



The Terminal Evaluation Report

Joint Programme on Youth Employment Somalia (JPYES)

Lead Ministry: FGS MOLSA

UN Implementing Agencies: FAO, ILO, UN-Habitat, UNDP & UNIDO

Donors: Denmark, Italy, Sweden, Switzerland & UN PBF



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ABBREVIATIONS

AA	Administrative Agent
AOC	Agreement of Cooperation
CBO(s)	Community Based Organisation(s)
CFW	Cash for Work
CRESTA/A	Community Recovery and Extension of State Authority/Accountability
CSO(s)	Civil Society Organisation(s)
ERG	Evaluation Reference Group
FAO	Food and Agriculture Organization
FAD	Fish Aggregating Device
FGD	Focus Group Discussion
FGS	Federal Government of Somalia
FMS	Federal Member State(s)
GAP	Good Agricultural Practices
GDP	Gross Domestic Product
IDPs	Internally Displaced Persons
ILO	International Labour Organization
ISF	Integrated Strategic Framework
IT	Information Technology
JP	Joint Programme
JPLG	Joint Programme on Local Governance
JPROL	Joint Programme on Rule of Law
JPYES	Joint Programme on Youth Employment Somalia
LMA	Labour Market Assessment
MOC	Ministry of Commerce
MOLSA	Ministry of Labour and Social Affairs
MOYS	Ministry of Youth and Sports
NDP	National Development Plan
NGO(s)	Non-Governmental Organisation(s)
NPS	New Partnership for Somalia
PBF	Peacebuilding Fund
PMU	Programme Management Unit
PPP(s)	Public Private Partnership(s)
PSC	Program Steering Committee
PSG(s)	Peace-building and State-building Goal(s)
PUNO(s)	Participating United Nations Organization(s)
RIU	Regional Implementation Unit
SDG(s)	Sustainable Development Goal(s)
SIDRA	Somali Institute for Development and Research Analysis

SME(s)	Small and Medium Enterprise(s)
TC	Technical Committee
TOT	Training of Trainers
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UN Habitat	United Nations Human Settlements Programme
UNIDO	United Nations Industrial Development Organization
UNSF	United Nations Strategic Framework
WARDO	Warshiikh Rural Development Organisation

EXECUTIVE SUMMARY

This report presents the Terminal Evaluation of the Joint Programme on Youth Employment Somalia (JPYES) which was implemented from 2015 to 2019. The evaluation assessed the program's contribution to youth employment in Somalia according to the program's three sub-outcomes. The program outcomes were evaluated against the following UNEG criteria: strategic alignment, relevance, efficiency, effectiveness, sustainability, and national ownership, outcomes and impact on beneficiaries. The effectiveness of the program was measured in terms of the extent of young men and women's participation in the program, and the impact of the program interventions on youth employment, improvement of beneficiaries' economic advancement and success, and their quality of life. The following is a summary of findings and recommendations:

Process and reach – achievement of outcomes

The target number youth jobs to be created through the three program interventions was 34630¹ and the program created a total of 11686 short term and long-term youth jobs. Of these, 7236 were short-term Cash for Work (CFW) jobs and 4450 were long-term jobs from Skills Training and Value Chain interventions. Using the budget of US\$32.8 million, the average cost per job created was US\$3 000, and training costs were US\$1 810 per person trained.

The good practices of the JPYES program

1. The JPYES was strategic and relevant to national development policies and frameworks that were designed to address the critical area of national youth unemployment.
2. Gender mainstreaming target in the Program Document was 30% and the program achieved an average of 36%.
3. The average age of target beneficiaries was 25, indicating that the program successfully targeted the youth according to the Project Document target age of 15-34.
4. National ownership by the government was demonstrated by full involvement and cooperation of MOLSA and other government structures including the local municipalities, which sustain and maintain the program assets Program.
5. The impact assessment of beneficiaries showed that all the JPYES interventions had positive impact on the lives of target beneficiaries.
6. The JPYES was implemented in the following districts: Benadir Region, Jubaland, Puntland, Somaliland, South West State, and Hirshabele according to the Project Document, but there were no activities in Galmudug.

Areas of improvement

1. Individualism of PUNOs hindered program coordination and management as required in joint programming.
2. Joint programming principles were not utilized in the program and the benefits of joint programming such as cost saving and synergies, were not realized.
3. A joint program that is implemented individually creates unnecessarily high overhead costs within each PUNO, making the program financially inefficient.
4. Individualism of government ministries with conflicts between MOLSA and line ministries like MOFMR and MOYS on issues of leadership hindered program coordination and management.
7. The program did not adequately build the capacity of the key government partner – MOLSA – to enable and empower them to execute their roles in the program effectively.
5. Absence of a PMU to manage the complex dynamics of a joint program of this magnitude.

¹ These targets divert from the original project document, and are based on the actual budget

6. Absence of a joint program data capturing system from the beginning of the program.
7. Delays in disbursement of program funds from donors resulted in delayed implementation.
8. Bureaucratic financial management processes during program implementation caused long delays in disbursing funds for timely program implementation, and this created time inefficiencies which prolonged program implementation. For this reason, the implementation was still incomplete for UNIDO, FAO, and UNDP at the time of evaluation.
9. The delays in financial disbursements resulted in several no-cost extensions which indicates inefficiency in program implementation.
10. The JPYES deviated from the original strategy design, which was based on the value chain approach.
11. The drought response machinery during the 2015-2016 drought, meant that focus and resources were channelled to emergency issues.

Recommendations and lessons learnt

1. The principles of joint programming should be embraced by participating agencies, and agreed upon, before program implementation commences to avoid complications and conflicts during program implementation. The program should be run on joint programming principles and should be coordinated.
2. Capacity development of key government partners should be prioritized to enable the government to fulfil their role in program implementation, coordination and oversight.
3. Line ministries should be involved and technically capacitated to contribute in their respective areas of expertise like MOFMR for the Fish Value Chain; and MOYS for the youth; Ministry of Public Works for roads and road constructions, Ministry of Industry and Trade, etc. This will strengthen sustainability and ownership of the program.
4. Capacity development of relevant government departments in legal labour frameworks and statistics should be continued in the next phase as it enables government to address employment issues at a national and macro-level – and to involve other relevant sectors to participate e.g. the private sector.
5. Establish a strong and robust PMU as follows:
 - A stand-alone PMU that is focused on program management, coordination, monitoring, financial management, and implementation.
 - Lesson learnt is that joint programmes have complex and diverse dynamics that need to be carefully monitored and professionally managed, in order for the program to reap the benefits of joint programming that include cost saving, financial efficiency, and effective achievement of goals and targets. This requires a strong, focused PMU.
 - The PMU should be able to direct the program in the right direction according to program design and strategy, through clear communication of goals, and close monitoring of implementation processes.
 - The PMU should performance manage the participating PUNOs to ensure that their outcomes and targets are aligned to the fund disbursements and resource allocations.
6. Skills development is needed in the Somalia context - it should be based on market assessment; should be demand-driven; and should be linked to employers in both private and public sectors.
7. Access to BDS, finance and micro-credit facilities should be integral part of employment programs.
8. Rehabilitation of infrastructure through CFW is an appropriate intervention to rehabilitate critical infrastructure especially in the context of Somalia, that is recovering from a conflict.
9. Gender mainstreaming target should be increased from 30:70 to 50:50 as per the corporate standards. Women must be given equal opportunities to men in economic participation.
10. The Value Chain approach has great potential to create jobs for many people at a time in a particular sector. However, the standard value chain procedures - the analysis and the market analysis - should be adhered to in order to be effective in job creation.

CHAPTER I: INTRODUCTION

I.1. HIGH RATES OF YOUTH UNEMPLOYMENT IN SOMALIA

Background information to the Programme

The 2014 Population Estimation Survey for Somalia (PESS) estimated Somalia's population at 12.3 million with a population growth rate of 1.24% per annum. Somalia has a youthful population with a mean age of 20 years, 45% below 15 years, and 70% below 24 years. This population of young people has been born and brought up in a period of conflict and instability with limited opportunities for education and training. Most of the unemployed young men are vulnerable to be recruited into terrorist groups and young women suffer from socio-cultural restrictions and traditional limitations that restrict them from getting an education, being employed, or engaging in their own businesses. This poses a fundamental challenge to future workforce development and employment creation in Somalia for both young women and men. The high level of urbanization estimated at 45% adds to employment challenges. Half of the population lives in poverty and regularly suffers food insecurity; around 70% of the population live on less than \$2 per day. According to the 2012 Somalia Human Development Report by UNDP, "overall unemployment among people aged 15 to 64 is estimated at 54% in Somalia, up from 47 % in 2002. The unemployment rate for youth aged 14 to 29 is 67% - one of the highest rates in the world"². These figures take into consideration both the unemployment and underemployment situation of the young people in Somalia.

Low education levels affect employability

The literacy rate is 37.8 percent in Somalia. Men have a literacy rate of 49.7 percent, while only 25.8 percent of females are literate, highlighting the true educational gender inequality in Somalia. Somalia has one of the world's lowest enrollment rates for primary schools. Only 30 percent of children in Somalia are in school and only 40 percent of those children are girls.³ This implies that more than half of Somalia's children are not in formal schooling, and this has negative impact in terms of developing a qualified and trained workforce. Low literacy rates affect employment rates and hinder vocational training. There is no national vocational training system, and for the past 30 years, ad hoc vocational training has been mainly provided by NGOs and UN agencies.

The JPYES designed to create youth employment opportunities

With this background of high youth unemployment figures, the Joint Federal Government of Somalia (FGS)-UN Programme was designed to address the national youth unemployment problem by creating employment opportunities for young men and women in Somalia by capitalizing on security, governance and reconciliation achievements. The JPYES was designed to achieve this through vocational training, enterprise development, value chain development and infrastructure rehabilitation through labour-intensive employment methods. The programme recognizes the centrality of youth in fostering stability in the country and outlines specific interventions that can be taken to generate decent work opportunities for young people that will serve as positive alternatives to participation in violence and conflict. The programme is designed to contribute to the revitalization of the local economy. The employment-generating interventions from this programme also aim at augmenting the credibility of the FGS and building trust and confidence in local governance institutions while providing immediate peace dividends to vulnerable sub-sections of the population.

² <https://borgenproject.org/tag/literacy-in-somalia/>

Implementing UN organizations

The activities of JPYES are implemented by 5 Participating United Nations Organizations (PUNOs) and these are: FAO, ILO, UNDP, UN-Habitat and UNIDO, either directly by PUNOs or through Federal and local government authorities, local NGOs and the private sector.

The budget

The program targets and outputs were based on a budget of US \$54m, but actual amount mobilized was **\$32,853,742**.

I.2 JPYES PROGRAM GOALS, OUTCOMES AND COMPONENTS

The Overall Outcome: To contribute to the National Development Programme PSG 4: Economic Foundations – which is aimed at revitalizing the Somali economy with a focus on livelihood enhancement, employment generation, and broad-based inclusive growth. The JPYES program was to be completed within 36 months from mid 2015 to mid 2018.

Program Objectives

The major objective of the JPYES was to contribute to the economic renewal of the greater Somalia with focus on key potential areas with promising livelihood opportunities; with both short-term and long-term employment opportunities by positively increasing demand, supply and purchasing power that would obviously contribute to the stability of Somalia and the region at large. The three sub-outcomes are:

Sub-Outcome 1: Improved long-term potential for growth, productivity and inclusive employment through six value chains in various sectors, including agriculture, fisheries and livestock, leading to 5,000 sustainable jobs;

Sub-Outcome 2: Enhanced the longer-term employability of 20,000 youths (13,000 urban and 7,000 rural) through basic literacy, numeracy and life-skills and vocational and business training in sectors with high growth and employment potential; and

Sub-Outcome 3: Productive infrastructure rehabilitated through labour-intensive methods; creating short-term jobs for 30,000 youths (16,000 rural and 14,000 urban).

Target Beneficiaries: The direct beneficiaries will include unemployed or underemployed young men and women aged 15-34.

Target Districts: Seven states/administrations will be reached by the programme: Benadir Region, Jubaland, Puntland, Somaliland, South West, Galmudug, Hiran & Middle Shabelle. Each of these states will select a district and guide the prioritization of value chains, infrastructure, and other program interventions.

I.3 JPYES PROPOSED INTERVENTION STRATEGIES - THE LOG FRAME

The strategies include provision of vocational and professional training for young men and women to be able to compete in the job market, promoting young men and women to participate in various levels of productive value chains, and economic or business enterprises through providing basic skills to compete in the market. The JPYES designed the programme entry point to be infrastructure rehabilitation activities country-wide where the young people would be employed on a short-term basis. From this pool, young people proceed to skills development through training centres where they will be trained in various areas that would lead them to start their own businesses. The JPYES log frame summarises this model in Figure 1:

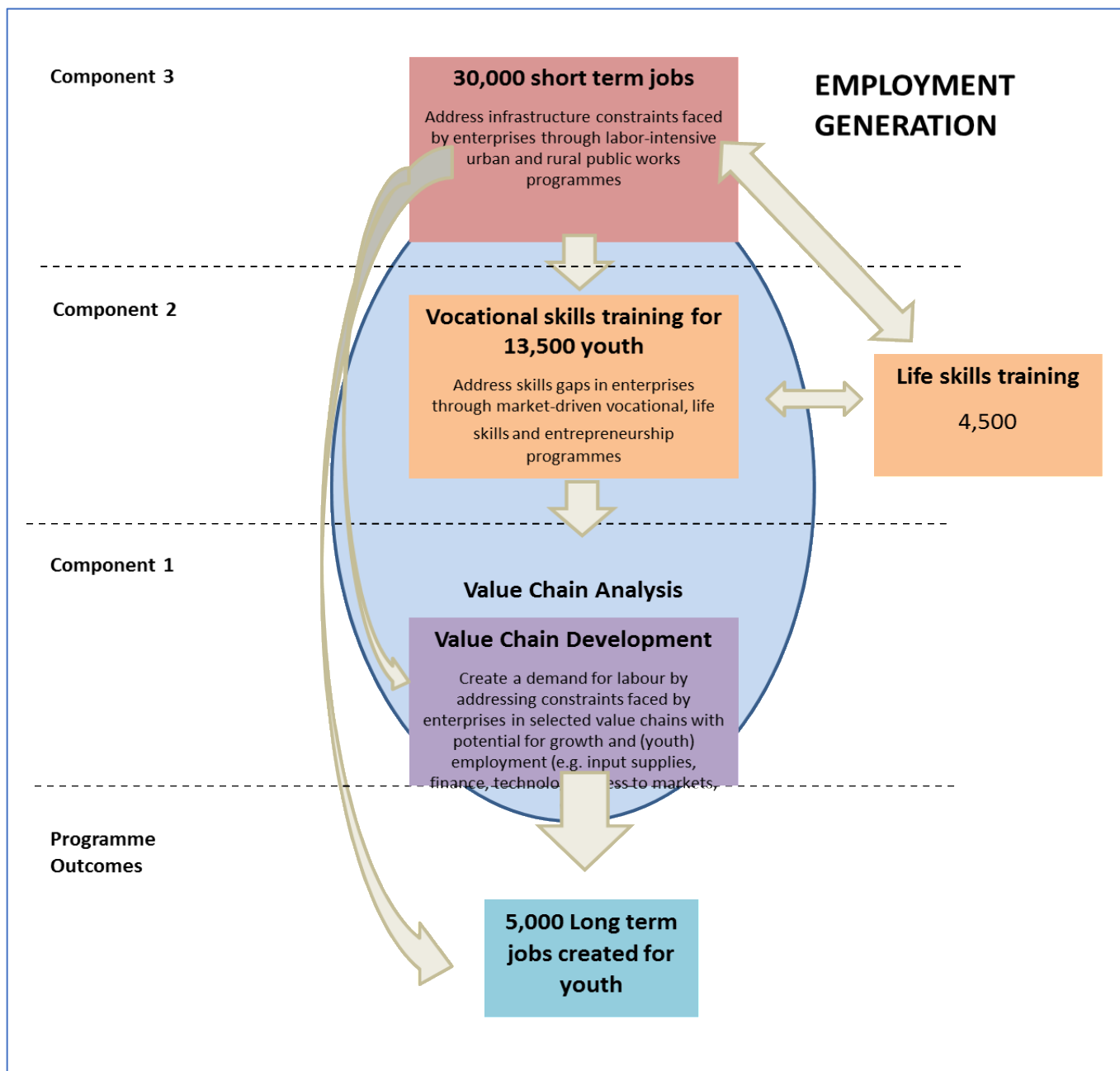


Figure 1: The JPYES log frame
 Source: JPYES Project Document

Component 1: Agriculture and other sector value chain development

The main objective of the value chain component of the youth employment programme is to improve the long-term potential for growth, productivity and employment in at least six value chains in the agriculture, fisheries, and livestock, construction, and hospitality sectors. The program was designed to achieve this intervention through improving the competitiveness of the sectors and companies, enhance the business environment, open the economy to trade, foster investment and growth, increase productivity and, as a final outcome, create sustainable jobs.

Component 2: Skills development intervention strategies

Skills, whether obtained through formal education or technical training, are essential for increasing the productivity and sustainability of enterprises and the employability of workers. The main objective of the skills development component is to equip 20,000 youths (13,000 urban and 7,000 rural) with basic literacy, numeracy and life-skills and sector-specific vocational and business training as well as to create safe spaces, such as Vocational Training and One-Stop Youth Resource Centres for youth to meet and learn in order to enhance their access to sustainable job opportunities in sectors with high growth and employment potential.

Component 3: Productive infrastructure rehabilitation intervention strategies

Following two decades of civil war and unrest, most of the infrastructure in Somalia remains in very poor condition and is in urgent need of rehabilitation and/or expansion. Public work programmes and construction skills training are one way to address infrastructure rehabilitation needs, such as road construction and maintenance or rehabilitation of irrigation systems. Public works create short-term employment opportunities for the unemployed and underemployed urban and rural youth. In addition, the youth can be trained in program-related skills, including the management of the infrastructure, to increase their chances of finding better employment after the end of the programme. The rehabilitated infrastructure can lead to **long-term production increase in the productive sectors that utilize it.**

Capacity building of central and local governments, local contractors, and non-governmental organizations to design and implement public works programmes is crucial. This includes compliance with labour standards, including maximum hours of work per day, safe working conditions, no child labour, no gender discrimination, and no sexual abuse in the workplace.

I.4 THE GENDER MAINSTREAMING STRATEGY

Women face religious, cultural, and social constraints that need to be carefully considered when developing youth employment programmes. For this reason, to ensure adequate representation, **at least 30%** of all programme beneficiaries will be young Somali women.

Value chain development interventions – the programme will analyse gender relations, power, roles and outcomes by assessing their root causes and ensure the full participation of women in value chains.

Skills development interventions – innovative measures to increase participation of women in Technical and Vocational Education Training (TVET) system by recognizing the key barriers to their inclusion and understand and analyse the barriers from a gender perspective. The programme will address the barriers and constraints to women's participation in vocational training that is linked to sustainable employment opportunities.

Infrastructure rehabilitation – the programme will design and implement gender-sensitive public works programmes so that women can participate despite the traditional division of labour, women's restricted mobility and limited access to information. The programme will consult with women about the type of jobs they can do; encourage women to perform tasks traditionally reserved, or perceived to be reserved; set decent work standards and include positive actions for women workers to secure equal access to jobs and training, and equal pay for work of comparable value; and use targeted strategies and approaches to facilitate women's access to wage labour in public works, from the design to the implementation and monitoring stages.

I.5 THE JPYES MANAGEMENT STRUCTURE

The **Programme Steering Committee (PSC)** was designed to be the highest body for strategic guidance, fiduciary and management oversight and coordination of the Joint Programme. The PSC was to be chaired by the Minister of Labour and would be co-chaired by the UNDP Resident Representative. It was to review and approve the Joint Programme Document and annual work plans, provide strategic direction and oversight, set allocation criteria, allocate resources, review implementation progress and address problems, review and approve progress reports, budget revisions/reallocations, and evaluation reports, audit reports and, if needed, initiate investigations.

The **Technical Committee** was designed to make decisions under the guidelines of the PSC, and in accordance with standards ensuring management for results, cost-effectiveness, fairness, integrity, transparency and efficiency that adhere to the principles of the Somali Compact. Specifically, the Technical Committee was to provide technical support to each of the programme's components and the Programme Management Unit; serve as a link between the Programme Management Unit and the Regional Implementation Unit; provide tools that strengthen the capacity of line ministries to deliver the programme; and facilitate close collaboration amongst different ministries, donor agencies, and local government and private sector organizations involved in the youth employment programme. The Technical Committee was designed to consist of technical line ministries, UN agencies involved in the design and implementation of the programme (ILO, UNDP, FAO, UNIDO and UN-Habitat), donor representatives, and representatives from the private sector and civil society. The Technical Committee was to be chaired by the Ministry of Labour and Social Affairs (MOLSA).

The **Programme Management Unit (PMU)** was to be responsible for operational and programmatic coordination and administration of the programme at the national level. It coordinates all the Joint Programme partners, including regional/local governments implementing the programme; compiles annual work plans and narrative reports, including financials; coordinates monitoring of annual targets; calls and reports on Steering Committee meetings; conducts audits and monitoring and evaluations; and reports back to the PSC. The PMU may also be involved in resource mobilization.

The **Regional Implementation Unit** was to be responsible for the programme's implementation at the regional level. It was designed to mirror the PMU at the regional level and would work directly with contractors/NGOs working on the ground in submitting progress reports to the programme secretariat. The Regional Implementation Unit was to participate in the Technical Committee meetings to maintain horizontal programme transparency and accountability. Understanding the program management structure was important because it informed the evaluation where to focus on in terms of information gathering. Also, because of the complexity of the Joint Programme, it was important to understand the management structure and how effective and efficient it was in terms of programme implementation, success or failure. The evaluation team assessed whether this original management design was implemented or modified.

