interview schedule, field visits, and data to be used in the evaluation must be clearly outlined in the TE Inception Report and be fully discussed and agreed upon between UNDP, stakeholders, and the Individual Contractor. Due to the ongoing COVID-19 pandemic, the Terminal Evaluation might be conducted using questionnaires, and virtual interviews, but the evaluation team should be able to revise the approach in consultation with the evaluation manager and the key stakeholders depending on the country's context. These changes in approach should be agreed upon and reflected clearly in the TE Inception Report. The national expert consultant will have to play an important role in the evaluation and will, therefore, perform additional responsibilities. The main responsibility of conducting the national expert is attached as Annex I, which will be further elaborated on in the inception report. In the event a data collection/field mission is not possible, remote interviews may be undertaken through telephone or virtually through skype, zoom, etc. The IC can work remotely with the national evaluator's support in the field where it is safe for them to operate and travel. No stakeholders, consultants, tenants, or UNDP staff should be put in harm's way. Safety is a key priority. A short validation mission may be considered if it is confirmed to be safe for staff, consultants, and stakeholders and if such a mission is possible within the TE schedule. Equally, qualified, and independent national consultants would be hired to undertake the TE and in the intervention country if it is safe to do so.

Additionally, the IC is expected to conduct field missions to (locations), including the following project sites (list).

- Mogadishu, Somalia
- Garowe, Puntland
- Hargeisa, Somaliland

The final TE report should describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths, and weaknesses of the methods and approach of the evaluation.

### **Findings**

The Findings section of the TE report will cover the topics listed below. A full outline of the TE report's content is provided in ToR Annex C.

The asterisk “(\*)” indicates the criteria for which a rating is required.

i. Project Design/Formulation

- National priorities and country drivenness
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Safeguards
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g., same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between projects and other interventions within the sector
- Management arrangements

ii. Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (\*), implementation (\*), an overall assessment of M&E (\*)
- Implementing Agency (UNDP) (\*) and Executing Agency (\*), overall project oversight/implementation, and execution (\*)
- Risk Management, including Social and Environmental Standards

iii. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (\*), Effectiveness (\*), Efficiency (\*) and overall project outcome (\*)
- Sustainability: financial (\*), socio-political (\*), institutional framework and governance (\*), environmental (\*), the overall likelihood of sustainability (\*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation, and adaptation, disaster prevention, and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact

iv. Main Findings, Conclusions, Recommendations, and Lessons Learned

- The IC will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on an analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions shall be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses, and results of the project, respond to key evaluation questions, and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP, and the GEF, including issues about gender equality and women's empowerment.
- Recommendations shall provide concrete, practical, feasible, and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations shall be specifically supported by evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
- The TE report shall also include lessons that can be taken from the evaluation, including best and worst

practices in addressing issues relating to relevance, performance, and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE team shall include examples of good practices in project design and implementation.

- It is important for the conclusions, recommendations, and lessons learned from the TE report to include results related to gender equality and empowerment of women.

The TE report will include an Evaluation Rating Table, as shown in Annex F of ToR ([https://docs.google.com/document/d/1luqCEZiLfA80OI\\_5M0qeMi\\_I\\_YDQQOIO/edit?usp=sharing&ouid=101183427218989265382&rtpof=true&sd=true](https://docs.google.com/document/d/1luqCEZiLfA80OI_5M0qeMi_I_YDQQOIO/edit?usp=sharing&ouid=101183427218989265382&rtpof=true&sd=true)).

#### Expected output and key deliverables

The Individual Consultant shall prepare and submit the following:

Installment Payments	Deliverables		Estimated Duration to Complete	Target Due Dates	Reviewers and Approvals Required
Installment 1	1	Inception Report: The report shall clarify objectives and evaluation methods	6 working days	With two weeks of contract signature	Key national stakeholders/UNDP M&E Specialist and Independent Evaluation Office (IEO)
	2	Data Collection and Analysis	15 working days	Within three days from the date of the TE mission	
	3	Presentation of initial findings to Project and Country Office Management	2 working days	Within two days from the date of completion of an evaluation meeting	
Installment 2	4	Draft Evaluation Report with annexes	10 working days	Within three weeks from the date of completion of the evaluation mission	
Installment 3	5	Final Report with audit trail detailing how all comments in the draft report were addressed/not addressed in the final report.	3 working days	Within one week of receipt of the draft report from UNDP	
<b>Total</b>			<b>35 working days</b>		

\*The final TE report must be presented in the English language. If applicable, the Commissioning Unit may choose to arrange for a translation of the report into a language more widely shared by national stakeholders.

All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines

## **E. Institutional Arrangement**

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is the UNDP CO. The Commissioning Unit will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the TE team. The Project Team will be responsible for liaising with the TE team to provide all relevant documents, set up stakeholder interviews, and arrange field visits. The Commissioning Unit and Project Team will facilitate and provide all the support that is required to implement remote/ virtual TE in the event of travel restrictions to the country. For any visits to the project site, the UNDP CO will arrange travel and bear the cost as per UNDP rules and policies. If the travel to project sites is restricted, the logistic support in the implementation of remote/virtual meetings shall be carried out by the project team in coordination with the UNDP Somalia CO.

### **1. Reporting**

#### **a) Reporting Lines**

- (i) The IC shall work under the direct supervision of the UNDP Somalia Monitoring & Evaluation (M&E) Specialist in close collaboration with the UNDP Regional Technical Advisor M&E project focal points, national GEF Operational Focal Points including the Directorate of Environment and Climate Change, office of Prime Minister-Federal Government of Somalia, Galmudug Ministry of Environment, Forest and Range, Hirshabelle Ministry of Environment and Rural Development, South West Ministry of Environment and Forest, Jubaland Ministry of Environment and Tourism, Puntland Ministry of Environment and Climate Change and Somaliland Ministry of Environment and Rural Development who will support the evaluation and give comments and direction at key stages in the evaluation process.
- (ii) The M&E Specialist shall be responsible for oversight of the whole evaluation process including provision of technical guidance, quality control, ensuring the independence of the evaluation process and, that policy is followed.
- (iii) The UNDP shall be responsible for all contractual arrangements and the individual Contractor (IC) shall be directly accountable to UNDP for the performance of the Contract.
- (iv) The UNDP Project team will be responsible for liaising with the Evaluators team to set up stakeholder interviews, arrange field visits, and coordinate with government counterparts

#### **b) Progress Reporting**

- (i) Progress reporting shall include both virtual presentation and submission of written reports with a brief description of progress towards achieving the expected deliverables.
  - **Evaluation inception report.** The Lead and National Consultants will work collaboratively to prepare an integrated inception report.
  - **Draft evaluation report.** The UNDP and key national stakeholders involved in the evaluation shall review the draft report and provide an amalgamated set of comments to the IC within one week of submission of the report.
  - **Evaluation report audit trail.** Comments and changes by the IC in response to the draft report shall be retained by the IC to show how she or she has addressed the comments.
  - **Evaluation debriefings.** Immediately after the evaluation, the IC will debrief stakeholders, focusing on the key results and recommendations of the evaluation
  - **Presentations:** The IC shall make presentations to UNDP, donors, and other key stakeholders as required.
- (iii) Outputs will be jointly reviewed and endorsed by the UNDP and key national counterparts and certified by the UNDP M&E Specialist, Country Office Management, and the UNDP IEO.
- (iv) All data collected during the evaluation including all interviews, recordings, and analyses will be submitted to UNDP and shall remain the property of UNDP.
- (v) The UNDP will provide existing literature or documents to the selected Consultant to facilitate a better understanding of the project
- (vi) The final report will be quality assessed by the UNDP Independent Evaluation Office (IEO).

### **2. Logistical/Administrative Support**

- a) When in Somalia, the Consultant will work under UNDP's duty of care and will comply with all UNDP

security regulations. SSAFE pre-deployment certification is required for Somalia travel and if not already in possession of it, will be facilitated and paid for by UNDP. The number of days spent in SSAFE training (if any) will not be considered as working days.

- b) Reimbursement of cost of one round trip air ticket not to exceed the cost of any economy class air ticket on the most direct route traveled (travel join duty station/repatriation travel), terminals, and visa costs based on actuals but not exceeding quotation from UNDPs approved travel agent. The UNDP will not accept travel costs exceeding those of an economy class ticket. Should the selected individual choose to travel in a higher class, he or she will do so at his own cost.
- c) UNDP shall provide accommodation based on the applicable UN/UNDP living allowance rates when on duty travel in Mogadishu and, a living allowance not to exceed the UN Daily Subsistence Allowance (DSA) applicable rate when on duty travel to other locations in Somalia and Somaliland. Travel to other locations in Somalia and Somaliland will be arranged and borne by UNDP based on UNDP travel policy for individual contractors and prevailing UN/UNDP security guidelines.
- d) In the event of unforeseen travel not anticipated in this TOR, payment of travel-related costs including air tickets, lodging, and terminal expenses will be arranged and borne by UNDP by the UNDP travel policy for consultants.
- e) The selected Applicant will be required to provide proof of medical/medical evacuation and travel insurance coverage for the contract period before commencement of the assignment.
- f) The individual contractor will be required to have a personal laptop computer. The UN will provide office space and facilities such as internet connectivity and access to office printers in UN offices as deemed necessary and based on availability.