I.6 OBJECTIVES OF THE EVALUATION

According to the TOR, "the overall purpose is to assess the extent of the results at outcome and impact levels of programme interventions for which the program had a direct contribution attributed to the target beneficiaries." The specific objectives of the terminal evaluation were to assess the following:

1. The extent of intended and unintended changes in development (outcome) between the completion of outputs and achievement of impacts;
2. The extent of intended and unintended changes in the lives of young people (impacts)—both young women and young men separately that are as a result of the changes in development conditions/outcomes

3. Lessons learned from the good practices and failures of the interventions
4. Improving decision-making in policy and programming as well as organizational accountability. Target beneficiaries fall include; youth beneficiaries, government institutions, and beneficiary communities. An impact-oriented terminal report will highlight JPYES key achievements and challenges in addressing the employability potential of beneficiaries. The evaluation will also inform the design of the next phase of the programme. For the purpose of this assignment, impact will be understood as the wider effects (social, economic, technical, environmental) of the programme on individuals, institutions and communities. The impact can be direct or indirect, intended or unintended, positive or negative, macro (within a sector or value chain) or micro (to an individual/household). In the context of developing the second generation of the JPYES Programme and other similar interventions, the evaluation should provide adequate feedback that will be considered for learning and improving the decision-making in programme planning and overall management.

Evaluation criteria

The terminal evaluation mainly aimed at identifying any changes experienced by beneficiaries as a result of JPYES interventions. The evaluation team established the causal connections between the changes experienced by beneficiaries and the programme inputs and effectively measured the magnitude of that change. The assessment particularly focused on a broad range of performance indicators in accordance with the guidance from the United Nations Evaluation Group (UNEG) with an emphasis on **relevance, effectiveness, efficiency, impact, and sustainability**. The assessment incorporated a financial appraisal of JPYES interventions and measured value for money, and specifically any support that trickled down to the target groups. These criteria were used in combination to help ensure that the evaluation covered the most critical areas of the programme. Further, these criteria were used to evaluate the implementation processes, implementing organisations, beneficiary institutions and stakeholders; and direct programme beneficiaries. Primary and secondary data was used to substantiate the above evaluation criteria.

CHAPTER 2: YOUTH DEVELOPMENT AND EMPOWERMENT MODELS

Youth development and empowerment encourages young people to take charge of their lives by addressing their problems and taking action to improve their access to resources and transform their consciousness through their beliefs, values and attitudes, thereby improving quality of life. There are numerous models that youth empowerment programmes use that help youth achieve economic and social empowerment. Skills development can facilitate youth employment to achieve the goal of youth empowerment. The Positive Youth Development (PYD) model was used to evaluate the JPYES youth economic empowerment impact. A young person is economically empowered when she/he has both the ability to succeed and advance economically, and the power to make and act on economic decisions. In order to achieve economic success, young people need skills and resources to compete in markets, as well as fair and equal access to labour markets and economic institutions. The JPYES worked to develop youth and to empower youth through employment. Figure 2 shows the five categories of Youth Employment Programmes. Figure 3 shows the results chain – theory of change.

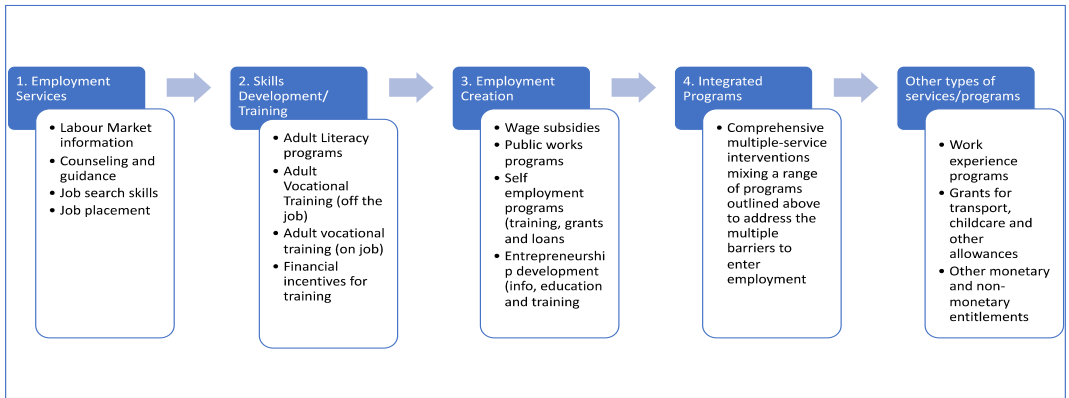


Figure 2: The five categories of Youth Employment Programmes

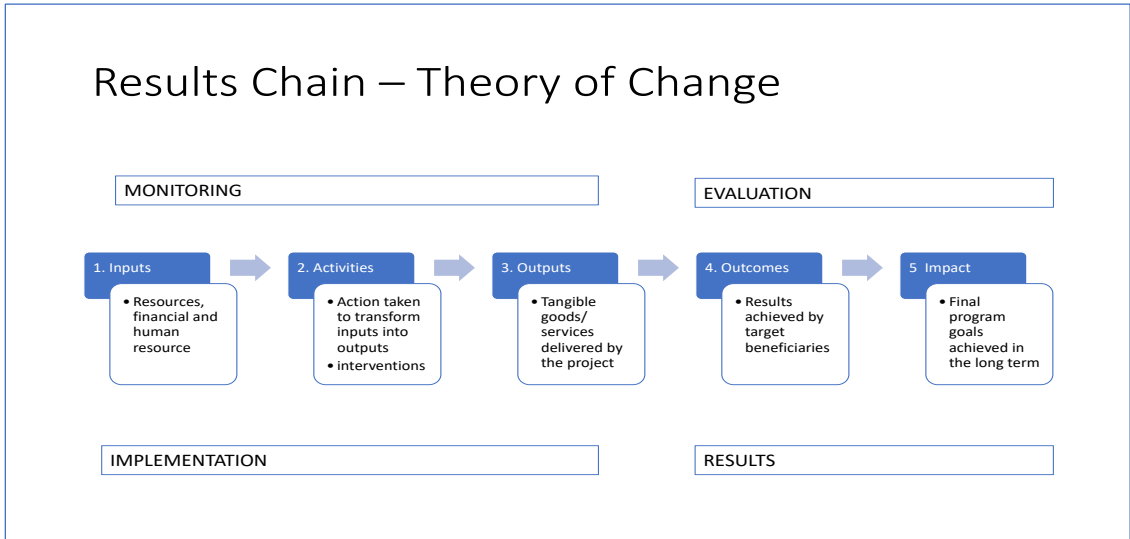


Figure 3: Results Chain – Theory of Change

2.1 THE PYD FRAMEWORK TO MEASURE POSITIVE YOUTH DEVELOPMENT

The Positive Youth Development (PYD) framework engages youth along with their families, communities and/or governments so that youth are empowered to reach their full potential. PYD approaches build skills, assets and competencies, foster healthy relationships, strengthen the environment, and transform systems. The PYD Measurement Framework is illustrated in Figure 4.

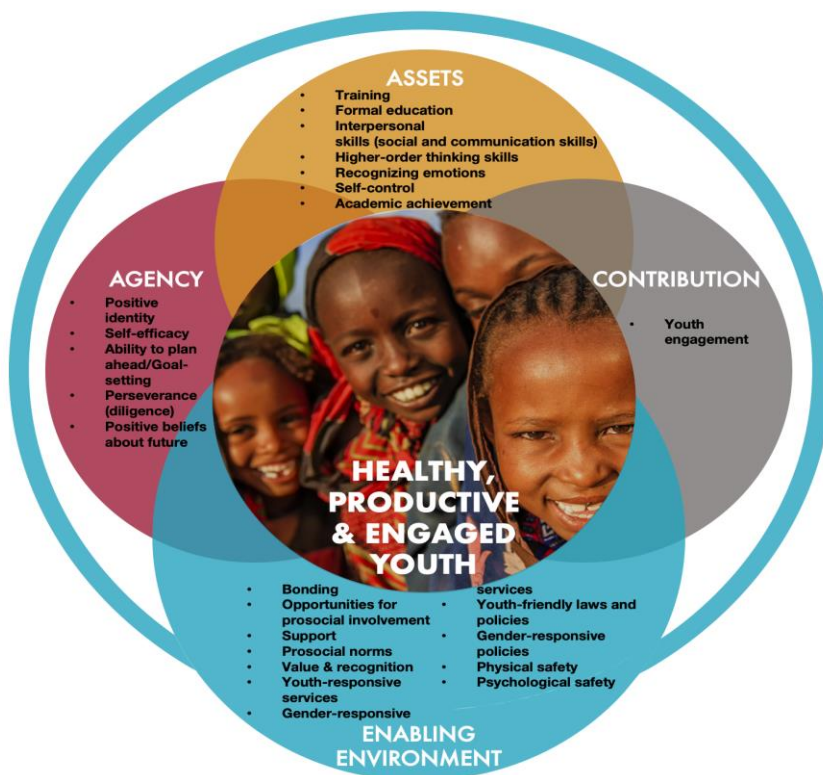


Figure 4: The PYD Measurement Framework. Source: *Positive Youth Development Measurement Tool-kit: A Practical Guide for Implementers of Youth Programs*, USAID, 2016.

Key Illustrative Youth Indicators Assessed

A practical evaluation framework designed from the PYD and other youth economic empowerment models included the following indicators:

1. Reach and process indicators – level of youth participation in the program.
2. Assets – skills gained from JPYES, income generated from employment and businesses.
3. Economic success and advancement indicators – employment levels achieved through direct employment placements and through enterprise development.
4. Agency or power indicators – youth decision-making power and skills.
5. Enabling environment – socio-cultural and the economic environment.

CHAPTER 3: METHODOLOGY

3.1 DATA COLLECTION PROCESSES

The JPYES Terminal Evaluation was conducted through three simultaneous processes that promote triangulation:

- I. Literature review of the following documents:
 - a. Key program documents and reports
 - b. Literature review on youth development approaches and different evaluation methods from different countries including Somalia.

2. Key Informant Interviews (KIs) were held with five program-implementing agencies, stakeholders, and beneficiary institutions recommended by the JPYES steering committee through the program coordinator:
 - a. The 5 UN implementing organisations – UNDP, FAO, UNIDO, UNHABITAT, and ILO
 - b. Government represented by the Ministry of Labour and Social Affairs (MOLSA), and the 8 line-ministries
 - c. 2 donors – the governments of Italy and Sweden
 - d. Other beneficiary institutions – Implementing NGOs, private companies, universities, training institutions, CSOs
 - e. Regional implementing teams.
3. Participatory surveys were done with target beneficiaries and their communities in each intervention in all geographical locations of the JPYES program.
4. Focus group discussions with youth communities
5. Most significant change.

3.1.1 DESK REVIEW AND LITERATURE RESEARCH

There is a wealth of sources on the topic of evaluating youth programmes that were consulted (see Annex 1). Program documents were used to give the details of program implementation, strategies and approaches, and selection and targeting of beneficiaries and other details of how the program was designed and implemented.

3.1.2 INTERVIEWS WITH PROGRAM IMPLEMENTERS AND STAKEHOLDERS

The JPYES Evaluation included a consultative process with 5 UN implementing agencies, the government, 2 donors, and other stakeholders at national and regional levels. Specific tools were developed for these interviews (see Annex 2). Key Informant Interviews were conducted with key program staff, regional representatives and officials from local authorities and the national government to get all necessary information on program implementation, achievement of program results and efficiency. Program budget, utilization of funds, accountability and monitoring and evaluation were explored. Intended and unintended outcomes of the JPYES program were assessed. Of special interest were the key expectations, key successes and key program challenges, changes in program design and implementation, innovations and sustainability plans and resource gaps.

3.1.3 FIELDWORK – BENEFICIARY SURVEY

About four weeks of fieldwork took place in the six geographical regions of Somalia. The tools used in this fieldwork for data collection included 3 semi-structured questionnaires, a story-telling tool, a Key Informant Interview tool, and FGD guidelines. The evaluation therefore was based on mixed-method participatory data collection approaches designed to give both quantitative and qualitative data. Beneficiary data collection was done using tablets. Structured questionnaires were employed to systematically collect data from program participants by national consultants. These tools were used to collect data on household income, livelihood strategies, technologies and skills related to youth livelihood options, skills levels, income-earning opportunities, access to employment and employability, and access to finance and microcredit facilities among youth program participants.

Direct observation – evaluators utilized an observation form to record what they observed about the program area and beneficiaries. Observation verified tangible aspects of the program such as infrastructure rehabilitation, building assets constructed, any businesses run by trained youth beneficiaries, and the effects

of the program on target beneficiaries and the sustainability of program interventions. Table I shows the tool type, the indicators that the tool assessed, the interviewees, interviewers, and the type of data collected.

Tool	Interviewees	Data Collection Method	Type of Data Collected	Interviewers
Economic success and Agency Tool 1 Enterprise Development Tool 2 Skills Development Tool 3 Rehabilitation of Infrastructure	Youth target beneficiaries	Individual interviews	Quantitative & Qualitative	2 national Consultants
Impact on youth communities Tool 6 FGD Guidelines	FGDs	With community members	Qualitative	2 National Consultants
Process and Reach Program Implementation Tool 5 Key Informants Interviews	Key informants Program managers Organizational Stakeholders Beneficiary institutions	Individual or group interviews	Quantitative Qualitative	Evaluation team IC and NCs
Tool 4 Most significant change stories Tool 5 – success stories	Youth program beneficiaries	Youth telling their own stories	Qualitative data	2 National Consultants

Table 1: Tools and data collection methods

3.2 SAMPLE SIZE DETERMINATION

In order to generate statistically acceptable representative data, evaluators calculated the appropriate sample size using a modified version of the Krejcie and Morgan (1970) table of sample determination. This calculation is defined by the formula below:

$$\text{Sample Size (SS)} = \frac{Z^2 * (p) * (1-p) * N}{C^2} + N - 1$$

Where: n= calculated sample size, Z = Z value (95% confidence level), p = percentage expressed as a decimal (0.5 used for sample size needed), c = confidence interval expressed as a decimal, N= population size. The number of program beneficiary participants is **12557**. Computing the sample size at 95% confidence level and margin of error of 0.1 based on this population will give a sample size of **373**.

Stratified random sampling method was employed – using the implementing organisation and geographical location. To avoid errors, individual households were selected using simple random sampling from the list of program beneficiaries. Beneficiaries were gathered at a regional location to achieve time efficiency in the regions. The sampling ensured that gender, vulnerabilities (age, disability, and ethnicity) and minority communities were represented.

The YES Evaluation Team randomly selected a sample of target beneficiaries of the programme for all types of interventions and in all the six geographical regions. The sample size was based on geographical location, intervention type, and implementing agency. The implementing agencies were tasked to select their sample sizes according to the distribution of their program beneficiaries in urban and rural areas. The team engaged the key program implementers and stakeholders through Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs). Also, the program steering committee, through the program coordinator, has the responsibility of identifying relevant stakeholders and facilitating interviews with the evaluation team.

Data Triangulation

The data collection used an online data collection platform called KoBo that allowed the researchers to receive the data as it was being collected. It gave preliminary analysis tables and figures while data collection was in progress. The preliminary data findings were used to inform the questions that the researchers asked the Key Informants (program implementers and stakeholders). In this way, the researchers were able to triangulate field data, literature review data from program documents, and information from program implementers and stakeholders.

3.3 CHALLENGES ENCOUNTERED DURING DATA COLLECTION

The security situation limited the movement of the international consultant, and access to key informants and target beneficiaries. The international consultant could not go to SWS Baidoa, but the national evaluators were able to go. Both the international consultant and the national consultants could not travel to Kismayo due to the security situation. The evaluation team had to use the telephone method to interview beneficiaries, and to do the KIIs. ILO could not present the sampled Cash for Work (CFW) beneficiaries for interviews in Mogadishu and Berbera, because they could not be reached.

Finding updated data on the number of beneficiaries and the number of jobs created was difficult. Figures in the annual reports did not agree with figures presented by the heads of offices. This showed that the monitoring and follow up by program management was weak. The beneficiary and training databases were not accurate and there was need to cross-check every figure with the PUNO heads of offices. In a well-managed program, such information should be readily available and at hand when required. In some cases, the data was uploaded in a complicated way and different from other databases. The evaluation team therefore used numbers presented by the heads of offices and database numbers in the report.

3.4 THE WORK PLAN

The field work took place according to the schedule outlined in the work plan in Table 2:

Work plan	Week															
	August 2019				September 2019				October 2019				November 2019			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Meeting Program Management teams																
Meet JPYES management				X	X											
Meet Implementing PUNOs				X	X		X	X								
Inception Report																
Inception Report Preparation				X	X											
Prepare Work Plan and Travel Plan with Team					X	X										
Train Consultants					X	X	X									
Submission of Inception Report						X										
Data Collection																
Banadir/Mogadishu						X		X			X					
Somaliland/Berbera							X									
Puntland/Bossaso								X								
SWS/Baidoa									X							
Jubaland/Kismayo											X					

Report Writing - Johannesburg																				
Data Analysis									X	X	X									
Draft Report Submission												X								
Draft Report Feedback													X							
Final Report Submission													X							
Final Consolidated Report																				
Presentation Preparation - Johannesburg														X						
Presentation - Mogadishu														X						

Table 2: Work plan

CHAPTER 4: FINDINGS

4.1 REACH AND PROCESS INDICATORS – OUTCOMES

Table 3 shows a summary of all beneficiaries reached by the JPYES program; all the interventions and activities by each PUNO; and all the geographical areas/regions. All the youth beneficiaries are gender disaggregated. The program reached a total of 12577 direct beneficiaries of which 7580 were male and 4998 were female. UNDP worked with an additional 1545 indirect beneficiaries in a variety of activities, including youth awareness campaigns, Youth Day celebrations, as indicated in detail in ANNEX 9. The scope of the evaluation report does not allow a detailed description of all the activities and interventions done by each PUNO, as its focus is on evaluation of the outcome of the activities and their impact on beneficiaries according to the TOR.

PUNO	Region	Summary of Interventions & Activities undertaken	Total	Female	Male	% Female	% Male
FAO	All regions	Business Training	295	65	230	22%	78%
	Somaliland, Puntland, Kismayo	Fish Value Chain Training, fishing, use of FADs, fish processing, and technical aspects of fish handling and marketing. Equipped all fish processing units built by UNDP	479	196	283	41%	59%
		CFW - Water Management structures and prosopis management	355	172	183	48%	52%
		Agriculture Training	200	80	120	40%	60%
		Entrepreneurship Training	276	111	166	40%	60%
Total			1605	624	982	39%	61%
UNDP	Banadir	CFW-Rehab	1000	400	600	40%	60%
		Rehabilitation of 2-km long solar streetlight (180 solar poles) in 2 districts	20	5	15	25%	75%
		CFW – Debris cleaning on 2017 October's by terrorist attacks	300	200	100	67%	33%
		Enterprise Development Training – Solar	220	119	101	54%	46%
	Jubaland	Enterprise Development Training -Solar	12	7	5	58%	42%

		Daldhis - Social Rehabilitation Training	100	47	53	47%	53%
		Rehabilitation of Inji Youth Centre	20	8	12	40%	60%
		Enterprise Development	100	46	54	46%	54%
		Fish entrepreneurship skills development training, micro-grants, processing facilities, BDS 6 registered MSMEs	30	16	14	53%	47%
		Fish/seafood safety and export guidelines development and awareness creation campaign	50	20	30	40%	60%
	SWS	Enterprise Development	75	38	37	51%	49%
		Sanitation in 51 IDPS Camps - CFV	984	494	490	50%	50%
		Social rehabilitation and economic reintegration of youth at risk (Daldhis)	100	47	53	47%	53%
		Rehabilitation of Baidoa Youth Centre and bridge	30	10	20	33%	67%
		Social rehabilitation and economic reintegration of youth at risk (Daldhis)-Hudur	75	38	37	51%	49%
	Puntland	CFW - Construction of two feeder Bulsho road	150	60	90	40%	60%
		Fish entrepreneurship skills development training, micro-grants, processing facilities, BDS 12 registered MSMEs	60	47	13	78%	22%
		Fish/seafood safety and export guidelines development and awareness creation campaign	30	20	10	67%	33%
	Somaliland	CFW- 3 water catchments dams rehabilitated in Ainabo	1440	1061	379	74%	26%
		Fish entrepreneurship skills development training, micro-grants, processing facilities, BDS 6 registered MSMEs	30	15	15	50%	50%
		Fish/seafood safety and export guidelines development and awareness creation campaign	50	20	30	40%	60%
Total			4876	2718	2158	56%	44%
UNIDO JPYES							
	SWS	Lifeskills training	126	12	114	10%	90%
	Hirshabele	Construction training	12	0	12	0%	100%
	Jubaland	Lifeskills training	73	47	26	64%	36%
		Construction training	39	0	39	0%	100%
	Banadir	Construction training	20	20	0	100%	0%
		Lifeskills training	9	9	0	100%	0%
		Construction training	125	20	105	16%	84%
Total			404	108	296	27%	73%
UNIDO DHALDHIS							
	Jubaland	Various construction skills training during rehabilitation of infrastructure	317	55	262	17%	83%
Total	SWS	Various construction skills training during rehabilitation of infrastructure	51	0	51	0%	100%
Total			368	55	313	15%	85%
Total UNIDO			772	163	609	21%	79%

ILO	Banadir	Various TVET	374	0	36	0%	100%
	Banadir	Enterprise Dev Training - Solar	60	7	116	6%	94%
	Puntland	Fish Value Chain	150	45	105	30%	70%
	-	Agribusiness	210	-	-	-	-
	Somaliland	Road Rehab Construction - CFW	876	146	730	17%	83%
	Hirshabele	Road Rehab Construction - CFW	502	135	367	27%	73%
	SWS	Road Rehab Construction - CFW	600	102	498	17%	83%
	Jubaland	Road Rehab Construction - CFW	587	115	472	20%	80%
	Banadir	Road Rehab Construction - CFW	442	100	342	23%	77%
Total			3801	650	3151	20%	80%
UNHABITAT	Puntland	Life skills Training, Peacebuilding and Development through Sports	230	155	75	67%	33%
	Banadir	Construction, Life skills, SME Training	892	472	420	53%	47%
	Somaliland	Life skills Training, Peace Building and Development through Sports Training	180	96	84	53%	47%
	Jubaland	Construction, Life skills, SME Training, Peacebuilding and Development through Sports Training	221	120	101	54%	46%
	Total		1523	843	680	55%	45%
Grand Totals			12577	4998	7580	40%	60%

Table 3: Number and gender of beneficiaries per region, per intervention, per PUNO

4.2 THE INTERVENTION TYPES

The evaluation team classified beneficiaries according to interventions as indicated in Table 4. Solar and construction interventions were classified as skills development areas and not as value chains as was indicated in some of the databases. Through interviews with beneficiaries, it became clear that these were more of skills development interventions in particular sectors. For the purposes of this evaluation solar and construction were assessed under skills development. This does not in any way undermine their value to the program and to the beneficiaries.

PUNO	Total Beneficiaries	Rehabilitation CFW	Skills Development	Value Chain Development
FAO	1605	355	771	479
UNDP	4876	3874	882	120
UNIDO	772	0	772	0
ILO	3801	3007	644	150
UNHABITAT	1523	0	1523	0
TOTAL	12577	7236*	4592	749
		58%	37%	6%

Table 4: Proportion of beneficiaries per intervention

* Annual Report June 2019 reports a cumulative 19600 beneficiaries.

Based on this classification and evaluation, the JPYES had the following distribution of beneficiaries: 58% Rehabilitation and CFW; 37% Skills Development; and 6% Value Chains. Under the value chain development, the program had the Fish Value Chain only, which was done jointly by FAO and UNDP in Berbera, Bossaso and Kismayo. In Puntland, UNDP, FAO, and ILO – worked jointly on the Fish Value Chain. Components of

skills development were incorporated in the fish value chain intervention, where beneficiaries were trained in the technical and business aspects of fish. Skills development interventions also included business and entrepreneurship training, vocational training, life skills, and professional skills. Skills development offered a comprehensive training package to the youth in various areas and equipped the youth beneficiaries with a variety of skills. These figures show that the Value Chain intervention that was designed to be the major focus of the JPYES in reality had the least number of beneficiaries. This shows that the Program's implementation digressed from the original value chain focus - a fact that was observed and mentioned by many stakeholders during the KII's and is discussed in the PSC minutes.

4.3 JOBS CREATED THROUGH THE JPYES PROGRAM

Before discussing job creation and employment figures it is necessary to define some terms that will be used in this report.

Definition 1: for the purposes of this evaluation report all jobs created from the CFW intervention were classified as **short-term jobs**, and all jobs created as a result of enterprise training, value chain training, and skills development were regarded as **long-term jobs**. This is because when a person has been skilled – that skill is for life. The person can be employed for a short time, but they will be able to get another job.

Definition 2: **job creation** is when a new job has been created from a new enterprise created or expanded.

Definition 3: **employment** is when the program intervention has enabled the trainee to be employed. In this evaluation report if any of Definition 2 and 3 happened, it was considered as a job created.

4.3.1 SHORT-TERM JOBS CREATED THROUGH THE REHABILITATION AND CFW INTERVENTION

According to the Annual Plan June 2019 the cumulative number of CFW jobs created was 19600 and the cumulative number of youths trained was 10499. From discussions with the Program Coordinator, Said Osman, the evaluation team understood that there were Drought Response CFW beneficiaries that were reported in the Annual reports but were not captured in the databases. The reason for this was that databases were not operational until two years after the program had started. Efforts by the Program Coordinator to reconcile these beneficiaries into the database were unsuccessful. The evaluation team also tried to analyse these figures and found them incoherent and inconsistent, and not adding up with other records. The evaluation analysis and assessment used the numbers submitted by the heads of agencies. This challenge highlights a gap in the monitoring and evaluation system for the program, and the lack of dedicated personnel to perform this function. It was reported to the evaluation team that the bulk of the CFW beneficiaries recorded in the Annual Report were drought response beneficiaries. Drought response was done by FAO and UNDP. According to FAO the drought response funding was about \$4.2 Million, and this amount was part of the program budget of \$32.8 Million.

4.4 A JOINT APPROACH WITH THE PUBLIC AND PRIVATE SECTORS BY 3 PUNOS

In Bossaso the evaluation team encountered a case where three PUNOs – UNDP, FAO and ILO worked jointly in the fish value chain. ILO did the apprenticeship arrangements with 40 fishing private sector companies from the Bossaso Chamber of Commerce. 150 youths were placed in the 40 different fishing companies for a 4-month on the job training course. 60 of the 150 became employed by the fishing companies. Those who could not be absorbed in the fishing companies started their own businesses and the Chamber of Commerce gave them entrepreneurship training services and support. The apprenticeship programme successfully linked unemployed youths to private sector fisheries company employers.

In this joint case, UNDP constructed 10 fish processing units and provided a fisheries processing business start-up fund of US\$60,000 to 60 beneficiaries, in 12 groups of 5 each. In addition, UNDP trained the fish groups in business and entrepreneurial skills. UNDP used a private company to construct the 10 units, and to provide Business Service Development (BDS) training. FAO equipped the processing units with fish drying equipment, and cold storage facilities. FAO trained the group members in fish drying and packaging. FAO

trained the groups in the technical aspects – fishing, cutting and processing fish. At the time of evaluation, 10 centres had been completed.

In this program the three PUNOs worked with the local municipality (public sector), and the Chamber of Commerce fish companies (private sector). In these interventions, the collaboration of three PUNOs provided a good example of the success of joint programming where each organisation brings in its expertise to the benefit of one common goal.

CHAPTER 5: ANALYSIS OF FINDINGS

5.1 EFFICIENCY

5.1.1 ACHIEVEMENT OF PROGRAM TARGETS – PROGRAM BENEFICIARIES

From Table 5 below, the JPYES did not achieve the target goals in terms of the number of jobs created based on the targets calculated from the actual budget of \$32.8 million. Achievement of Outcome 1 was 23%; achievement of Outcome 2 was at 29%; and Outcome 3 was at 38%, and the overall performance was 34%. The Minister of Labour and Social Affairs commented the program performance: “JPYES was designed to create employment, but they did not create employment as anticipated.”

JPYES Outcomes		Targets according to actual total budget of \$32.8 mill	Achieved - Total number of beneficiaries	Achieved Total jobs created	% Achieved - Jobs created
Outcome 1	Value Chains	3148	749	739	23%
Outcome 2	Vocational Skills Training	12593	4592	3711	29%
Outcome 3	Rehabilitation - CFW	18889	7236	7236	38%
Totals		34630	12577	11686	34%

Table 5: Outcomes achievement against the actual total budget of \$32.8 million

* Cumulative number of youths trained 10499 from the Annual Report June 2019

5.1.2 BUDGET EXPENDITURE VERSUS ACHIEVEMENT OF OUTCOMES

Total Funds Received as at June 2019 Cumulative			
PUNO	MPTF Funds	Other sources	Total Funding
FAO	\$10,356,672		\$10,356,672
ILO	\$4,775,198	\$42,000	\$4,817,198
UN HABITAT	\$4,374,800		\$4,374,800
UNDP	\$7,974,843	\$2,207,431	\$10,182,274
UNIDO	\$1,813,479	\$1,309,319	\$3,122,798
Totals	\$29,294,992	\$3,558,750	\$32,853,742

Table 6: The actual budget and its allocation to each PUNO as at the time of evaluation

Table 6 above shows the total funds received by each PUNO as at June 2019.

	Total Beneficiaries	Short-term Jobs	Long-term Jobs Created	Total Jobs Created	Budget per PUNO	Cost per Job Created
FAO Drought Response					\$ 4,200,000	
FAO	1605	355	679	1034	\$ 6,156,672	\$ 5,954
UNDP	4876	3874	717	4591	\$ 10,182,274	\$ 2,218
UNIDO	772	0	533	533	\$ 3,122,798	\$ 5,859
ILO	3801	3007	644	3651	\$ 4,817,198	\$ 1,319
UNHABITAT	1523	0	1141	1141	\$ 4,374,800	\$ 3,834
TOTAL	12577	7236*	3714	10950	\$ 32,853,742	\$ 3,000

Table 7: Costs per job created

* 2019 Annual Report, 19600 cumulative CFW jobs including drought response

From Table 7 above, the overall JPYES cost per job created was \$3000. FAO had highest cost per job created of \$5 954 followed by UNIDO at \$5 859 per job created. ILO had the lowest cost per job created of \$1 319 followed by UNDP at \$2 218 per job created. These figures give a broad initial assessment of use of resources. It was supplemented by calculations of training costs per person shown in Table 8 below

The cost of creating one job, or of getting one person employed, depends on many factors; the type of job; the quality of the job; whether the job is short term or long term; the sustainability of the job; whether it is a high investment or low investment business; the job sector, the country, the enabling environment, whether it is in a conflict or peaceful zone, and many other factors. As a result, the cost of creating a job can vary from less than \$500 per job to more than \$50 000 per job. Jobs which require large capital and machinery investment are expensive jobs to create.

Davido Robalino from the World Bank gives the example that setting up a coffee-shop in the United States can cost between \$80 000 and \$250 000, and employs between three and seven people, meaning each job would cost between \$25,000 and \$35,000.⁴ These figures are high compared to the **much lower costs per job of between \$500 and \$3,000 per job** that is usually associated with active labor market programs such as training, job search assistance, wage subsidies, or public works.⁵ The types of JPYES jobs and businesses would be in the lower ranges of less than \$500 to around \$3000 per job, considering the type and quality of jobs created, and levels of financial inputs involved.

5.1.3 TRAINING COSTS PER PERSON

VfM for training beneficiaries

Organisation	No. of Beneficiaries trained	Training Costs	Program asset costs	Total costs	Training cost per beneficiary	Training costs and assets Per beneficiary
UN Habitat	1523	1,700,000	1,100,000	2,800,000	1,116	1,838
UNDP	1120	2,500,000	1,900,000	4,400,000	2,232	3,929
FAO	1250	500,000	600,000	1,100,000	400	880
ILO	944	1,000,000	500,000	1,500,000	1,059	1,589

⁴ <https://blogs.worldbank.org/jobs/how-much-does-it-cost-create-job>

⁵ <https://www.crimsoncup.com/coffee/how-much-does-it-cost-to-open-a-coffee-shop>

UNIDO	368	200,000	100,000	300,000	543	815
Average Costs					1070	1810

Table 8: Cost of training per person

From these figures, UNIDO and FAO have the lowest cost per person trained of \$815 and \$880 respectively. UNDP has highest training cost per person trained of \$3,929. Average training cost per person was \$1810. A comparison of training costs per person with other INGOs in Somalia is given in Table 9 below. The JPYES training figures are reasonable but still more expensive than the other training INGOs in Somalia. A more detailed assessment of different types of TVET training programs could be assessed to get more understanding on training costs per person.

Organisation	Cost per person
JPYES Program	\$ 1,810.00
Danish Refugee Council (DRC)	\$ 1,040.00
Concern Worldwide	\$ 910.00
Norwegian Church AID	\$ 600.00
Norwegian Refugee Council (NRC)	\$ 571.00
Social-life and Agricultural Development Organization (SADO)	\$ 284.00

Table 9: A comparative of training costs with other INGOs working in Somalia

5.1.4 VALUE FOR MONEY FOR PROGRAM ASSETS

The full list and estimated cost of the program assets is in Annex 7. The total estimated cost of the program assets was US\$4,247,704.09 at the time of evaluation. The evaluation team assessed one of the project assets - the One Stop Centre in Mogadishu. UNHABITAT management clarified that the budget allocation of US\$550,000 was used to build two One Stop Youth Centres - one in Mogadishu and the other in Kismayo. The cost of the One Stop Centre in Mogadishu was \$368,000. When the evaluation team visited, they found that it was only a temporary structure made of old containers. The roof was already rusted and blown off and needed to be repaired; and there was no boundary fencing and no security system. The evaluation team was not satisfied with this youth centre in this condition, and they valued the centre at US\$200,000.00. The team made consultations with help of local businesspeople and calculated that the 10 containers used in the centre would cost about \$100000 to \$150000 each, hence estimated \$200000. In an interview with the Youth Association, the direct beneficiaries of the centre, it was clear that they were grateful for the centre and they were using it for youth meetings and trainings. Their point was simple; “Before JPYES we did not have a centre, now we do have a centre.” The Youth Association mobilized their own resources to build the boundary wall and security, demonstrating ownership of the centre.

5.2 AN OVERVIEW MAP OF THE JPYES PROGRAM

Figure 5 shows an overall analysis of the JPYES using mapping of the PUNOs, budget allocations per PUNO, training budgets and partners, number of beneficiaries per PUNO, number of short-term and long-term jobs created, and assets rehabilitated. The map gives the overview of the program at a glance, and it also indicates where the PUNOs have worked together. Three PUNOs worked together in the fish value chain in Bossaso, Berbera, and Kismayo – UNDP, FAO, and ILO. Three PUNOs worked through partner institutions – UN HABITAT, UNDP, and ILO. FAO and UNIDO did direct implementation. UNDP had

highest number of beneficiaries followed by ILO, with corresponding high numbers of short-term cash for work jobs.

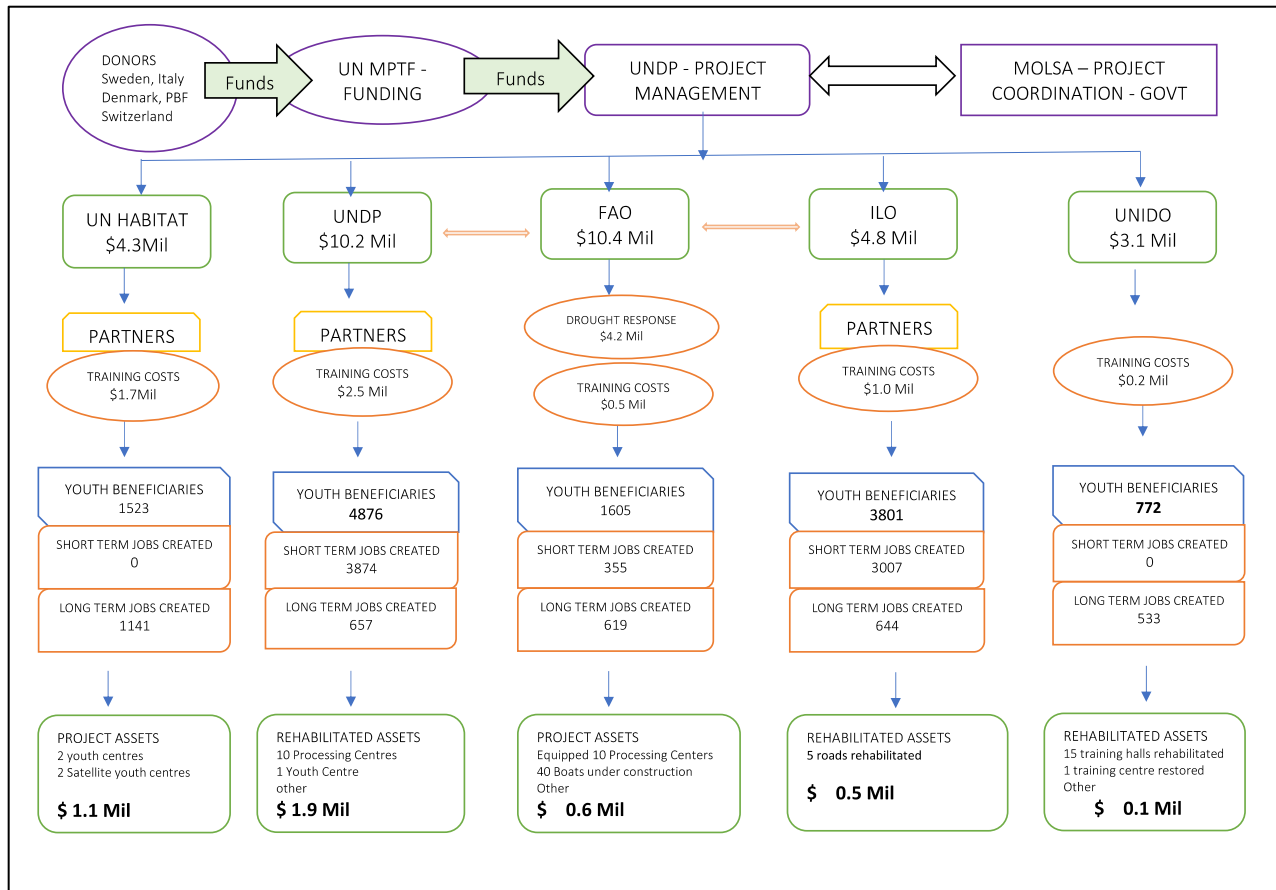


Figure 5: An overview map of the JPYES Program

In mapping out the program as illustrated in Figure 5 above, the evaluation team was mainly concerned with the direct financial resources that were utilized to create the jobs for the youth, and the related project assets. Figure 5 should not be used in isolation from the data presented before – it is a summary map that should be used together with Tables 6, 7 and 8. The total funds disbursed at the time of the evaluation was \$32.8 Million; Total Training Costs - \$5.9 Million; Total Costs of assets – \$4.5 Million; and Drought Response - \$4.2 Million. The balance of \$18.2 Million covers all the administrative costs, coordination and other costs, and overhead costs of PUNOs. A breakdown of the administration costs could be further assessed, as this was beyond the scope of this evaluation.

CHAPTER 6: REASONS FOR PROGRAM LOW PERFORMANCE

This chapter analyzes the reasons why the JPYES did not reach its targets.

6.1 CAPACITY BUILDING GAPS IN MOLSA

MOLSA was the key government partner in the JPYES Program, with the responsibility to co-coordinate and co-manage program implementation with UN management structures. This required MOLSA to be capacitated in program management and financial administration. The JPYES had a capacity building budget of \$1,109,140 to develop the technical, coordination, M&E capacities, and leadership roles at the federal and regional levels. Interviews with KIIs indicated that the capacity of government was still low at the time of evaluation. At the Garowe Conference in 14-17 July 2019, the government outlined the following skills

gaps in MOLSA: low technical capacity to coordinate and manage the JPYES due to lack of basic knowledge and skills in program management, coordination, reporting skills and financial management.

An extract from the Garowe conference testifies to this: “In Ministries’ oversight responsibility, the systems and staffing required to **challenge and support** UN agencies and implementing partners are not really institutionalized. **This has resulted in Annual Work Plans drafted by UN agencies and accepted without challenge by other partners (government and donors).** We need to substantively review the pitfalls from Phase-I before the new Somalia Employment Programme is implemented. At programme level, Federal Member States Ministries of Labour need to recruit competent and qualified officers to the positions of technical advisors/ focal points, so that they can liaise and work effectively with FGS MOLSA. **It is obvious that there is a communication breakdown between focal points and the Ministry they represent. Programme information (oversight, coordination & monitoring) and products/activities on the ground are not consistently reported to decision makers (Director General or Minister).** Unfortunately, this has resulted in Ministers attending high level meetings without credible programme information.”

This extract from the Garowe Conference confirms that capacity building of MOLSA and other government structures relevant to the JPYES successful implementation was not done adequately. From the beginning of the program, it was clear that there was a need to do capacity building of the government in order to upgrade the technical skills levels of the MOLSA staff involved in JPYES implementation. An intensive and systematic training and skilling process would have improved the capacity of MOLSA. Four years of such on-the-job training in the key areas relevant to JPYES coordination, financial management, and program management would have yielded a trained MOLSA that was ready to take over the JPYES program management. This would have been a great strategy to build sustainability. Capacity building of MOLSA was done by UNDP but did not happen adequately and, as a result, the JPYES suffered many implementation setbacks mentioned and highlighted by many stakeholders such as donors, partners, and beneficiaries.

ILO trained a whole department in data collection and management of national labour statistic information. Government Department of Statistics in the Ministry of Planning has been empowered to carry their duties from this training. About 80 government officials across the states have been trained in this. This has given ownership and created sustainability of this effort within the government. The MOLSA minister acknowledged this intervention.

6.2 COORDINATION AND PROGRAM MANAGEMENT CHALLENGES

The evaluation team observed a variety of management challenges and complexities within the PUNOs; between MOLSA and PUNOs; and between MOLSA and line ministries. The complexities are discussed and analysed below:

6.2.1 INDIVIDUALISM OF PUNOS

KIIs with different PUNOs revealed that there was deep-seated individualism in most PUNOs, where each PUNO has implemented the JPYES according to its own understanding, mandate and ways of working. Each PUNO is set in its own ways, and understandably so since each has its own mandate and focus. However, the whole idea of a joint program is willingness to work together to achieve a common goal, synergies, resource utilization efficiencies, and to avoid duplication of effort. When these are not maximized, the fundamental purpose of a joint programme is nullified. And this is what happened to the JPYES programme.

The Garowe Conference puts it this way; “**Partnership working in YES Phase-I has failed due to many UN agencies working in silo (isolation).** There have been documented contradictions, duplications, overlaps of activities between different agencies in this Joint Programme. The mid-term

evaluation has reported that UN agencies have not worked in collaboration with each other and to their competitive advantage. **This also highlights that the coordination mechanism is not efficient.”**

PUNOs were given money to create employment for youth. Some PUNOs mentioned during the evaluation interviews that when the funds were released to them, there was no clear direction on what to do with the money. The programme design was not clear, and there was no clear mandate what to do with the money. Each PUNO therefore had to design a youth employment programme according to their own understanding, mandate and strategy. PUNOs preferred receiving funding that has a specific plan and a ready strategy. It is easier to follow a plan from the program. Lack of such plans and designs reflects gaps at programme coordination and management level.