#### **F. Duration of Work**

The total duration of the assignment will be approximately 35 days over (5 weeks) starting (29 April 2022) and shall not exceed five months from when the TE team is hired. The tentative TE timeframe is as follows:

The total duration of the assignment will be 35 working days spread over five months from the date of the Contract signature.

#### **Duty Station**

Mogadishu with field missions to Mogadishu, Somalia, Garowe Puntland, and Hargeisa Somaliland.

#### **Qualifications of the Successful Individual Contractor**

The IC cannot have participated in the project preparation, formulation, and/or implementation (including the writing of the project document) and should not have a conflict of interest with the project's related activities.

#### **Education:**

- Advanced university degree (Master's or Ph.D.) in natural sciences, natural resource, and environmental management, development studies, economics, climate change mitigations, and adaptations or related discipline.

#### **Experience:**

- More than 10 years of Global/regional exposure to project and programme evaluations
- Relevant experience with results-based management evaluation methodologies.
- Experience applying SMART indicators and reconstructing or validating baseline scenarios.
- Competence in adaptive management, as applied to Climate Change Adaptation and Cross-Cutting Capacity Development.
- Substantive and proven experience in conducting terminal reviews in the least developed countries,

especially in fragile contexts.

- Substantive and proven experience with terminal evaluation/review of donor-driven projects, preferably GEF, GCF, or UN and other Intergovernmental projects.
- Demonstrated understanding of issues related to gender and Multi-Focal Areas and Cross-Cutting Capacity Development area, experience in gender-responsive evaluation and analysis.
- Experience with implementing evaluations remotely is desirable.

### **Competencies**

#### **Corporate**

- (i) Demonstrates integrity and fairness by modeling the UN/UNDP values and ethical standards
- (ii) Promotes the vision, mission, and strategic goals of the UN/UNDP
- (iii) Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- (iv) Treats all people fairly without favoritism
- (v) Fulfills all obligations to gender sensitivity and zero tolerance for sexual harassment.

#### **Technical**

- (i) Demonstrable analytical skills – ability to analyze and synthesize information from different sources and to deliver quality assessment and research products promptly.
- (ii) Excellent report writing, program document drafting, and presentation skills
- (iii) Knowledge of issues concerning institutional/capacity assessment and organization development,
- (iv) Knowledge of results-based management and strategic planning processes

#### **Functional**

- (i) High level logical and methodical organization skills
- (ii) Ability to work under pressure in a stressful environment and adapt to a rapidly changing and challenging work environment.
- (iii) Ability to work with minimal supervision, taking own initiative and control to implement and accomplish required goals and objectives
- (iv) Excellent communication and interpersonal skills including public speaking and the ability to communicate with UN staff and national counterparts from different backgrounds.
- (v) Ability to work collaboratively with multi-stakeholder groups to achieve Project goals.

#### **Language:**

Fluent spoken and written English

### **Scope of Price Proposal and Schedule of Payments**

- (i) The maximum number of days payable under the contract is 35. The all-inclusive professional fee shall be converted into an output-based contract and payment will be released upon completion of each Deliverable based on the weighted percentage corresponding to each Deliverable by the Deliverables Schedule in Section D above.
- (ii) After review and acceptance of Deliverable(s) by UNDP, the Individual Contractor will submit an invoice (UNDP Certificate of Payment) to UNDPs Resilience and Climate Change (RCC) Portfolio Manager for certification that the Deliverable(s) have been achieved by the Deliverables Schedule in Section D above.
- (iii) The final payment of 40% will be made upon satisfactory delivery of the final terminal evaluation report, approval by UNDP Somalia and Regional Technical Advisor (via signature of the TE Report clearance form ), and delivery of the completed evaluation audit trail. Criteria for this payment shall include
  - a) The final TE report includes all requirements outlined in the TE TOR and is by the TE guidance.
  - b) The final TE report is clearly written, logically organized, and specific for this project (i.e., the text has not been cut & pasted from other TE reports).
  - c) The Audit Trail includes responses to and justification for each comment listed.

## Annex-8: 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 6 August 2022 (Date)

Signature: \_\_\_\_\_

**Annex-9: Audit Trail (attached as a separate document)**

**Annex10- Scorecard (attached as a separate document)**

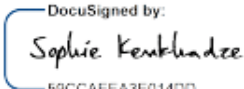
Annex 11: TE clearance form

(to be completed by CO and UNDP GEF Technical Adviser based in the region and included in the final document)

Evaluation Report Reviewed and Cleared by

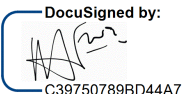
UNDP Country Office

Name: Sophie Kemkhadze

Signature:  Date: 14-Nov-2022

UNDP GEF RTA

Name: Stephen Gitonga

Signature:  Date: 18-Dec-2022