The individualism of the PUNOs made it very difficult to coordinate efforts. In most cases each PUNO designed and implemented its own programs, through its own partners, and reached its own beneficiaries. The JPYES was called a “joint programme” yet there has been no joint programming in it. It was a nominal joint programme. There was no synchronization of activities and efforts where one agency builds onto the work that has been done by another agency, and there was no sharing of ideas between agencies. There was no desire by these agencies to synergize their efforts. However, UNDP and FAO worked jointly in the Fish Value Chain in Berbera, Bossaso and Kismayo, and ILO, UNDP, and FAO worked jointly in the Fish Value Chain in Puntland. One of the outstanding effects of the individualism of PUNOs was extensive overlapping of the skills trainings. In Kismayo, for an example, all PUNOs were reported to be offering same or similar courses to beneficiaries.

Some of the stakeholders interviewed mentioned that there is a perceived conflict of interest in the JPYES management system where UNDP is responsible for the overall coordination and management of the program and yet, on the other hand, the same agency is also an implementing agency.

6.2.2 THE COMPLEXITY OF A JOINT PROGRAM THAT IS IMPLEMENTED INDIVIDUALLY

When a joint programme is implemented individually, it creates a massive and complex implementing structure that causes financial and managerial inefficiencies. It creates high overhead costs for each of the 5 PUNOs, because there were staff members who are doing the same function for the same program – creating duplications. For an example each PUNO had a program manager for the JPYES; a finance and admin person; and an M&E officer. This means for the five PUNOs there were about 15 staff. With proper planning and with a properly coordinated joint program, these staff duplications can be streamlined and minimized, and costs can be significantly reduced. It created high overhead costs at coordination and oversight levels by government structures. In addition, because of the security situation in Somalia which does not allow direct implementation, PUNOs implemented the JPYES through local NGOs, and private sector partners who represented them on the ground. Each PUNO had its own partners, yet with a joint approach, partners can be shared between PUNOs to reduce overhead costs. Every level of the implementation in the JPYES had high institutional overhead costs. Because of this, very little financial benefits trickled down to the target beneficiaries. An individualistic implementation structure was one area of financial inefficiencies in the JPYES Program.

6.2.3 INDIVIDUALISM AND CONFLICT BETWEEN MINISTRIES

In the Fish Value Chain, there was a misunderstanding of roles and responsibilities between MOLSA and Ministry of Fisheries and Marine Resources (MOFMR) both in Somalia and in Somaliland. The ministries do not talk to each other and this hinders coordination processes and implementation progress. There is no inter-ministerial working group to minimize inter-ministerial conflicts. PUNOs have to manage these

ministerial conflicts for the sake of implementation progress. There also seems to be fights about power and control of the JPYES fund allocations to government. There is need to improve coordination between MOLSA and other line ministries like MOFMR and MOYS.

6.3 THE ABSENCE OF A PROGRAM MANAGEMENT UNIT

A joint program of 5 UN agencies, the FGS, and FMS requires a strong program management unit (PMU) – a team of experts in joint program programming, management, coordination and implementation. The need for such a strong PMU should have been evident at programme design. The complexities of managing this multifaceted combination of different organisations necessitated that management effort be poured into achieving and soliciting buy-in and collaboration with PUNOs to find common ground and to find effective ways of working jointly in the JPYES. Such efforts would have achieved mutuality, cooperation, synergy, and unity of purpose. PUNOs should have focused on a common goal and the benefits of achieving common success as a team of UN agencies. There was an oversight in this respect, and it led to further complications and setbacks during the JPYES implementation.

In some areas there was a shortage of program staff on the ground during implementation. A notable example of this situation was in Berbera and Bossaso where the evaluation team noticed that FAO does direct implementation by working directly with beneficiaries. At the same time there was only one key FAO staff member, and when he was not there, the program was at a standstill. There was a limited M&E capacity that could have done routine checking of the program progress across PUNOs to identify gaps and advise on corrective action during implementation.

A budget allocation of US\$425,395.89 for program coordination and management functions is less than the annual salary of one coordinator per year, which is about \$450 000 for a P3 or P4 position. In this case the program did not budget sufficient funds for the program management, and this should be corrected in the next phase. The PMU personnel budget of about \$1.8 to \$2.0 million should be included in the program budget and fundraising. With a strong PMU in place, a lot of the program inefficiencies and ineffectiveness highlighted by all stakeholders could have been avoided.

6.4 ABSENCE OF A JOINT PROGRAM DATA CAPTURING SYSTEM

One of the major challenges faced by the evaluation team was lack of joint program data from the beginning of the program in 2015. There was no database to capture data of beneficiaries and activities, until 2018. The evaluation team could not trace or triangulate figures that were reported in Annual reports and meetings. Figures reported in meetings should come from a program database, and should be verifiable by any stakeholder – donors and evaluators etc. This was a major gap in the program, attributable to the lack of a dedicated program Monitoring and Evaluation system. There were records within individual PUNOs, but a central joint program M&E unit is a necessary program management tool.

6.5 DELAYS IN DISBURSEMENT OF FUNDS DURING IMPLEMENTATION

All stakeholders – PUNOs, government, MOLSA, partners in the regions, and beneficiaries – mentioned that a key problem in the JPYES was that the funding flow was very slow and intermittent, with long periods of waiting in between. The Minister of Labour and Social Affairs, Mr. Sadik Warfa had this to say on the issue of delays in releasing money for program implementation; “We agree that paperwork is needed in procurement and financial management, but there is too much red-tape. We need quick action in program implementation. The UN takes too long to process money for program implementation, when we request for money. There is need to cut this short in order to increase effectiveness and efficiency of the program. UNDP has the most rigid system of all UN agencies that MOLSA has dealt with – UNDP is especially very slow in expediting our requests for money. ILO red tape is much better than UNDP. Sweden and Italy donors are much better – they gave us US\$400,000 to rehabilitate the MOLSA offices.” In saying this, the minister was referring to day-to-day financial management matters during implementation of the program.

FAO and UNIDO funds were allocated to another UN agency by mistake, and this caused implementation delays. UNIDO was more affected by this delay than FAO, because only a small portion of FAO funding came in 2019. This is why both FAO and UNIDO were still implementing at the time of evaluation, when the program was supposed to have been completed. UNDP was also still implementing at the time of evaluation due to delayed funding release from donors. The government also complained about slow release of funding and how it negatively affected implementation. In fact, this complaint echoes throughout the programme management system and structures – and it is a major setback for program implementation. Other PUNOs reported having to wait for over three months before funding arrives. Such financial and fund disbursement gaps caused delays in implementation of the program and made it difficult to plan activities. The program suffered from delayed funding release from the donors, which affected implementation and causes delays in completion of the program.

In the beneficiary survey, beneficiaries also mentioned delayed payment of incentives and classified such inconveniences as negative effects of the JPYES Program. There were delays in payment of cash incentives or wages; delays in receiving solar panels after training; delays in payment of CFW wages after working; and delays in receiving toolkits and start-up capital. Delays in paying CFW beneficiaries made beneficiaries to continue working for 10 months instead of three months until they got their last payment. This was complaint was raised by UNDP beneficiaries particularly in Banadir region and Baidoa. On further investigation on this matter it was explained that BRA had received a cash advance to pay the CFW beneficiaries, but there was a change of administration and it affected payment of the CFW beneficiaries.

Delays in disbursing funds for program implementation indicates an inefficient financial management system. Such financial management inadequacies caused inefficiencies during program implementation. The evaluators investigated this and identified low competence levels in MOLSA finance department who submit financial requests with inadequate supporting documentation. When financial submissions are inadequately supported – it slows down the process of releasing the requested funds. This highlights the need to develop the capacity of the MOLSA finance and administration team.

An interview with Rage Ismael Ali, the Finance and Administration Officer for MOLSA, he elaborated the reasons for delays in releasing funds as follows: most financial submissions are made to UNDP without proper supporting documentation, as a result they are sent back by the UNDP Finance and Administration Officer. The back and forth takes long, and it is the major cause of financial delays between MOLSA and UNDP. On training of MOLSA by UNDP finance department, Rage Ismael Ali said the Finance Officer and all the regional advisors at FGS and FMS level who are involved in finance for JPYES, received a 2-day training. He mentioned that the training was not rigorous, and that from a financial perspective, he does not consider it as a training. Rage Ismael Ali mentioned that after working with the JPYES for four years, the staff have learnt from experience, not from training, that certain errors cause delays and they tried to avoid the mistakes.

In an interview with the UNDP Finance and Administration Officer for the JPYES and Dhaldhis Programs, Ubah Nor Mohamed, mentioned that; “Most of the time submissions from MOLSA do not have the required supporting documents, and are not done properly, such that I have to send them back a number of times for corrections. This causes delays in payment. Although UNDP has trained the government partners in finance and administration, the problem of poor submissions continues. This is a problem of insufficient capacity of the finance and administration staff in MOLSA. The training has not changed standards of submission from MOLSA.”

6.6 DEVIATION FROM THE ORIGINAL PROGRAMME STRATEGY

The JPYES Program diverted from the original programme strategy that was based on the agricultural value chain approach. According to the Program Document, six value chains were to be developed. Drought response at the beginning of the program is one of the reasons for the deviation from the original program design. The program therefore started as a humanitarian program to mitigate the 2015 – 2016 drought. About US\$4.2 Million of the JPYES Program went to drought response through cash for work (CFW). During the drought mitigation phase, only a few JPYES activities were carried out. The program only became development focused much later in 2017-2019. This successful humanitarian component at start of the program is often overlooked. Donors acknowledge and appreciate that the JPYES was a ready channel for a speedy drought response, and the drought response was executed very well. SIDA topped up funding to FAO – with 45 million Swedish Kronas, and SIDA was satisfied with the way FAO handled the additional funds and the drought response.

The program log-frame is different from what has been implemented. The CFW through rehabilitation of infrastructure was designed to be the first stage of implementation and was supposed to be linked to the value chain development. This did not happen as there was no linkage between cash for work, value chain and enterprise skills development. During implementation, these became disjointed and stand-alone interventions.

CHAPTER 7: IMPACT ASSESSMENT - EFFECTIVENESS

7.1 REHABILITATION OF INFRASTRUCTURE AND ASSETS THROUGH CASH FOR WORK

7,236 beneficiaries participated in the CFW programme, and this section presents findings from the beneficiary impact assessment, focusing on the impact of the intervention on beneficiaries. Three PUNOs implemented the rehabilitation of infrastructure and assets through the CFW intervention – FAO, UNDP and ILO did rehabilitation of assets mainly through cash for work, although in some cases there was no cash for work accompanying rehabilitation of structures. Some of the ILO CFW beneficiaries could not be located for interviews because some of the ILO partners who were engaged in 2015 had closed down.

7.1.1 AGE AND GENDER MAINSTREAMING

The average age of respondents was 25; varying between 21 and 31 years. The data showed a mode of 24 years, meaning majority of the beneficiaries were 24 years old. This means that the CFW intervention targeted the youth. The majority of the program beneficiaries were single (57.6%). There was almost an equal number of males (51.5%) to females (48.5%). Average household size was 7, and the mode was 7.

7.1.2 IMPACT OF THE CFW INTERVENTION

75.76% of the beneficiaries were not employed before they were registered for CFW. 66.67% of the respondents reported that the CFW activities improved their access to employment and income levels. 67% of the respondents reported that they had received training from the CFW intervention in the following areas: hygiene and city beautification, neighbourhood watch, report writing, governance, data collection and research, CV development, self-improvement, and rehabilitation of structures.

7.1.3 IMPACT ON INCOMES OF BENEFICIARIES

61% of the beneficiaries mentioned that they did not have an income before the CFW. The CFW wages ranged from US\$180-200 USD per month with an average of US\$200 per month and mode of US\$200. 76% of the beneficiaries reported that they were satisfied with the wage they received in relation to the tasks they performed. 24% were not satisfied and they mentioned that the amounts were not enough to

cater for households needs, and that the tasks were hard and in risky environments like Mogadishu. The security context was risky coupled with long working hours with very minimum staff welfare considerations. Some beneficiaries described the fact that payment of wages would be delayed such that often, they had to multi-task to cover the income gaps. The average income of beneficiaries who had income before CFW activities was US\$112. The CFW had a definite positive impact on the incomes of the beneficiaries. The beneficiary survey showed that 42.6% of the money was used for starting a business, 26.2% was used for food purchases.

7.1.4 IMPACT OF PROGRAM ON QUALITY OF LIFE

Table 10 shows that the CFW intervention improved the beneficiaries' quality of life significantly. From Table 13, the CFW intervention had the greatest positive impact on youth social networks, incomes, nutrition and health, and least impact on ownership of movable and fixed assets.

Program improved	No	Yes
Social networks	9.09%	90.91%
Income	12.12%	87.88%
Nutrition	36.36%	63.64%
Health	39.39%	60.61%
Health facilities	42.42%	57.58%
Household nutrition	45.45%	54.55%
Housing	51.5%	48.5%
Fixed property ownership	72.73%	27.27%
Movable assets	81.82%	18.18%

Table10: Impact of the program on quality of life

7.1.5 AGENCY & DECISION-MAKING

89.3% male and female combined mentioned that they made the financial decisions themselves; and 10.7% females mentioned that male family members made decisions for them as young women. About 87.8% of the beneficiaries reported that the program empowered them to participate in financial decision making and other important economic decisions.

7.1.6 SATISFACTION LEVELS

About 84.4% of the CFW beneficiaries were satisfied and 15.6% were very satisfied with the beneficiary selection criteria used for CFW, young women participation, and equal wages between female and male participants. 90.6% of the CFW beneficiaries perceived CFW as of great value, and only 9.4% considered CFW as of low value. Majority of the beneficiaries attached positive value to the CFW component.

7.1.7 NEGATIVE UNINTENDED EFFECTS OF THE CFW INTERVENTION

Beneficiaries mentioned delayed payment of incentives and associated inconveniences as negative effects. They also mentioned that the short-term employment opportunity gave them hope and respect from peers. However, this was short lived. Some beneficiaries mentioned that they worked during or until the evening, which presented safety and security issues to them and also challenges within family setups.

7.1.8 POSITIVE UNINTENDED EFFECTS OF THE CFW INTERVENTION

Some of the positive unintended outcomes or effects include accessing and networking with local government personnel. Some beneficiaries also mentioned that they accessed and got to know parts of town they previously did not know. Beneficiaries reported improved report writing skills, and a better understanding of the environment and the benefits of keeping their environment clean and hygienic.

7.2 SKILLS DEVELOPMENT INTERVENTION

3,328 beneficiaries participated in the Skills Development programme, and this section presents findings from the beneficiary impact assessment, focusing on the impact of the intervention on beneficiaries. All the 5 PUNOs implemented the Skills Development intervention in different sectors.

7.2.1 GENDER AND AGE

54.3% of the respondents were female and 45.7 were male. The youngest beneficiary was 16 years old and the eldest was 70 years old. The mean age was 25 years, and mode was 23. 57.28% of respondents were single. The targeting of the youth was good. Average household size was 7, and the mode was 8.

7.2.2 IMPACT ON EMPLOYMENT STATUS OF BENEFICIARIES

39.39% of respondents reported that they got a job as a result of the training from the JPYES program. This tells us that less than 50% of respondents trained became employed. This figure is lower than 50%, and it could mean that there are problems with the types of training courses that were offered or there are other problems that limit employment of the trainees. From Table 12 below, UNHABITAT had the highest proportion of respondents (14.55%) who reported that they had a job as a result of skills training from the program followed by UNDP and UNIDO (8.48%) of respondents reporting that they had jobs as a result of training. This is shown in Table 12 below.

Has a job as a result of the professional training	No	Yes
FAO	21.82%	4.85%
ILO	3.03%	3.03%
UN HABITAT	21.21%	14.55%
UNDP	11.52%	8.48%
UNIDO	3.03%	8.48%
TOTAL	60.61%	39.39%

Table 12: Respondents who got employed after training by the program

78.87% of respondents mentioned that they had a choice on the training courses that they received. The highest proportion of respondents who had a choice of courses was 38.97% from UNHABITAT respondents, followed by 20.66% UNDP respondents. This is shown in Table 13 below.

Had a choice on which professional training to be trained on	No	Yes
FAO	13.15%	7.51%
ILO	0.00%	4.69%
UN HABITAT	3.76%	38.97%
UNDP	2.35%	20.66%
UNIDO	1.88%	7.04%
TOTAL	21.13%	78.87%

Table 13: Respondents who had a choice on training courses

Of the 39.39% who got jobs after being trained by the JPYES, (Table 12), 48.00% got employed after 2-5 months, and 39.00% got employed after less than 2 months. This is shown in Table 14 below.

Time taken to get employed after training	% of respondents
Less than 2 months	39.00%
2-5 months	48.00%

6-12 months	10.00%
Over 1 year	3.00%
Grand Total	100.00%

Table 14: Time taken to get employed after training

7.2.3 THE EMPLOYERS

Of the 39.39% who got jobs after being trained by the JPYES, (Table 12) - 63.95% of respondents became self-employed after training, while 36.05% of respondents were employed by private companies or NGOs. This indicates that most of the training was entrepreneurial and resulted in trainees starting their own businesses. UNDP has the highest percentage of respondents who became self-employed after training, because UNDP focused on entrepreneurial training, gave some of the trainees revolving start-up funds, seed monies, start-up toolkits, and business development services. UNIDO used the model of entrepreneurial training and gave the best trainees start-up toolkits, at graduation. Start-up funds and start-up kits were appreciated by beneficiaries as it equipped them with means to start businesses immediately after training. The employment status of the trainees after graduating is a key indicator of the impact of training.

7.2.4 IMPACT OF INTERVENTIONS ON INCOME EARNED

Table 15 below shows the wages of the employed trainees. The JPYES Program took young people who lacked employable skills and were unemployed and enabled them to earn average salaries of US\$383.00 per month. This is an indicator of positive impact upon the beneficiaries. UNHABITAT trainees had the highest average income of US\$848.00 per month. Income levels are a key indicator of the impact of employment programs and interventions.

	Implementing Agencies					Average
	FAO	ILO	UN Habitat	UNDP	UNIDO	
Average Wage/Income	\$295	242	\$848	\$235	\$296	\$383
Maximum Wage/Income	\$900	450	\$3300	\$525	\$900	\$1215
Minimum Wage/Income	\$23	100	\$120	\$12	\$40	\$59

Table 15: Wages of employed trainees (US\$)

7.2.5 Impact of intervention on Quality of Life

Skills Development intervention improved the quality of life indicators as shown in Table 16. 83.41% of respondents mentioned that the program improved their social networks; and 71.29% mentioned that the program improved their incomes. This indicates positive impact of the program on beneficiaries' lives. Quality of life improvement measured to determine the impact of the program on the target beneficiaries. It is an important indicator of the impact of the program in the lives of people.

Item	No	Yes	Total
Social networks	16.59%	83.41%	100.00%
Income	28.71%	71.29%	100.00%
Health	45.37%	54.63%	100.00%
Nutrition	48.28%	51.72%	100.00%
Household nutrition	45.85%	54.15%	100.00%
Housing	49.76%	50.24%	100.00%
Health Facilities	51.98%	48.02%	100.00%
Fixed Property	61.46%	38.54%	100.00%
Movable assets	61.95%	38.05%	100.00%

Table 16: Impact on key indicators of quality of life of beneficiaries

7.2.6 IMPACT ON DECISION MAKING AND AGENCY

87.85% of respondents make decisions about how to use the money they got from the program in various key areas of decision-making as shown in Table 17 below:

Item	Yes	No
Program empowered in financial decision making	68.25%	31.75%
Program empowered in business decision making	66.51%	33.49%
Program empowered in educational opportunities decision making	57.35%	42.65%
Program empowered in technology decision making	53.55%	46.45%
Program empowered in access to IT	52.83%	47.17%

Table 17: Key areas of respondents' decision-making empowered by the program

7.2.7 IMPACT ON ACCESS TO CRITICAL INFORMATION

Information in Table 18 shows marked improvement in beneficiary access to information as a result of the program.

Item	Before JPYES	After JPYES
	Yes	Yes
Access to job advertisements	24.88%	48.58%
Access to economic situation	22.17%	50.00%
Access to IT	22.64%	50.47%
Access to labour market information	19.25%	57.28%

Table 18: Beneficiary access to information as a result of the program

The JPYES improved the following aspects of beneficiaries:

Mobility and freedom of movement – 74.53% of respondents are able to move freely to do their business outside and away from their homesteads. 78.77% are free to travel in public places and in going to training centres. It seems there are no mobility issues in general.

Happiness – 96.70% of respondents mentioned that the program has improved their general happiness. The following are some of the things that have made respondents happier:

Personal value – 91.51% of respondents mentioned that the program has improved their sense of personal value. The following are some of the things that have made them feel more valuable:

Public speaking – 86.79% of respondents mentioned that the Program has improved their ability to speak in public and with people of authority. Ability to speak in public is a result of public speaking training and gaining information and knowledge. It is very evident that the respondents are excited about the training they received and basically the training gave them the following key aspects self-confidence; boldness; knowledge in field of training; ability to talk confidently to anybody, and leadership skills.

Social networks – 95.28% of respondents mentioned that the program has improved their social networks. Social networks are very important to young people. They like sharing ideas, careers, politics, and economic and business issues with each other. And they also like to be associated with other youths who are grappling with the same issues and find solutions together. The JPYES Program offered such platforms for the youth and it is evident from these responses that this was effectively accomplished in all interventions.

Community support – 92.42% of respondents mentioned that the community encourages and supports youth engagement in professional training and all JPYES interventions.

Level of satisfaction with the intervention

Satisfaction levels were quite high as indicated in Table 19.

Item	Satisfied	Very satisfied	Unsatisfied
Beneficiary selection process	65.57%	30.66%	3.77%
Women participation in program	59.43%	36.79%	3.77%
Monthly income	63.85%	19.25%	7.04%
Type of training	61.97%	28.64%	3.29%
Content of training	61.03%	28.17%	4.23%
Training Stipend	64.32%	15.02%	9.39%

Table 19: Level of satisfaction with the intervention

Perceived value of the training

Skills training was highly valued by beneficiaries. Skills training was done in all interventions of the JPYES program – value chain, enterprise development, solar, construction – it was incorporate in all the interventions. Beneficiaries benefited from this intervention, valued it, and spoke highly about it.

Perceived value of the training	% of respondents
Very high value	13.62%
Medium value	72.30%
Low value	13.62%
No value	0.47%
Grand Total	100.00%

Table 20: Perceived value of the training

7.3 THE FISH VALUE CHAIN INTERVENTION

749 beneficiaries participated in the Value Chain Development in the Fish Value Chain. This section presents findings from the beneficiary impact assessment, focusing on the impact of the intervention on beneficiaries. Three PUNOs implemented the Fish Value Chain intervention – FAO, UNDP and ILO.

7.3.1 AGE AND HOUSEHOLD SIZE

The average age of respondents was 27, the mode was 25, minimum was 19 and maximum was 40. Youth was well targeted. Average household size was 7, and the mode was 7.

7.3.2 IMPACT ON EMPLOYMENT STATUS

74.07% of trainees had a choice on what to be trained on. All respondents mentioned that the training content was good. 96% said the training was relevant to the fishing businesses and context. The training intervention improved skills and employment status. 25.93% of respondents had businesses before the Program. 51.17% had fisheries businesses before the program. This concurs with information in the FAO database. 71.44% of those who had skills before the program had skills in fisheries. 48.15% started a business after the training from the program. 62.96% of respondents said the program did not improve their access to productive assets.

Impact of intervention on employment status

The program interventions improved the employment status of respondents in different ways as shown in the Table 21. This confirms what is in the FAO training database, hence it confirms data in the database.

How the program improved employment status	Sex of respondents		Grand Total
	Female	Male	

Promotion	0.00%	20.00%	20.00%
Self-employed to employed	20.00%	0.00%	20.00%
Unemployed to employed	10.00%	20.00%	30.00%
Unemployed to self-employed	20.00%	10.00%	30.00%
Grand Total	50.00%	50.00%	100.00%

Table 21: How the program improved employment status

Impact on income

The average monthly gross income was US\$193.00, and the average business costs per month were US\$139.00. Hence, the average monthly profit was US\$54.00. This level of profit per month is very small and it indicates that these are micro businesses. 68% of respondents indicated that their incomes increased because of the program's intervention. The respondents mentioned that they had not yet been linked to markets both in Bossaso and Berbera. FAO buys their dried fish and markets it. In Bossaso, it was observed that the fish processing groups use their cold chain equipment to do other forms of income-generating activities such as making of ice creams during seasons when there is no fish. There is a six months period when there is no fish in the sea and hence no fishing activities. Fish businesses suffer during these periods.

Impact on business sustainability

The major challenges to fish businesses are; lack of startup capital; lack of equipment; lack of customers; seasonal lack of fish; dry fish is a new product and program beneficiaries are not sure of a market for it. 65.38% of beneficiaries do not have savings to sustain the fish business. This is an indication of low sustainability of businesses. The fish value chain analysis commissioned by UNDP assessed the other aspects of the value chain but lacks the market assessment of both fresh fish and dried fish.

Item	Yes	No
Has enough saving to sustain business	34.62%	65.38%
Experiences seasonal lack of cash in business	68.00%	32.00%
Sold assets to sustain business	18.52%	81.48%

Table 22: Indicators of business sustainability

Impact on quality of life of beneficiaries

The figures in Table 23 show that the program has not improved the beneficiaries' key indicators of quality of life. These indicators show that the incomes earned in these businesses are not sufficient to sustain and improve the basic necessities of the beneficiaries. This is concerning and should be noted and investigated further. A comparison of the three interventions shows that the Fish Value Chain had the least impact on the respondents' quality of life. Both CFW and Skills Development had better impact on beneficiaries than the Fish Value Chain. 66.67% mentioned that the program had improved their social networks.

Program improved of quality of life	Yes	No
Housing	22.22%	77.78%
Household nutrition	29.63%	70.37%
Ownership of fixed property	22.22%	77.78%
Ownership of movable assets	33.33%	66.67%
Personal health	25.93%	74.07%
Access to nutrition	37.04%	62.96%
Improved access to health facilities	14.81%	85.19%
Access to social networks	66.67%	33.33%
Income	68.00%	32.00%

Table 23: Improvement of quality of life

Comparative analysis with the Afghanistan WEE program value chains

PROGRAM IMPROVED QUALITY OF LIFE	Yes	No
Better off with the program than before	89.70%	10.30%
Prosperity	93.80%	6.20%
Housing	71.30%	28.70%
Ownership of movable assets	78.50%	21.50%
Fixed property ownership	5.40%	94.60%
Quality of life	93.80%	6.20%
Household nutrition	91.90%	8.10%
Health	94.50%	5.50%
Access to health facilities & supplies	93.60%	6.40%

Table 24: Improvement of quality of life⁶

A comparative analysis with a similar SIDA funded agricultural value chain program in Afghanistan shows that the value chains in the Afghanistan program had much higher impact on the beneficiary quality of life as indicated in Table 24 above.

Access to productive assets

88.89% of respondents do not own production assets and resources. This was a group of poor people in this intervention. 48.15% of respondents stated that they received both startup capital and equipment from the program. The average amount of startup grants mentioned by respondents was US\$2,700, but most respondents mentioned US\$5,000 per group of 6 people. 60.00% of respondents mentioned that the startup capital given by the program was not sufficient for their business startup needs. This startup capital was given by UNDP as mentioned earlier in the report.

Impact on decision making

Tables 25 and 26 indicate that the intervention has empowered the beneficiaries in decision making and enabled them to have access to key economic information that impacts their lives.

As a result of this program	Yes	No
Empowered to make financial decisions	76.92%	23.08%
Empowered to make business decisions	85.19%	14.81%
Empowered to make educational decisions	77.78%	22.22%
Empowered to make technology decisions	66.67%	33.33%

Table 25: Decision making indicators

Item	Before JPYES	After JPYES
	Yes	Yes
Access to job advertisements	22.22%	48.15%
Access to economic situation	18.52%	59.26%
Access to IT	18.52%	59.26%
Access to labour market information	15.38%	59.26%

Table 26: Impact of program intervention

⁶ Stimulating the Private Sector for Economic Development in Afghanistan (SPEDA): Aga Khan Foundation Afghanistan (2017)

Mobility of young women

Mobility of young women is not a major issue in Berbera and Bossaso. 74.07% of respondents are able to travel freely to do their business activities, to go for training and to markets. 70.37% of respondents reported that the program had improved their mobility.

As a result of this program	Yes	No
Improved happiness	77.78%	22.22%
Improved self-confidence	88.89%	11.11%
Improved public speaking ability	85.19%	14.81%

Table 27: Improvement of self-confidence and self-efficacy

Satisfaction levels

90.3% of the Fish Value Chain beneficiaries were satisfied with most aspects of the Fish Value Chain intervention. Results shown in Table 28 below.

	Satisfied	Very satisfied
Beneficiary selection process	74.07%	25.93%
Women participation in program	66.67%	29.63%
Monthly income	44.44%	18.52%
Type of training	70.37%	25.93%
Content of training	66.67%	33.33%
Stipend	40.74%	25.93%

Table 28: Satisfaction with various aspects of the program

Beneficiaries valued the Fish Value Chain intervention as shown in Table 29 below.

Perceived value of the intervention	Sex of respondents		Grand total
	Female	Male	
Low value	3.70%	0.00%	3.70%
Medium value	29.63%	44.44%	74.07%
Very high value	11.11%	11.11%	22.22%
Grand total	44.44%	55.56%	100.00%

Table 29: Perceived value of training

Unintended Effects

Positive unintended effects of the intervention – the intervention reduced domestic disputes in the family.

Negative unintended effects of the intervention – delays in getting startup capital to start businesses and lack of investment for the trained beneficiaries.

7.4 CONSTRUCTION INTERVENTION

Item	Yes	No	Total
Program improved your business skills for employment	80.00%	20.00%	100.00%
Program changed your employment status	65.00%	35.00%	100.00%
started any business after the business training	25.00%	75.00%	100.00%
Program improved your access to productive assets	45.00%	55.00%	100.00%

Table 30: Improvements from the program

Income levels and sustainability of the business

86.67% of respondents mentioned that they do not have any savings from their businesses. 64.71% of respondents mentioned that their incomes have not changed as a result of the program. These figures indicate that business sustainability is low in the construction businesses. Average profit is \$68 per month and this is low. The intervention had positive impact on quality of life of beneficiaries as shown in Table 31 below.

Item	No	Yes	Total
Social networks	20.00%	80.00%	100.00%
Health	25.00%	75.00%	100.00%
Nutrition	26.32%	73.68%	100.00%
Household nutrition	35.00%	65.00%	100.00%
Housing	40.00%	60.00%	100.00%
Health Facilities	25.00%	75.00%	100.00%
Fixed Property	60.00%	40.00%	100.00%
Movable assets	73.68%	26.32%	100.00%

Table 31: Impact on key indicators of quality of life of beneficiaries

Access to startup capital and equipment

25% mentioned that the program provided startup capital in the form of grants and loans. 5% of respondents mentioned that they received start-up toolkits and equipment from the program.

Access to important information

Figures in Table 32 below show little improvement in access to critical information as a result of the program intervention.

Item	Before JPYES	After JPYES
	Yes	Yes
Access to job advertisements	15.00%	25.00%
Access to economic situation	15.00%	30.00%
Access to IT	10.00%	30.00%
Access to labour market information	10.00%	30.00%

Table 32: Improvements from program

7.5 SOLAR INTERVENTION

66.67% of respondents became self-employed after training while 33.33% became employed by private companies or NGOs. Average income US\$128 USD per month, and maximum was US\$400.

Impact on quality of life

The solar intervention improved social networks, income, **but did not improve the rest of the quality of life indicators** as indicated in Table 33 below.

Program improved	No	Yes	Total
Social networks	8.11%	91.89%	100.00%
Income	35.00%	65.00%	100.00%
Health	55.56%	44.44%	100.00%
Nutrition	60.00%	40.00%	100.00%
Household nutrition	58.33%	41.67%	100.00%
Housing	60.53%	39.47%	100.00%
Health Facilities	60.00%	40.00%	100.00%
Fixed Property	63.89%	36.11%	100.00%

Movable assets	72.22%	27.78%	100.00%
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Table 33: Impact on quality of life of beneficiaries

7.6 A COMPARATIVE ANALYSIS OF INTERVENTIONS

Impact of intervention on income earnings

The Skills Development intervention had the highest monthly incomes, followed by CFW. The Fish Value Chain intervention has the lowest income earnings per month.

Intervention	Average Income per Month (US\$)
Skills Development	383
CFW	200
Value Chain Development	193

Table 34: Impact of the three interventions on beneficiary incomes

Impact of intervention on quality of life

Program improved	Fish Value Chain	CFW	Skills Development
Social networks	66.67%	90.91%	83.41%
Income	68.00%	87.88%	71.29%
Nutrition	37.04%	63.64%	51.72%
Health	25.93%	60.61%	54.63%
Health facilities	14.81%	57.58%	48.02%
Household nutrition	29.63%	54.55%	54.15%
Housing	22.22%	48.5%	50.24%
Ownership of fixed property	22.22%	27.27%	38.54%
Ownership of movable assets	33.33%	18.18%	38.05%

Table 35: Impact of the three interventions on beneficiary quality of life

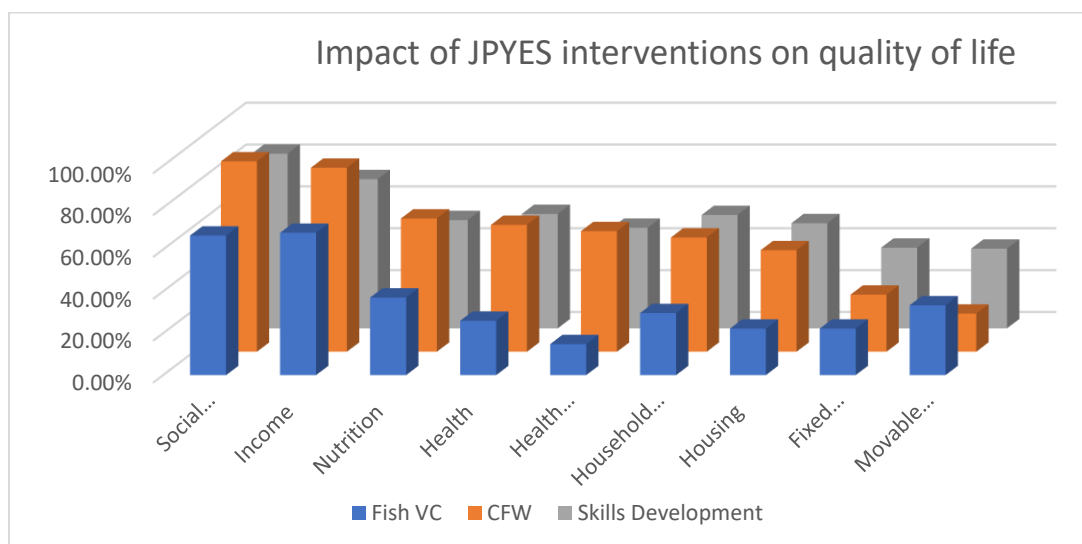


Figure 6: Impact of JPYES interventions on quality of life

7.6.1 DISCUSSION ON THE FISH VALUE CHAIN IMPACT ON BENEFICIARIES

The low impact of the Fish Value Chain on beneficiaries' lives warrants a discussion and explanations. According to the FAO head of agency John Purvis, the Fish Value Chain focused its support on the poor

communities and IDPs, according to the PSC meeting of December 2016. This explains the micro-level nature of the fish businesses. The seasonality of the fish business in these areas also explains the low levels of business activities during the time of evaluation. Beneficiaries in Berbera had not yet started making business transactions at the time of evaluation.

The low impact of the Fish Value Chain intervention on beneficiaries indicated by the beneficiary survey results, was unexpected, because the fish value chain has potential to generate good incomes for the beneficiaries and produce greater positive impact on the Somali people. The Chinese people and other countries make billions of dollars from fishing along the Somali coastline. The government and the ministry of fisheries are aware of this vast potential and they are looking to see it exploited for the benefit of the Somali people. Some of these concerns have been raised in the PSC meeting minutes of 2018. In the PSC meeting of April 2018, the Minister said: “I do not believe any value chains has been implemented as yet.” Per: “For Phase 2, we need to rethink the value chains. We need productive dialogue with private sector. And support the Ministry to lead.” Minister: “We need other technical Ministries to be involved such as Ministry of fisheries and agriculture.” The Minister further said: “A market scan will help us develop Phase 2 rather than grounding our hopes in the value chains. The value chain programme has been focusing on short-term goals.” Minister: “...The value chains were not our core objective but the means to create jobs... We know that the value chain approach has not been adhered to. YES needs to move away from CFW as well.”

The Minister raised concerns that the licensed Chinese and other foreign vessels, entering into the Somali ocean water for fishing use high calibre machines. On the other hand, Somali fisherfolks do not have capacities and assets to compete with the foreign vessels. The Minister, in the PSC meeting of June 2018, states that **there is lack of demand for fish in the local Somali markets**. In light of this, he also stressed the importance of developing and implementing the maritime policy and regulatory framework for effective management of marine resources for developing livelihoods of the fisherfolks and promoting economic growth. He also underscored that there is a huge potential in the fishery sector in Somalia.

The Fish Value Chain Analysis that was commissioned by UNDP, and that was used as the basis for developing the Fish Value Chain concept note that was presented to the PSC, does not mention the market analysis or the market demand situation for fish in Berbera and Bossaso, or in Somalia. Therefore, the Fish Value Chain was implemented without knowledge of the fish market situation in Somalia. From the study on international and regional market study commissioned by FAO, the local demand and consumer preferences for fish is missing, and yet it is crucial. The beneficiaries also confirm that **there is no local demand for both fresh and dried fish**. Going forward, these facts need to be incorporated in the design of fish value chain interventions, because they directly affect the profitability and sustainability of fish enterprises, and subsequently their impact on the lives of people. There is need to re-examine the fish value chain and design more innovative high value fisheries interventions that are more profitable and are of high impact on the lives of the Somali people.

CHAPTER 8: THE GOOD PRACTICES OF THE JPYES PROGRAM

8.1 STRATEGIC

8.1.1 STRATEGIC ALIGNMENT TO THE NDP AND NSF

It is evident that the JPYES Program was introduced through consultation with the relevant stakeholders in Somalia including all levels of governments, line ministries, and the private sector. The program was designed to match the Somalia National Development Plan (NDP) 2017- 2019 benchmarks, and to target the youth who suffer very high unemployment rates as described in the introduction section of this report. The

evaluation team assessed the strategic alignment of the JPYES Program to Somalia national development goals through interviews with senior government officials in Somalia and Somaliland.

According to the Minister of Labour and Social Affairs (MOLSA), H.E. Sadik Warfa, “The JPYES is the only job creation program in the whole country. This is a very strategic program for Somalia, and it is a much-needed program in the country. **We need the YES program – it is the only employment program that Somalia has.** We need to reshape and rework it so that it gives more impact to the youth beneficiaries.”

Echoing the same sentiment, the Somaliland Minister in the Ministry of Employment and Social Affairs and Family (MESAF), Minister Hinda Jama Hersi said; “The JPYEP program is strategic because it adheres to the Somaliland National Development Plan (NDP), and it is well aligned to the Somaliland National Strategic Framework (NSF). 75% of the population in Somaliland is youth and unemployment is over 70%. The JPYEP gives opportunities to create employment for the youth and hence addressing the youth unemployment problem. The program is well aligned to the mandate of the Ministry of Employment and Social Affairs and Family (MESAF) in all its major departments; employment, gender, and the poor families.”

According to the Director General of the Ministry of Youth, Jubaland State, Abdiraman Abdi Ahmed, “The JPYES is the largest youth employment program in Somalia. In Jubaland we have over 900 youth beneficiaries from the JPYES Program, who have received skills and employment through the program. This program is very essential to Somalia especially to Jubaland. The program has transformed many lives of young people in many ways: it has given skills to youth; it has created employment for youth; it has given internship programmes for youth; and it has invested in the youth.”

According to Ms Esther Njuguma from SIDA, “The JPYES Program is strategic and relevant to the Somalia national context where over 70% of the population is youth, and where youth unemployment is over 50%. The Ministry of Labour and Social Affairs (MOLSA) is very engaged in the JPYES at national level, and there is strong government leadership and ownership of the program. This is a very strong positive point for the JPYES Program, and it is a lesson for other programs to follow in Somalia.”

8.1.2 GENDER AND INCLUSION IN THE JPYES PROGRAM

Table The average female to male proportion for all the beneficiaries is 36% to 64%. The target in the Program Document is 30%, and in this respect the JPYES achieved gender mainstreaming above the target. FAO, UNDP, and UNHABITAT had female inclusion rates of 40%, 46% and 55% respectively, which are all above the program target of 30%. UNIDO and ILO achieved female inclusion rates of 21% and 20% female respectively, which are below the Program Document target of 30%. Both ILO and UNIDO had training interventions in the construction sector that is traditionally male dominated, with low women participation.

PUNO	Total	Female	Male	% Female	% Male
FAO	1482	600	882	40%	60%
UNDP	2491	1151	1340	46%	54%
UNIDO	772	163	609	21%	79%
ILO	3316	650	2666	20%	80%
UNHABITAT	1523	843	680	55%	45%
TOTAL	9584	3407	6177	36%	64%

Table 36: Number and gender of JPYES beneficiaries per PUNO

According to Koshin Garane, the National JPYES Program Coordinator, “The Gender office promoted equal access to employment for both young men and women throughout the JPYES beneficiary selection and implementation. In some locations and interventions, there were more women participating than men. Gender was definitely addressed, but the other marginalised and vulnerable groups – disabled, ethnic, and clan issues were not addressed. The program was designed to target large groups of young people, and these are found in towns not in rural areas. In addition, most rural areas are inaccessible to program implementers due to security issues”.

According to Minister Hinda Jama Hersi, Somaliland’s MESAF, “In Somaliland the Gender office sits in the MESAF, therefore gender equality is MESAF mandate. In addition, as a woman minister, I ensured that the gender inclusion principles are adhered to in the program. For example, the 30 Fish Value Chain beneficiaries in Berbera are divided 15:15 male: females, thus achieving 50% gender mainstreaming. The 50% women inclusion principle was also adhered to in the FAO CFW programme. In some locations, there were more women participating than men. Also marginalised and poor people were considered and included in the program. The fisheries program targeted the poor coastal families. Disabled youths were included in programs wherever they could be functional.”

From the beneficiary survey data, there was an almost equal number of males (51.5%) to females (48.5%). The respondents mentioned that the training stipends given to trainees were equal for females and males at US\$12.00 per month for Skills Development training. CFW was paid at an average of US\$200 per month per person and there was no difference between male and female participants.

Heavy workloads

Majority of the young women reported that it was hard for them to get time to manage their professional training. Young women mentioned limited access to capital, mobility restrictions and socio-cultural limitations, and heavy workloads as the main challenges for them to access professional training.

Mobility and freedom of movement

74.53% of respondents were able to move freely to do their business outside and away from their homesteads. 78.77% were free to travel in public places and to training centres. It seems that there are no mobility issues in general. However, respondents mentioned these dangers to mobility of both young women and men: armed conflict, explosions, robberies at night, rape and human rights violation, and target killings by criminals. 81.82% of respondents mentioned that the program has improved their mobility in the following ways: they are able to run their businesses on a daily basis; the program has enabled them to visit other areas of town and country; they can go around looking for jobs freely; and increased chances of visiting other areas. For some young women, the program gave them an opportunity to go outside their homes and improved their engagements with people outside their homes.

Restrictions to young women’s mobility affected their training in the following ways: they could not walk alone for long distances, and if courses were too far away, they could not access them. Walking for long distances caused them to arrive late at training sessions, and as a result, they could not attend some training sessions. Women cannot walk at night. However, in the following towns, there are no mobility restrictions – Baidoa, Kismayo, Bossaso and Somaliland. Some young women had to work at home before going for training, and by the time they get to training, they are very tired and could not concentrate. There were personal risks due to the security situation and other social ills that restrict young women’s mobility. Understanding the mobility limitations of young women was crucial for the JPYES program, because if young women are restricted in movement culturally, they would not be able to participate in the program activities. In addition, these findings are valuable for future programing.

The JPYES Program contributed positively to the problem of mobility restrictions in these ways: it gave special considerations for young women to attend the training; the instructors understood and knew socio-cultural norms of the country, and they made it easy for the young women to attend and complete their training despite the challenges. Instructors waited for female trainees to arrive late, and they would repeat the missed lessons. This was well appreciated by the trainees. Sensitivity and extra efforts to accommodate the women's socio-cultural context was a good practice that should continue in future programs.

8.1.3 YOUTH TARGETING AND INCLUSION IN THE JPYES PROGRAM

From the beneficiary survey, the average age of respondents was 25 years, and the mode was 24, with the age varying between 21 and 31. 57.28% of respondents were single, indicating they are still young people. The targeting of the youth was good. For age and gender, the JPYES Program targeting was done well.

8.2 RELEVANCE

A national employment program targeting the youth is undoubtedly relevant to the Somalia context with over 70% youth unemployment rate. According to Koshin Garane, the National Program Coordinator in MOLSA, "The JPYES is the most relevant of all programs in Somalia."

Minister Hinda Jama Hersi, Somaliland MESAF, said of JPYEP's relevance, "The program is very relevant to the Somaliland NDP and NSF. However, in Somaliland, the program intervention did not address the root causes of youth unemployment problems that were identified. Not all communities appreciated the relevance of the JPYEP intervention."

Esther Njuguma of SIDA said; "The JPYES program is relevant to Somalia, the original program proposal is very good. The program has had a positive impact on the communities through short-term jobs created – young men and women have been employed, and youth are now more active in the economy, and they have developed a positive attitude and volunteerism. CFW is good for short-term cash injection to the youth, and into the economy. The JPYES had to transform the short-term CFW drought response interventions into long-term jobs. There have been many short-term jobs created – there is a need for more long-term job creation interventions."

Yusuf Salad Warsame, Labour Technical Advisor MOLSA, said that, "The country needs long-term sustainable interventions which seem to be beyond the mandates of the UN agencies. The UN agencies seem to be limited only to short-term interventions."

8.3 NATIONAL OWNERSHIP

"The JPYES is the only program that is run through the government. Other programs like the USAID GEEL Program and others, run outside the government. Whatever these programs accomplish does not impact the whole country, and all their gains can be lost. The JPYES is directly government owned. Soon, the Ministry of Planning will make each program in Somalia to operate through the line ministry, following the JPYES example. This program is ahead of its time and this is very positive. In this area, the JPYES is a model program that has set high standards for other programs to follow." – Koshin Garane, the National JPYES Program Coordinator in MOLSA.

"There is strong ownership of the JPYES Program by the government through MOLSA. The program is considered as a Somali program where UN agencies are supporting the Somali government to make the program successful. We express our appreciation and happiness about the program by mobilizing all the districts to support the program." – Yusuf Salad Warsame, Labour Technical Advisor, MOLSA.

"In Jubaland State, the government has adopted a system that is called 'government-led government-owned.' Youth are used to seeing INGOs in the forefront and the government has changed this around by putting the government in the forefront. The government has taken over the JPYES Program in Jubaland, and it

belongs to the government. The Ministry of Youth is leading this government ownership drive in Jubaland. Ownership by the government is very strong in Jubaland State. The government is working in partnership with the service provider to provide the skills such that while UN agencies focus on providing funding, the government does the implementation. In the past, UN agencies used only their logos in program sites and promotional material, but now government logos are used for visibility of the government's progressive activities. The rationale of using government logos is to legitimize the government especially in newly recaptured areas. This helps to gain the confidence and support of the youth and their communities. In return, the government will give recognition and full support to the UN agencies." – Abdiraman Abdi Ahmed, Director General, Ministry of Youth, Jubaland State.

Minister Hinda, Somaliland MESAF, said that "There is strong ownership of the JPYEP Program in MESAF Somaliland. The youth have been well trained in entrepreneurship and are now training other young people – this is sustainability. Youth have been introduced to new skills – drying fish and selling them. The YEP Program is changing the mindset of Somaliland people who did not eat fish before. The *prosopis* tree clearance program was a very good intervention to promote grass growth for livestock."

Government ownership of the JPYES Program is very clear. This is a crucial strength of the JPYES Program that the next phase should build on.

8.4 SUSTAINABILITY

Sustainability was evaluated in terms of the ability of the government to continue with the program after it has ended; and the ability of the government to sustain and continue to run and maintain all program assets.

8.4.1 SUSTENANCE AND MAINTENANCE OF PROGRAM ASSETS BY LOCAL MUNICIPALITIES

The evaluation team observed that there is a strong plan in place with all local municipalities to continue maintaining and sustaining all the structures and buildings and roads that were constructed during the program life cycle. For example, in Berbera, ILO built a road and the Berbera municipality has a commitment letter to maintain and repair the road. UNDP built 2 fish processing centres in Berbera, and the municipality of Berbera has a maintenance and repair plan in place for that, which includes hygiene, water and electricity supply. The municipality of Berbera will sustain all the utilities, and it already has a yearly budget for that.

The mayor of Bossaso said, "When UNDP phases out, the municipality will take over maintenance and repair of all the fish processing centres. We have this program in our financial planning. We will take care of all utilities and conflict management in the IDPs." UNDP did entrepreneurship skills development youth fisherfolks, in collaboration with the Municipality of Bossaso, and FAO in Bossaso.

In Baidoa, UNDP constructed an 800-seater community hall and constructed a bridge. ILO rehabilitated a road. The bridge and the road are very good and efficient and effective, and positively impacted on the economic growth in the areas. The municipality of Baidoa committed to ensure the sustenance and maintenance of all these program assets. Commitment of municipalities to sustain and maintain the program assets was demonstrated by their full participation in the program in all the cities visited by the evaluation team. This is a positive point for the JPYES, which should be nurtured and promoted and acknowledged and appreciated and supported financially. This is a good practice sustainability plan and it is consistent with the government's strong ownership of the JPYES Program.

Municipalities are not in the National Steering Committee. Mayors of different cities do not attend the National Steering Committee meetings and they expressed that they need to be included in this meeting since the municipalities support and sustain the program after donors have left. As such, municipalities should be deeply involved and included in the National Steering Committee meetings of the JPYES Program

since the greater part of the program is urban based. Local municipalities are custodians of everything that happens in the JPYES, hence they must be well informed about the program. This is a coordination and communication gap, which should be closed. Going forward, the mayors of cities need to be more included and involved in the program management and steering committees since they play a critical role in the JPYES Program.

8.4.2 GOVERNMENT TECHNICAL SUSTAINABILITY

Through the KIIs with PUNOs, it was observed that one of the main weaknesses in the management and coordination of the program was the low technical capacity levels in MOLSA. This necessitates UNDP financial staff to do some of the work that the ministry financial administration staff should do. This placed a huge administration burden on UNDP – a burden that should be carried by MOLSA, with proper capacity building in this area. This was confirmed by UNDP finance and administration staff.

In order for the government, through MOLSA, to be able to continue to run with the program at the close of the program life cycle, it must be well capacitated technically, administratively, and managerially. There can be no technical sustainability for the JPYES Program when capacity building of MOLSA and other government line ministries is undeveloped or unimproved. Underperformance in the government capacity building area undermines the sustainability of the JPYES Program. This is an area of weakness in the JPYES Program. Unless MOLSA is well capacitated to run JPYES, the program cannot be technically sustainable.

There was a budget allocated for MOLSA technical capacity building and coordination. Capacity building of a government ministry may look daunting, but if this is done slowly but surely and consistently, it will yield forth fruit. Capacity building could be focused on the most relevant department for the program. The program ran for four years – this is long enough time to have yielded some positive capacity building results. This is an area that the next program phase should focus on and work hard to improve and nurture and support.

Financial sustainability is a challenge and a weakness in MOLSA because the ministry or government has no money and there is tax system that generates revenue. MOLSA will depend on external financial sources of finance like the UN and donors for a long time. Therefore, the financial sustainability area is bleak at the moment.

8.4.3 SOCIAL AND ENVIRONMENTAL SUSTAINABILITY

The social sustainability of this program was high in that every intervention had highest impact on social networks among the youth. It opened up opportunities for the youth to network with each other and with other important people in the INGOs and NGOs sectors, government sectors, and private sectors. Social networks are important to young people and the program contributed significantly to this. The program brought positive responses from the youth communities who were very supportive to the initiative as they witnessed the lives of their young people change for the better. There were no negative environmental impacts reported or observed, hence it was environmentally sustainable. The clearing of the grazing area invader bush called *prosopis* by FAO enabled more grass to grow in the cleared areas. This contributed positively to the environment.

8.4.4 LABOUR POLICY AND LEGAL FRAMEWORK DEVELOPMENT INTERVENTION

Following the mid-term evaluation recommendation, ILO was tasked to focus on developing the legal framework and the labour law in Somalia. This change addresses the unemployment problem at a macro-level. The following progress and achievements were made: the Labour Code Law development was completed with MOLSA and it was in the translation stage at the time of evaluation. There was no labour law in Somalia since 1972. A National Labour Survey was in progress in order to get real data and updated information on the real labour and employment situation in Somalia. This intervention is critical to the labour industry and market because there has been no updated information in that sector for decades. The

Social Protection Law did not exist but has now been developed. All these legal and information instruments were ready to be launched in 2019, at the time of evaluation. The minister of MOLSA confirmed these achievements. In the process of doing this, ILO has developed the capacity of MOLSA in the area of legal frameworks and labour data survey collection, analysis, and documentation. ILO experts trained the Department of Statistics in the Ministry of Planning and staff have been empowered to carry out their duties from this training. About 80 government staff across the states have been trained in this. This has given ownership and created sustainability of this effort within the government.

UNDP and FAO, in collaboration with the local authorities, facilitated the developing the Fish Regulatory Framework – HACCP guidelines in seafood safety and export regulations. UNDP trained the capacities of the regional, local authorities and fishing enterprises and companies in Bossaso, Berbera, and Kismayo, to improve their capacities.

8.5 EFFECTIVENESS AT BENEFICIARY LEVEL

The Skills Development intervention impacted 4862 beneficiaries who were trained in professional skills, life skills, entrepreneurship, renewable energy, construction, and many other skills. The intervention created 3711 jobs. The youth beneficiaries were satisfied with the intervention, and they highly valued the training courses. The intervention improved their skill levels, employment status by getting jobs, and by starting their own businesses. The beneficiaries earned incomes averaging US\$383 per month. The program improved the beneficiaries' quality of life. In addition, this intervention improved the beneficiaries' social networks, confidence, mobility, and self-efficacy. Most young female beneficiaries stated that the Skills Development intervention improved their mobility.

Rehabilitation of Infrastructure and Assets through the Cash for Work intervention created short term jobs for 7236 beneficiaries. It was well received and highly valued by youth beneficiaries in that it gave them short-term employment and an average income of US\$200 per month. The rehabilitated roads, streetlights, buildings and youth centres were relevant and much needed assets and infrastructure for economic development, and they stimulated economic activities. The CFW intervention was effective to the beneficiaries, and it impacted positively and significantly on their incomes and quality of life. CFW is a good short-term emergency intervention, and the Somalia context now requires more of the long-term interventions.

The Fish Value Chain intervention impacted 749 beneficiaries and created 739 jobs. This intervention improved skills of beneficiaries in fisheries and created employment but did not make a significant impact on beneficiary incomes and their quality of life. This matter has been discussed at length in section 7.3.4 and will not be repeated here.

CHAPTER 9: RECOMMENDATIONS AND LESSONS LEARNT

From the analysis in Chapter 8, the following are the good practices of the JPYES Program:

9.1 STRATEGIC

9.1.1 STRATEGY AND DESIGN OF THE PROGRAM

The JPYES strategy was aligned and relevant to the Somalia context and to NDP 8. This is a strength of the JPYES Program. There is no question about the relevance and strategic alignment of the program to the national context.

9.1.2 GENDER MAINSTREAMING

The evaluation team observed that gender was very well mainstreamed in the JPYES Program. This is a good practice of the program, and it is recommended that the next phase of the program should build on this pillar. However, ILO and UNIDO will need to improve the gender mainstreaming component of their programming in the next phase, by deliberately and consciously including trainings that are relevant to women. Women should be given equal access to both training and employment opportunities between men and women. Donors are particularly interested to see this happening.

9.1.3 YOUTH BENEFICIARY TARGETING

The JPYES targeted youth beneficiaries very well. This is a good practice it is recommended that this should be continued in the next phase of the program.

9.2 NATIONAL OWNERSHIP

The government ownership is clearly demonstrated by MOLSA's full participation and support of the program, at all levels. Stakeholder participation and support is evident by their participation in the program. The local municipalities in all the regions visited by the evaluation team demonstrated their readiness and willingness to maintain and sustain the JPYES Program assets. This is a good practice of the program and it is recommended that it should be continued and enhanced in the next phase. It is further recommended that the mayors of municipalities be involved and included in both the National and the Regional Steering Committee meetings so that they are well informed about the details of program implementation and where they fit in and where their role is required. The youth beneficiaries own this program and support it fully as indicated in the impact assessment. The youth communities support the program and they own the program.

9.3 RELEVANCE

The relevance of a programme is linked to its design and strategy. In this respect, the JPYES was relevant to the national strategies and needs of the country. However, the government observations were that some components of the intervention did not fully address the root causes of youth unemployment. This could be a symptom of the absence of pre-implementation participatory needs analysis, and market assessments done with the youth and the government. Both the youth and the government should be able to define their needs. The government should be able to highlight the needs of the employers. The private and public sectors and international organisations should be involved in the labour market analysis as employers. Training courses should be designed based on the needs of these employers – thereby addressing the identified and agreed upon root causes of youth unemployment. Job creation cannot happen in isolation; it is a national problem and should involve all the key stakeholders in the different sectors.

It is, therefore, recommended that the next phase should do an employment sector-wide needs analysis that involves and includes all possible employers. The employers should highlight the skills they need, and they should commit to employing some of the graduates from the training programmes. Training interventions designed and implemented after such inclusive needs' analyses enable programme designers to better tailor-make their programmes to the needs of the beneficiaries. Such an approach results in demand-driven interventions and avoids the prescriptive and supply-driven intervention strategies. Such an approach would address the root causes of unemployment in the country.

9.4 ADDRESSING INEFFICIENCY

9.4. CAPACITY BUILDING OF GOVERNMENT

The JPYES Program Document did not specify the roles and responsibilities of different ministries in an employment program. This created opportunities of inter-ministerial misunderstandings over leadership and responsibilities, as well as ownership of the program. It is therefore recommended that in the next phase the roles of the different line ministries be clarified and agreed upon and documented upfront.

It is recommended that in the next phase of the program, capacity building of the government should be prioritized, and this should be done consistently and diligently. This enables the government to play its role in implementation both effectively and efficiently, thereby reducing the management and coordination burden on the UN management team. The government is the key partner in oversight, coordination and implementation, and the program management should technically empower the government so that it does its role effectively. The absence of government capacity placed a huge management and coordination burden on the UN management team. This could have contributed to the inefficiencies and delays mentioned by all involved in the implementation processes and structures. Such a situation should be avoided at all cost in the next phase. Capacity development of government should be set as a measurable target and output that will be evaluated and monitored throughout the program life cycle.

Petrus van de Pol, JPLG Program Manager, shared the following; capacity building of government is important, and this has been an evolving process which started with training government in very simple things and putting basic systems in place like HR hiring systems and financial administration systems. Basic courses were designed for all states. Training is localized in order to meet the specific local needs of government staff. JPLG developed these basic courses for government staff piloted them and validated them. These courses were different for each state because their needs and levels were different. The program designed courses that are not foreign to government staff; but courses they could relate with and which were relevant to their needs for the effective program implementation.

Capacity building for government is to start small and allow the training and capacity building process to evolve until it reaches the level of formalization when the situation allows and suits the local institutions. For example, in Somaliland the financial management systems are now in place, therefore JPLG can give a budget allocation to Somaliland and assign a consultant to help them manage their own funds. In SWVS systems are not yet in place, therefore there is need to hand hold them until they are ready to manage their own funds and manage their own budgets. During capacity building stages trust building is essential by letting the government trainees try to do things by themselves but the program, should handhold and assist them. Coaching and mentoring should be done by giving them a chance to use the systems that the program is developing with them and for them.

9.4.2 LABOUR POLICY AND LEGAL FRAMEWORK DEVELOPMENT INTERVENTION

The labour policy and legal framework development and the national labour survey update should be continued in the next phase. Capacity development of government personnel involved with these functions should continue. This development enables the government to be involved and engaged with the private sector and to influence the direction of employment creation at a national level.

9.4.3 ESTABLISH A ROBUST PMU

The analysis identified that the lack of a robust PMU led to management, coordination, financial administration, and monitoring gaps and problems. These managerial gaps and problems affected the JPYES Program's performance negatively leading to failure to achieve the stipulated outcomes and targets. The recommendation is that in the next phase, the program should establish a strong PMU that can manage, monitor, coordinate, and administer all the complexities of a joint program of this nature. The PMU must be well resourced with professional experts. The PMU should have the following personnel: a Programme Manager, a Deputy Manager, an M&E Specialist, and a Finance and Administration Officer. The recommendation is that the full costs of such a PMU should be assessed and budgeted for adequately in the next phase. A lesson learned is that a strong PMU should be able to performance manage the PUNOs. Performance targets should be set for each PUNO and should be constantly monitored during the program implementation phases. The PUNO targets should be clear and directly linked to funds allocated and disbursed to it. The PUNOs must be accountable to the PMU financially and performance wise.

9.4.4 ESTABLISH A JOINT PROGRAM DATA CAPTURING AND MONITORING SYSTEM

The analysis identified that lack of a joint data capturing, and monitoring system resulted in missing data and vital program information from the beginning of the program, which affected the evaluation of the program. The recommendation is that the next phase should have a functional data capturing and monitoring system from the beginning of the program. This can be resolved by having a program Monitoring and Evaluation unit within the PMU.

9.4.5 ESTABLISH A ROBUST FINANCIAL MANAGEMENT UNIT WITHIN THE PMU

Within the PMU, there should be a program financial management and administration person who ensures that the financial matters of the program are addressed with clear understanding and sensitivity that the success of any program depends on an efficient money disbursement system. This was lacking in the JPYES, and it caused inefficiencies in implementation. Establishment of this unit within the PMU should avoid similar problems in the implementation of the next phase.

The PMU should be strong in Result Based Management (RBM) principles of program management – planning, monitoring, reporting, and management. The PMU should be able to performance manage the participating agencies and government and ensuring that program targets are achieved timeously. Fund disbursement should be linked to target outputs and there should be a continuous monitoring and evaluation process throughout program implementation. This is essential to be incorporated in the next phase program design.

There should be dedicated officials assigned within PMU to work closely with the government counterparts to build their capacities and support implementation, coordination and management of program activities as well as quality assurance in a daily basis. Ideally, the PMU could be set up within the lead ministry, in order to facilitate transfer of skills and knowledge and competencies from PMU to the government coordination ministries. In the Somalia context this may be difficult, but alternative ways to accomplish this could be evaluated and different options could be explored.

9.4.5 AVOID DEVIATION FROM THE ORIGINAL PROGRAMME STRATEGY

From the JPYES, the lesson learned is that a deviation from the original programme design while outcomes and targets remain the same, leads to disastrous results, and that it is a recipe for failure to achieve the target outcomes. Therefore, in the next phase, deviation from the original strategy should be avoided. One of the key functions of the recommended PMU is to ensure that the programme design and goals are well communicated and workshopped throughout the program implementation structures and partners. The whole program management structure – from top to bottom – should be on the same page – as to the priorities of the program, and what the program has been designed to achieve as well as the donor expectations. The program M&E person should ensure that targets are being achieved in accordance with the funds disbursed for activities. This will avoid surprises of unfulfilled targets during evaluation time. Programme evaluations should be part of the programme implementation processes, and the recommendations should be embraced and incorporated into the programme.

9.4.6 THE VALUE CHAIN APPROACH

The value chain development should be focused in productive sectors that have high employment generation potential, and ready markets that can absorb all productions. The value chain programs should not be limited to micro-enterprise level. They should be medium enterprises that can generate employment for other unemployed people. Such enterprises should be able to generate meaningful incomes for the beneficiaries fast. The next phase should refrain from programs that take long to bring income to beneficiaries as this is discouraging to the participants.

The value chain approach has specific characteristics, principles, and benefits that were not evident in the Renewable Energy and Construction interventions of the JPYES Program. As such, these could not qualify

to be classified as value chains. The value chain approach is one of several market systems approaches to economic development. The value chain approach seeks to understand the firms that operate within a specific industry – from input suppliers to end market consumers; the support needed for chain actors that provide technical, business and financial services to the industry; and the business environment in which the industry operates. The value chain approach has the following distinctive features, simultaneously emphasizing all of these features: a market system perspective; a focus on end markets; the importance of relationships and transforming them; targeting leverage points; and involving and empowering the private sector.⁷

An analysis of all the actors and sectors within the value chain system is critical in order to identify the part of the value chain where there are bottlenecks to competitiveness or growth. Failure to recognize and incorporate the implications of the full range of constraints within the value chain system will generally lead to limited, short-term impact or even counter-productive results. A thorough and rigorous market analysis of the end markets should be the first step in value chain analysis. If the market is not certain or is not big enough to absorb all the product – there is no need to recommend that product for further development, because it will only lead to failure, particularly for small scale development programs. Market development is a costly exercise and most development programs cannot afford spending the limited program financial resources in market development. This is why value chain approaches emphasize market analysis and identification of interventions that offer a competitive advantage to program beneficiaries. Although private companies can take such risks, it is difficult for development agencies to take on such risks.

The goal of the value chain approach is to enable private-sector stakeholders to act on their own behalf: to upgrade their firms and collectively create a competitive value chain that contributes to economic growth and achieve poverty reduction. The value chain analysis and strategy development process should therefore be participatory and should engage and include all chain actors. The role of the donor and implementing partner is to facilitate and support implementation of the competitiveness strategy by the private sector in a way that ensures achievement of development objectives – economic growth and poverty reduction. A critical procedure of the value chain approach – local market analysis - was not adhered to in the JPYES Program and, as a result, the Fish Value Chain struggled. Going forward, all the value chain principles should be adhered to before implementation commences.

9.4.7 EMBRACE THE JOINT PROGRAMMING APPROACH TO DEVELOPMENT

The levels of individualism within the JPYES partners were of such a great magnitude that they require special attention. According to the German Development Institute (2013)⁸, Joint Programming (JP) is an effort to improve the coordination of different organisations and entities and countries with the aim to better streamline aid delivery at the country level. JP aims to improve the effective and efficient delivery of aid by reducing fragmentation of donor aid programmes and programs. Built into most joint programmes is the aim to increase partner country ownership by basing its JP documents and strategies on national development strategies. Joint Programming is a collaborative approach where organisations come together to define a common vision, a strategic agenda and a management structure, in order to address the ‘grand challenges’ facing the country. This presents a number of platforms and opportunities for UN agencies to work on joint programming interventions. Challenges like high unemployment are considered to be beyond the scope and resources of any one INGO or UN organisation to tackle and a coordinated approach helps to address such challenges.⁹

⁷ <https://www.marketlinks.org/good-practice-center/value-chain-wiki/overview-value-chain-approach>

⁸ EU Joint Programming: Lessons from South Sudan for EU Aid Coordination German Development Institute DIE 2013

⁹ <https://www.neurodegenerationresearch.eu/about/joint-programming>

All the partners to a joint program like the JPYES should understand and appreciate the logic behind joint programming. This takes training, workshopping and continuous dialogue on this matter until all partners understand and agree on the benefits of joint programming. Such efforts should iron out individualistic inclinations that were prevalent in the JPYES partners, and which hindered the ability to benefit from efficiencies of synergy. Organisational fears about joint programming should be discussed openly and deliberated upfront before engagement and implementation. If an organisation is not willing to participate jointly in a joint programme, then such an organisation should be excused from joint programme initiatives. A key success to joint programming is having organisations that are willing and able to work jointly to achieve common programme goals.

Joint programming results in cost saving and hence it enhances the financial efficiency of the joint programme. For these reasons, it is recommended that the next phase of the program develop a strong joint approach throughout its implementing structures, in order to reap the benefits of joint programming such as streamlining the massive complex and costly management structures; cost saving through reducing PUNO duplication of costs; and achievement of common goals efficiently and effectively.

An example of cost saving from Joint Programming approach is in PUNO overhead costs. Individual PUNOs had a finance person, an M&E person, and a program manager for the JPYES. This means that there were 15 staff members working for the JPYES from different PUNOs. If there was a joint JPYES PMU - only 4 people would be required.

Petrus van de Pol, JPLG Program Manager shared the following: “The JPLG is a successful program in Phase 3, and donors like it. It is composed of 5 UN agencies – UNDP, UNICEF, UNHABITAT, ILO and UNCDF. It has been operational since 2008. There is specific division of labour where each UN agency plays a specific role. This avoids agencies stepping on each other’s toes and duplication of efforts. UNICEF focuses on civic participation mobilisation; UNCDF focuses on public finance provision; ILO focuses on public procurement processes; UNHABITAT focuses on urban planning, and UNDP focuses on the legal aspects.” From this example, the solution is not necessarily to reduce the number of participating UN agencies, but to streamline their functions and roles according to their areas of specialty and mandates. In the next phase the roles of each PUNO should be clearly outlined, agreed upon and documented, including the targets and outcomes and funding expectations.

9.5 EFFECTIVENESS

Skills development is an essential component of employment creation programming, and this should be continued in the next phase of the program. All interventions that support skills development including building training facilities, establishing TVET legal frameworks and certification, training, job placements centres, apprenticeship programs, enterprise development, legal frameworks for labour and employment – the full package of skills development is important in employment programming. The lesson learnt from the JPYES program is that the skills development approach used had positive impact on beneficiaries. There is however, the need to do pre-implementation needs analysis in order to tailor-make training to the needs of both employees and employers.

CFW can be used where there is need for rehabilitation of structures, but Somalia needs long-term job creation interventions much more.

The Value Chain Development requires a thorough analysis. The evaluation team is of the opinion that the fisheries sector offers great potential for high value business enterprises, medium enterprises, and long-term sustainable jobs.

9.6 INTENDED AND UNINTENDED EFFECTS OF THE JPYES PROGRAM

9.6.1 THE POSITIVE UNINTENDED EFFECTS OF JPYES INTERVENTIONS

The beneficiary survey respondents mentioned the following unintended positive effects of the JPYES program: skills development courses have increased youth mobility by enabling beneficiaries to travel to other areas where they could not go before. It has also improved communication with other people. Trained beneficiaries are now looking for other training courses online to improve their education – it opened up their minds and avenues to acquire more education. One of them said that, “Starting my own business has reduced violence within my family.” Some of the money received from the training stipend was used to bear the adverse effects of drought. Community members were very supportive of the youth programme and some of them also wanted to be part of the program.

Through all the JPYES interventions, beneficiaries were able to access and network with local government personnel, and with each other, and they got to know parts of town they previously did not know. Beneficiaries reported improved report writing skills. Some beneficiaries reported that they now have a better understanding of the environment and benefits of keeping their environment clean and hygienic.

9.6.2 NEGATIVE UNINTENDED EFFECTS OF JPYES INTERVENTIONS

There were conflicts within cooperative groups formed during training. Beneficiaries from the CFW intervention mentioned delayed payment of incentives and associated inconveniences. Though they also mentioned that the short-term employment opportunity gave them hope and respect by peers, this was only short lived. Some beneficiaries mentioned that they worked during or until the evening, which presented safety and security issues to them and also causing strains within family setups. In all the interactions between the evaluation team with the Klls, partners, and beneficiaries in all the geographical locations visited, no one mentioned clan issues.

CHAPTER 10: CONCLUSIONS

From the above findings and analyses, these are the conclusions:

1. The JPYES had a well-designed strategy that was both strategically aligned and relevant to the Somalia context and national development priorities.
2. Gender was mainstreamed well, and youth was targeted well.
3. The program had a strong national ownership by the government at federal and member state levels, which was demonstrated in the commitment and involvement of the government in program implementation.
4. The JPYES has left tangible program assets on the ground and this is commendable. However, in the next phase, any program assets should be of very good quality. The government demonstrated strong ownership of program assets by undertaking to maintain and sustain all the program assets – the roads and youth centres, training halls, etc. that were rehabilitated during the program life cycle.
5. The technical sustainability of the government was undermined by low capacity building effort. In the next phase of the program, the capacity building of the government should be prioritized. It is therefore recommended that in the next phase the roles of the different line ministries be clarified and agreed upon and documented upfront.
6. The JPYES did not achieve the desired targets set in the program document due to a weak management system that could not handle the size, nature and complexity of a joint program comprising five UN agencies and a complex government system, in a conflict environment. This was manifested in the following ways:
 - poor program coordination,
 - poor program management,
 - long delays in disbursing funds to program implementers,

- delayed implementation evidenced by several no-cost extensions – an indication of inefficiency in implementation.
- 7. The program did not have a data capturing system from the beginning and resulted in missing some important data and information.
- 8. The program design was based on a joint programming approach, but it was implemented on an individual basis, and it could not benefit from the efficiency benefits of synergy and collaboration of the joint approach. The roles of each PUNO in the next program should be clearly outlined, agreed upon and documented, including the targets and outcomes expectations.
- 9. The program lacked a strong PMU that could steer all the joint parties into focusing and achieving a common goal. It takes a robust and well-resourced PMU to accomplish a program's vision and to achieve program targets. There is a need to establish such a robust PMU that will implement the joint approach and reap its benefits in the next phase.
- 10. A strong PMU should performance manage the PUNOs and allocate funding according to target outputs per PUNO and enforce accountability for funds disbursed for the program.
- 11. The PMU should apply the Results Based Management principles in the next phase of the program.
- 12. This is a much-needed program that under-performed due to managerial problems. There should be a Phase 2 of the program that incorporates the recommendations and lessons learnt from phase I.
- 13. The Skills Development intervention produced sustainable employment and businesses. This intervention is a critical need in the Somalia context, and should be continued in the next phase. In order to improve the Skills Development intervention, there is need to do a labour market analysis before implementation, to sharpen targeting of training to the skills needed by employers. A proper TVET training framework that is well recognized and certified should be put in place.
- 14. The Fish Value Chain intervention did not yield positive impact on target beneficiaries' lives. A thorough value chain analysis that focuses on market analysis should be done before implementation. Implementation should be based on results of the value chain analysis, and the program should select high value chains in productive sectors, where there is high demand for the products. Value chain businesses should not be medium and able to employ more people.
- 15. Enterprise development interventions and value chain interventions should be offered as packages that include start-up funding and start-up kits to facilitate beneficiaries starting their businesses. This can be achieved through start-up grants and/or facilitating linkages to micro-credit and finance institutions.
- 16. The labour policy and legal framework development, and labour survey data collection and documentation aids in addressing the national employment at the macro-level. This enables the government to involve and engage with the private sector and to influence the direction of employment creation at a national level. This is a positive step in the right direction.
- 17. Any intervention in the next phase should be preceded by the program's own needs and market analyses.
- 18. The impact assessment shows that the JPYES interventions had a positive impact on the target beneficiaries. Therefore, even though the achievement of targets was low, the impact on the beneficiaries was high.

ANNEXES

ANNEX I – REFERENCES

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ANNEX 2 - TOOL I

IMPACT OF ENTERPRISE DEVELOPMENT INTERVENTIONS - BENEFICIARIES

This tool assesses economic success from the ENTERPRISE DEVELOPMENT INTERVENTIONS. It will be administered to youth beneficiaries (both men and women). It will bring out the factors that inhibited youth economic empowerment and how the program addressed them. This tool will be used for each enterprise intervention type, in all geographical locations.

Name of Data Collector: _____

<p>General Information</p>	<p>Name of Implementing Organisation: 1=UNDP 2=UN HABITAT 3=ILO 4=UNIDO 5=FAO</p> <p>Sex/Gender: 1=Male 2=Female</p> <p>Age _____</p> <p>Sex/Gender: 1=Male 2=Female</p> <p>Household size: _____ Place: Village _____ District _____ Region: _____</p>
	<p>1 What is your highest level of education? 1= No education – illiterate 2= Primary 3= Secondary 4= Tertiary /university 5= Madrasa</p>
<p>Education Levels & Skills Level</p>	<p>Which enterprise development activity were trained on? 1=Fisheries 2=Construction 3=Renewable energy 4=Other Specify _____</p> <p>Did you have any of the following before the program? business skills 1=Yes 2=No business 1=Yes 2=No If yes specify The business _____ The business skills _____ If yes what major business skill did you have before the program? _____</p> <p>Has this program improved your business skills for employment? 1=Yes 2=No</p>

	<p>Have you started any business (income generating program) after the business training? 1=Yes 2=No</p> <p>If you own a business, how many people does your business employ? _____</p> <p>Has this program improved your access to assets (land, equipment, cash)? 1=Yes 2=No</p> <p>Has the program changed your employment status? 1=Yes 2=No If yes, how has this program changed your employment status? 1= Unemployed to employed 2= Unemployed to self-employed 3=Self-employed to employed 4=Promotion 5= Increase in employment benefits Other Specify _____</p>
Business Practice	<p>1. What business practices have you been trained on? 1=Record keeping 2=Bookkeeping 3=Separating personal and business expenses 4=Diversity of product lines 5=Improved marketing skills 6=Investing profit back into the business 7=Other (Specify)_____</p> <p>2. Did you choose what to be trained on? 1=Yes 2=No</p> <p>3. Was the training content good? 1=Yes 2=No</p> <p>4. If Yes or No give one reason _____</p> <p>4. Was the training content relevant to you? 1=Yes 2=No</p> <p>5. If No give one topic that was not relevant a. _____</p>
Beneficiary Income	<p>Do you monitor your business income levels? 1=Yes 2=No</p> <p>Do you monitor your business profits? Y 1=Yes 2=No</p> <p>How much income did you get in past 30 days? US\$ _____</p> <p>How much expenses did you pay in past 30 days? US\$ _____</p> <p>Do you have any savings from your business? 1=Yes 2=No</p> <p>Do you bank your business earnings? 1=Yes 2=No</p> <p>Has your household income changed as result of the program intervention in the past 1 year? 1=Yes 2=No</p> <p>How did the income the change? 1=Increased 2=Decreased</p> <p>If it increased or decreased, what was the main cause of the change? _____</p>
Sustainability of business	<p>1. Do you have savings, and enough cash to sustain your business? 1=Yes 2=No</p> <p>2. Do you experience seasonal lack of cash in your business? 1=Yes 2=No</p> <p>3. Did you sell any of your productive assets in the past one year to cover a cash-</p>

	<p>flow gap? 1=Yes 2=No</p> <p>Before the program were you a member of any producers/marketers cooperatives or group? 1=Yes 2=No</p> <p>Currently, are you a member of any producers/marketers cooperatives or group? 1=Yes 2=No</p> <p>If yes, do you find the producer/marketing cooperatives beneficial to your business? 1=Yes 2=No</p> <p>What is the main challenge that you face in sustaining your business?</p> <p>_____</p> <p>How do you rate the sustainability of your business?</p> <p>1=Less that year 2=1-2 years 3=3-5 years 4=5-10years 5=+10 years</p>
Quality of Life and living conditions	<ol style="list-style-type: none"> 1. Has this program improved <ol style="list-style-type: none"> a. your housing? 1=Yes 2=No b. your household nutrition? 1=Yes 2=No c. your fixed property ownership? 1=Yes 2=No 2. your ownership of movable assets? 1=Yes 2=No 3. Has this program improved <ol style="list-style-type: none"> a. your health? 1=Yes 2=No b. access to nutrition? 1=Yes 2=No c. health facilities? 1=Yes 2=No d. social networks? 1=Yes 2=No
Youth Access to Assets and Production Resources	<ol style="list-style-type: none"> 1. Do you own any productive assets? 1=Yes 2=No 2. If yes, what main productive asset to you own? <ol style="list-style-type: none"> a. _____ 3. What one main challenge youths face in accessing productive assets? <ol style="list-style-type: none"> a. _____ 4. What one main challenge youths face in accessing productive assets? <ol style="list-style-type: none"> a. _____ 5. What main role do you suggest other organisations should play to support the youth to access and own productive asserts? <ol style="list-style-type: none"> a. _____ 6. What other main area of skills development would you recommend for youths? <ol style="list-style-type: none"> a. _____

Access to start-up capital	<ol style="list-style-type: none"> 1. Where did you get the money to start this business? 1=Savings 2=Borrowing 3=Loans (Banks) 4=Remittances 5=Other Specify _____ 2. Did the program help provide start-up capital? 1=Yes 2=No 3. What type of start-up capital did the program contribute? 1=Grant 1=Yes 2=No 2=Loan 1=Yes 2=No 3=Supply of Machinery/ Equipment 1=Yes 2=No 4=Other (Specify)_____ 4. How much money did you get from the Program? US\$ _____ 5. Was that money sufficient for your business start-up needs? 1=Yes 2=No
Agency & Decision-making	<ol style="list-style-type: none"> 1. Who makes decisions on the use of money that you receive from the program? 1=Myself 2=Male members of family 3=Female members of family 4=Community 5=Implementing Agencies 6=Government 1. Has the program empowered you to participate in financial decision making? 1=Yes 2=No 2. As a result of this program, are you involved in major household decisions on the following: <ol style="list-style-type: none"> a. Business opportunities 1=Yes 2=No b. Education 1=Yes 2=No c. Technology adoption 1=Yes 2=No d. Youth access to information and technology 1=Yes 2=No 3. Before this program, did you have access to these services? 1=Yes 2=No <ol style="list-style-type: none"> a. Job advertisements 1=Yes 2=No b. Economic situation in the country 1=Yes 2=No c. Information technology 1=Yes 2=No d. Labour market information 1=Yes 2=No 4. As a result of this program, do you have access to the following: <ol style="list-style-type: none"> a. Job advertisements 1=Yes 2=No b. Economic situation in the country 1=Yes 2=No c. Information technology 1=Yes 2=No d. Labour market information 1=Yes 2=No
Autonomy and Mobility of young women	<ol style="list-style-type: none"> 1. Are you able to move freely for your business-related activities outside away from the homestead? 1=Yes 2=No 2. Are you able to travel freely in public spaces like going to training centres, markets? 1=Yes 2=No 3. What is the main danger or risk to your mobility? a. _____ 4. Has this program improved your mobility? 1=Yes 2=No 5. How has this happened – one only?

Self-confidence/ Self-efficacy	<ol style="list-style-type: none"> 1. Has this program improved your happiness? 1=Yes 2=No 2. What activity in the program made you happier? <ol style="list-style-type: none"> a. _____ 3. Has the program improved your sense of personal value and importance? 1=Yes 2=No 4. How has the program done this? <ol style="list-style-type: none"> a. _____ 5. Has this program improved your ability to speak in public and with people in authority? 1=Yes 2=No 6. How has this program done this? <ol style="list-style-type: none"> a. _____ 7. Has the program improved your social networks? 1=Yes 2=No 8. How has this program done this? <ol style="list-style-type: none"> (a) _____ 															
Youth roles (Ask both female and male)	<ol style="list-style-type: none"> 1. Does the community encourage and support youth engagement in professional training? 1=Yes 2=No 2. How does this community treat young people in professional training? <ol style="list-style-type: none"> a. _____ 3. How does immobility affect young women in doing professional training? <ol style="list-style-type: none"> a. _____ 4. How has this program helped to reduce the risks to young women going to work? <ol style="list-style-type: none"> a. _____ 															
Gender roles for young women (Ask both female and male)	<ol style="list-style-type: none"> 1. Is it difficult for you as a young woman to get time to manage your professional training? 1=Yes 2=No 2. If yes, what are some of the challenges? <ol style="list-style-type: none"> a. Too much time spent on housework b. Socio-cultural limitations c. Mobility restrictions d. Limited access to capital e. Traditions 3. How much training stipend were paid to young people in this program? <ol style="list-style-type: none"> a. Young Women US\$ _____ b. Young men US\$ _____ 4. Are you able to negotiate workload sharing with your family members? 1=Yes 2=No 															
Satisfaction levels	<ol style="list-style-type: none"> 1. Please state your overall level of satisfaction with the following: <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%;"></th> <th style="width: 12.5%;">Very Satisfied</th> <th style="width: 12.5%;">Satisfied</th> <th style="width: 12.5%;">Unsatisfied</th> <th style="width: 12.5%;">Not Applicable</th> </tr> </thead> <tbody> <tr> <td>a) Beneficiary Selection process</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>b) Women</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> 		Very Satisfied	Satisfied	Unsatisfied	Not Applicable	a) Beneficiary Selection process					b) Women				
	Very Satisfied	Satisfied	Unsatisfied	Not Applicable												
a) Beneficiary Selection process																
b) Women																

	participation in program				
	c) Monthly Income				
	d) Type of training				
	e) Content of the training				
	f) Stipend				
	<p>2. If not satisfied, please give suggestions for improvement</p> <p>3. What is your perceived value of the enterprise development training and its components? 1=very high value 2=medium value 3=low value 4=no value</p>				
Positive and negative unintended effects	<p>b. Have there been any unintended effects or outcomes of the program to yourself and your community? 1= Yes 2= No</p> <p>c. Specify the positive effects</p> <p>_____</p> <p>d. Specify the negative effects</p> <p>_____</p>				

ANNEX 3 - TOOL 2

IMPACT OF THE SKILLS DEVELOPMENT FOR EMPLOYMENT - BENEFICIARIES

This tool program impact from the TRAINING AND SKILLS DEVELOPMENT FOR EMPLOYMENT. It will be administered to youth beneficiaries (both men and women). It will bring out the factors that inhibited youth economic empowerment and how the program addressed them. This tool will be used for each intervention type, in all geographical locations.

Name of Interviewer: _____

General Information	<p>1. Name of Implementing Organisation: 1=UNDP 2=UN HABITAT 3=ILO 4=UNIDO 5=FAO</p> <p>2. Sex/Gender: 1=Male</p>
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	<p>2=Female</p> <p>3. Age _____</p> <p>4. Marital Status: 1=Married 2=Separated 3=Widowed 4=Single 5=Divorced</p> <p>5. Place: Village _____ District _____ Region: _____</p>
Education Levels & Skills Level	<p>2 What is your highest level of education? 1= No education – illiterate 2= Primary 3= Secondary 4= Tertiary /university 5= Madrasa</p>
Professional Training	<p>3 What professional training did you receive from the program? a) _____ b) _____</p> <p>4 Did you have a choice on which professional training to be trained on? 1=Yes 2=No</p> <p>5 Has this program improved your professional skills for employment? 1=Yes 2=No</p> <p>6 Do you have a job as a result of the professional training? 1=Yes 2=No</p> <p>7 If yes, how long, after you received professional training, did it take you to secure a job and start earning money? 1= less than one month 2=2-5 months 3=6-12 months 4= over 1 year</p> <p>8 Are you employed? 1=Yes 2 = No</p> <p>9 Who is your employer? 1= Self-employed 2= company/NGO.</p>
Employment	<p>1. Are you employed as a result of the professional training that you received? 1=Yes 2=No</p> <p>2. Do you think the following aspects of your work are suitable and conducive for youth?</p> <p>3. Working hours, 1=Yes 2=No</p> <p>4. Working conditions, 1=Yes 2=No</p> <p>5. Wages 1=Yes 2=No</p> <p>6. How much is your average wage? Per month US\$ _____</p> <p>7. Do you use your skill to do a part time job? 1=Yes 2=No</p> <p>8. How much is your average wage? Per month US\$ _____</p>
Quality of Life	<p>10 Has this program improved</p>

and living conditions	11 your housing? 1=Yes 2=No 12 your household nutrition? 1=Yes 2=No 13 your fixed property ownership? 1=Yes 2=No 14 your ownership of movable assets? 1=Yes 2=No 15 Your income 1=Yes 2=No 2. Has this program improved a. your health? 1=Yes 2=No b. access to nutrition? 1=Yes 2=No c. health facilities? 1=Yes 2=No d. social networks? 1=Yes 2=No
Youth Access to Assets and Production Resources	1. Do you own any productive assets? 1=Yes 2=No 2. If yes, what main productive asset to you own? a. _____ 3. What one main challenge youths face in accessing productive assets? a. _____ 4. What one main challenge youths face in accessing productive assets? a. _____ 5. What main role do you suggest other organisations should play to support the youth to access and own productive asserts? a. _____ 6. What other main area of skills development would you recommend for youths? a. _____
Agency Decision-making &	16 Who makes decisions on the use of money that you receive from employment? 1=Myself 2=Male members of family 3=Female members of family 4=Community 5=Implementing Agencies 6=Government 17 Has the program empowered you to participate in financial decision making? 1=Yes 2=No 18 As a result of this program, are you involved in major household decisions on the following: 19 Business opportunities 1=Yes 2=No 20 Education Y1=Yes 2=No 21 Technology adoption 1=Yes 2=No 22 Youth access to information and technology 1=Yes 2=No 23 Before this program, did you have access to these services? 1=Yes 2=No 24 Job advertisements 1=Yes 2=No 25 Economic situation in the country 1=Yes 2=No 26 Information technology 1=Yes 2=No 27 Labour market information 1=Yes 2=No 28 As a result of this program, do you have access to the following: 29 Job advertisements 1=Yes 2=No 30 Economic situation in the country 1=Yes 2=No 31 Information technology 1=Yes 2=No

	32 Labour market information 1=Yes 2=No
Autonomy and Mobility of young women	<ol style="list-style-type: none"> 1. Are you able to move freely for your business-related activities outside away from the homestead? 1=Yes 2=No 2. Are you able to travel freely in public spaces like going to training centres, markets? 1=Yes 2=No 3. What is the main danger or risk to your mobility? <ol style="list-style-type: none"> a. _____ 4. Has this program improved your mobility? 1=Yes 2=No 5. How has this happened – one only? <ol style="list-style-type: none"> a. _____
Self-confidence/ Self-efficacy	<ol style="list-style-type: none"> 1. Has this program improved your happiness? 1=Yes 2=No 2. What activity in the program made you happier? <ol style="list-style-type: none"> a) _____ 3. Has the program improved your sense of personal value and importance? 1=Yes 2=No 4. How has the program done this? <ol style="list-style-type: none"> a) _____ 5. Has this program improved your ability to speak in public and with people in authority? 1=Yes 2=No 6. How has this program done this? <ol style="list-style-type: none"> a) _____ 7. Has the program improved your social networks? 1=Yes 2=No 8. How has this program done this? <ol style="list-style-type: none"> (b) _____
Youth roles	<ol style="list-style-type: none"> 1. Does the community encourage and support youth engagement in professional training? 1=Yes 2=No 2. How does this community treat young people in professional training? <ol style="list-style-type: none"> a. _____ 3. How does immobility affect young women in doing professional training? <ol style="list-style-type: none"> a. _____ 4. How has this program helped to reduce the risks to young women going to work? <ol style="list-style-type: none"> a. _____
Gender Roles for young women	<ol style="list-style-type: none"> 1. Is it difficult for you as a young woman to get time to manage your professional training? 1=Yes 2=No 2. If yes, what are some of the challenges? <ol style="list-style-type: none"> a. Too much time spent on housework b. Socio-cultural limitations c. Mobility restrictions d. Limited access to capital e. Traditions 3. How much training stipend were paid to young people in this program? <ol style="list-style-type: none"> a. Young Women US\$ _____ b. Young men US\$ _____ 4. Are you able to negotiate workload sharing with your family members? 1=Yes 2=No
Satisfaction	1. State your overall level of satisfaction with the following:

Levels		Very Satisfied	Satisfied	Unsatisfied	Not Applicable
	Beneficiary Selection process				
	Women participation in program				
	Monthly Income				
	Type of training				
	Content of the training				
	Stipend				
		<p>33 If not satisfied, please give suggestions for improvement</p> <p>34 What is your perceived value of the enterprise development training and its components? 1=very high value 2=medium value 3=low value 4=no value</p>			
Positive and Negative Unintended effects	<p>1. Have there been any unintended effects or outcomes of the program to yourself and your community? 1= Yes 2= No</p> <p>2. Specify the positive effects</p> <p>3. Specify the negative effects</p>				

ANNEX 4 - TOOL 3

IMPACT FROM THE REHABILITATION CASH FOR WORK – BENEFICIARIES

This tool assesses economic success and advancement indicators from the REHABILITATION CASH FOR WORK INTERVENTIONS. It will be administered to youth beneficiaries (both men and women). It will bring out the factors that inhibited youth economic empowerment and how the program addressed them. This tool will be used for each intervention type, in all geographical locations.

Name of Interviewer: _____

General Information	1. Name of Implementing Organisation: 1=UNDP 2=UN HABITAT
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	<p>3=ILO 4=UNIDO 5=FAO</p> <p>2. Sex/Gender: 1=Male 2=Female</p> <p>3. Age_____</p> <p>4. Marital Status: 1=Married 2=Separated 3=Widowed 4=Single 5=Divorced</p> <p>5. Place: Village_____ District_____ Region: _____</p>
Education Levels & Skills Level	<p>1. What is your highest level of education? a. 1= No education – illiterate b. 2= Primary c. 3= Secondary d. 4= Tertiary /university e. 5= Madrasa/religious studies institutions</p> <p>2. Are there any new skills you learnt during CFW activities?</p> <p>3. What one main opportunity has the program given you? a. _____</p> <p>4. Were you employed before you were registered as cash for work beneficiary? 1=Yes 2=No</p> <p>5. Has the cash for work activities you carried out improved your access to employment? 1=Yes 2=No</p> <p>6. Did you purchase any productive assets with the money you received from CFW payments? 1=Yes 2=No</p> <p>7. If yes, what main asset did you purchase?</p> <p>8. _____</p>
Work skills	<p>1. Has the program trained you in anything? 1=Yes 2=No</p> <p>2. What main training did you receive? a. _____</p>
Work Environment	<p>1. Was your work site safe and accessible for you as young person? 1=Yes 2=No</p> <p>2. If no, what is the main risk? a. _____</p> <p>3. How much was your wage?</p> <p>4. Per month US\$ _____</p> <p>5. Was the amount of the wage given satisfactory in relation to the task? 1=Yes 2=No</p>

	<p>6. If no, can you explain _____</p> <p>7. What was your wage before the program? Per month US\$ _____</p> <p>8. How did you spend the income from cash-for-work interventions?? 1=Start business 2=Social expense (wedding, marriage etc) 3=Purchase food 4=Pay debts 5=Pay school expenses 6=Others (specify)</p> <p>9. Were the working hours, conditions, and wages suitable and conducive for young men? 1=Yes 2=No</p> <p>10. Were the working hours, conditions, and wages suitable and conducive for young women? 1=Yes 2=No</p>
Quality of Life and living conditions	<p>1. Has this program improved</p> <p>a. your housing? 1=Yes 2=No</p> <p>b. your household nutrition? 1=Yes 2=No</p> <p>c. your fixed property ownership? 1=Yes 2=No</p> <p>d. your ownership of movable assets? 1=Yes 2=No</p> <p>e. Your income 1=Yes 2=No</p> <p>2. Has this program improved</p> <p>a. your health? 1=Yes 2=No</p> <p>b. access to nutrition? 1=Yes 2=No</p> <p>c. health facilities? 1=Yes 2=No</p> <p>d. social networks? 1=Yes 2=No</p>
Access to start-up capital	<p>1. Where did you get the money to start this business? 1=Savings 2=Borrowing 3=Loans (Banks) 4=Remittances 5=Other Specify _____</p> <p>2. Did the program help provide start-up capital? 1=Yes 2=No</p> <p>3. What type of start-up capital did the program contribute? 1=Grant 1=Yes 2=No 2=Loan 1=Yes 2=No 3=Supply of Machinery/ Equipment 1=Yes 2=No 4=Other (Specify) _____</p> <p>4. How much money did you get from the Program? US\$ _____</p> <p>5. Was that money sufficient for your business start-up needs? 1=Yes 2=No</p>
Agency & Decision-making	<p>1. Who makes decisions on the use of money that you receive from the program? 1=Myself 2=Male members of family 3=Female members of family 4=Community 5=Implementing Agencies 6=Government</p> <p>2. Has the program empowered you to participate in financial decision making? 1=Yes 2=No</p> <p>3. As a result of this program, are you involved in major household decisions on</p>

	<p>the following:</p> <ol style="list-style-type: none"> a. Business opportunities I=Yes 2=No b. Education YI=Yes 2=No c. Technology adoption I=Yes 2=No d. Youth access to information and technology I=Yes 2=No <ol style="list-style-type: none"> 4. Before this program, did you have access to these services? I=Yes 2=No <ol style="list-style-type: none"> a. Job advertisements I=Yes 2=No b. Economic situation in the country I=Yes 2=No c. Information technology I=Yes 2=No d. Labour market information I=Yes 2=No 5. As a result of this program, do you have access to the following: <ol style="list-style-type: none"> a. Job advertisements I=Yes 2=No b. Economic situation in the country I=Yes 2=No c. Information technology I=Yes 2=No d. Labour market information I=Yes 2=No
Autonomy and Mobility – young women	<ol style="list-style-type: none"> 1. Are you able to move freely for your business-related activities outside away from the homestead? I=Yes 2=No 2. Are you able to travel freely in public spaces like going to training centres, markets? I=Yes 2=No 3. What is the main danger or risk to your mobility? <ol style="list-style-type: none"> a. _____ 4. Has this program improved your mobility? I=Yes 2=No 5. How has this happened – one only? <ol style="list-style-type: none"> a. _____
Self-confidence/ Self-efficacy	<ol style="list-style-type: none"> 1. Has this program improved your happiness? I=Yes 2=No 2. What activity in the program made you happier? <ol style="list-style-type: none"> a. _____ 3. Has the program improved your sense of personal value and importance? I=Yes 2=No 4. How has the program done this? <ol style="list-style-type: none"> a. _____ 5. Has this program improved your ability to speak in public and with people in authority? I=Yes 2=No 6. How has this program done this? <ol style="list-style-type: none"> a. _____ 7. Has the program improved your social networks? I=Yes 2=No 8. How has this program done this? <ol style="list-style-type: none"> (c) _____
Young women gender and norms	<ol style="list-style-type: none"> 1. Does the community encourage and support youth engagement in professional training? I=Yes 2=No 2. How does this community treat young people in professional training? <ol style="list-style-type: none"> a. _____ 3. How does immobility affect young women in doing professional training? <ol style="list-style-type: none"> a. _____ 4. How has this program helped to reduce the risks to young women going to work? I=Yes 2=No
Gender Roles for young women	<ol style="list-style-type: none"> 1. Is it difficult for you as a young woman to get time to manage your professional training? I=Yes 2=No 2. If yes, what are some of the challenges?

	<ul style="list-style-type: none"> a. Too much time spent on housework b. Socio-cultural limitations c. Mobility restrictions d. Limited access to capital e. Traditions <p>3. How much training stipend were paid to young people in this program?</p> <ul style="list-style-type: none"> a. Young Women US\$ _____ b. Young men US\$ _____ <p>4. Are you able to negotiate workload sharing with your family members? 1=Yes 2=No</p>																								
Satisfaction Levels	<p>1. Please state your overall level of satisfaction with the following:</p> <table border="1"> <thead> <tr> <th></th> <th>Very Satisfied</th> <th>Satisfied</th> <th>Unsatisfied</th> </tr> </thead> <tbody> <tr> <td>Beneficiary Selection process</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Job quality</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Cash received per month</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Nature of work</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Duration of work</td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>2. If not satisfied, please give suggestions for improvement _____</p> <p>3. What is your perceived value of the enterprise development training and its components? 1=very high value 2=medium value 3=low value 4=no value</p>		Very Satisfied	Satisfied	Unsatisfied	Beneficiary Selection process				Job quality				Cash received per month				Nature of work				Duration of work			
	Very Satisfied	Satisfied	Unsatisfied																						
Beneficiary Selection process																									
Job quality																									
Cash received per month																									
Nature of work																									
Duration of work																									
Unintended effects	<p>1. Were there any unintended effects of your employment to yourself and other people around you 1= Yes 2= No</p> <p>2. Specify the positive effects _____</p> <p>3. Specify the positive effects _____</p>																								

ANNEX 5 - TOOL 4

Most Significant Change Story

This tool will be used by an interviewer as a prompt, or by participants to write down stories. The tool can also be used as a prompt to collect audio or video recordings of stories. The tool will be used for every intervention in the region to collect a story from the program.

Name: _____
Region: _____
Province: _____
Program/Value Chain _____
Urban Area _____ Peri-Urban Area _____ Rural Area _____
Age _____

Title of Story (can completed after story telling session)

1. Tell me how you first became involved with this program and what your involvement in the program was.

2. From your point of view, describe a story that best describes the most significant change that has resulted from your involvement in this program.

3. Why is this story significant to you?

4. Looking back over the last year, what do you think was the most significant change?
 - a. In your household income and finances because of the program
 - b. Changes in the quality of your life because of the program
 - c. Changes in your (woman) participation in economic activities
 - d. Any other changes that you have noticed
5. What other changes would you like to see in the program?

6. Why is the program unique and different from other programs that you have participated in?

ANNEX 6 - TOOL 5

Reach and Process Indicators Tool I Implementing Institutions and stakeholders

This tool assesses reach and process indicators at institutional level. It will be administered to regional and provincial program managers and direct program implementers. This tool will be used for each intervention type or value chain.

Name: _____ Position: _____

Organisation: _____ Province: _____

Criteria		Responses
A. Strategic	<ol style="list-style-type: none"> 1. What was the stakeholder coordination mechanism for the JYES program implementers? the PUNO, Implementing Agencies and the Government 2. Is there a masterplan for such coordination? 3. How practical is it? 4. Is it utilized? 5. Did it work well or not? 	
B. Gender and marginalization Considerations	<ol style="list-style-type: none"> 1. Were gender issues affecting young women taken into consideration in the design of this program? 2. Were disabled youths considered and included in the program? 3. Were marginalised ethnic groups considered and included in the program? 4. Were rural communities considered and included in the program? 	

<p>C. Relevance</p>	<ol style="list-style-type: none"> 1. Were the program interventions relevant to the context? 2. Did the intervention address root causes of problems identified? 3. Did communities appreciate the relevance of the intervention? 4. In what way did the program intervention link with existing system 5. Were the targets appropriate? 6. To what extent has the program been appropriately responsive to the needs of the national constituents and changing partner priorities? <p>35</p>	
<p>D. Effectiveness</p>	<ol style="list-style-type: none"> 1. Was the UN partnership strategy appropriate and effective? 2. Did agencies collaborate and share beneficiary information in order to align similar activities, leverage their comparative advantage or eliminate duplications? 3. How effective or ineffective were the program interventions? 4. In which areas does the program have the greatest achievements? Why? How can they be enhanced? 5. In which areas does the program have the least achievements? why? How can or could they be overcome? 6. Are there other strategies that could have been used in the program to improve effectiveness? 7. Were the programs objectives and outputs clear, practical and feasible within its frame? 8. To what extent have stakeholders been involved in program design and implementation? 9. Were the intended targeted groups systematically identified and engaged, prioritizing the marginalized and excluded, to ensure results were achieved as expected? 	
<p>E. Efficiency</p>	<ol style="list-style-type: none"> 1. Was the program management structure efficient for implementation of the program? 2. Human resource allocation – was it cost-effective? 3. What measures were used to achieve cost-effective program implementation and success? 4. Is the program implementation system cost effective? 5. Could the same results achieved be 	

	<p>achieved through a totally different management structure and strategy?</p> <p>6. Do you think this program is innovative in its implementation approach?</p>	
F. Sustainability	<p>1. Is this program financially sustainable at beneficiary, donor and implementing levels?</p> <p>2. What was the level of stakeholder engagement and involvement and decision making?</p> <p>3. Are there any assets that have been handed over to government institutions and/or communities?</p> <p>4. Are there any social, political or security risks to the sustainability of program outputs and the program?</p> <p>5. How are lessons learned from the program incorporated into the implementation strategy development and improvement?</p> <p>36</p>	
G. National ownership	<p>1. What is the level of stakeholders' ownership of the program in respect of sustainability of program benefits?</p> <p>2. Stakeholder long term commitment and program support?</p> <p>3. Does the program have well-planned, documented exit strategies?</p> <p>4. Can these be improved? How?</p> <p>37</p>	
Government Institutions	<p>1. What is the engagement of public agencies with the capacity building strand of JPYES?</p> <p>2. To what extent have the interventions contributed to capacity development and system strengthening of government and community-based institutions?</p> <p>3. Is there any discernable change in the institutional, Organizational and individual capacity to acquire programme management tools, coordination, oversight and M&E?</p> <p>4. Did government counterparts and local communities participate in the planning and implementation of JPYES activities? If so how, and to what extent do they take the lead on decision making?</p> <p>5. How do JPYES interventions ensure local ownership?</p> <p>6. Have networks been created or government institutions strengthened to adequately carry out the roles that the JPYES programme team are performing?</p>	

ANNEX 7 – COST ESTIMATES OF PROGRAM ASSETS

JPYES Assets		
Assets	Number	Cost
UNHABITAT		
One Stop Youth Centre Mogadishu	1	\$ 550,000.00
One Stop Youth centre Kismayo	1	\$ 350,000.00
Satellite youth centre - Berbera	1	\$ 90,000.00
Satellite Centre Bossaso	1	\$ 90,000.00
		\$ 1,080,000.00
UNDP		
2 Fish Processing Centres - Berbera	2	\$ 69,949.00
5 Fish Processing Centres - Bossaso	5	\$ 49,872.00
3 Fish Processing Centres - Kismayo	3	\$ 96,000.00
1 Community Conference Hall - Baidoa	1	\$ 110,020.00
Inji Youth Centre - Kismayo	1	\$ 202,370.00
MOLSA offices	1	\$ 995,508.00
Streetlights 2 roads Mogadishu		\$ 201,893.00
Kerrow Gof Bridge Baidoa	1	\$ 57,615.00
Waste disposal trucks for BRA Municipality	2	\$ 149,220.00
Totals		\$ 1,932,447.00
FAO		
Equipped 10 centres built with Processing Equip	10	\$ 150,000.00
Improved Hourri fishing boats - under construction	40	\$ 100,000.00
hydraulic tuna fish hauling equipment packages	10	\$ 175,000.00
Fish Aggregating devices	6	\$ 53,000.00
Fish handling equipment	16	\$ 120,000.00
		\$ 598,000.00
ILO		
1km livestock link road Berbera	1	\$ 94,589.21
Rehabilitation of the xanano gravel road Baidoa 3km	1	\$ 125,656.00
Rehabilitation of Farjanno Gravel Road - Kismayo	1	\$ 105,741.61
Rehabilitation of Hanti-Wadaag & Horseed Roads	1	\$ 104,891.00
Rehabilitation of Suuqa Xoolaha Gravel Road	1	\$ 104,375.27
		\$ 535,253.09
UNIDO		
15 Training Halls Rehabilitated	15	\$ 69,930.00

Kanava Training Centre -Office Adminin Restored		\$	1,815.00
2-roomed office rebuilt - Min of Agric		\$	12,214.00
Containerized Prison workshop		\$	18,045.00
Totals		\$	102,004.00

ANNEX 9 - PEOPLE INTERVIEWED DURING THE FIELD WORK

	Date	Organization	Name	Title
JPYES PROGRAM MANAGEMENT				
1	26-Sep	UNDP	Said Mohamed Osman	JPYES Program Coordinator
2	03-Sep	UNDP	Sukumar Mishra	JPYES Program Manager
GOVERNMENT				
4	29-Sep	Ministry of Labour and Social Affairs (MOLSA)	H.E Sadik Warfa	The Minister
5	05-Sep	Ministry of Labour and Social Affairs (MOLSA)	Prof. Yusuf Salad Warsame	Labour Technical Advisor, YES
6	05-Sep	Ministry of Labour and Social Affairs (MOLSA)	Koshin Garane	National YES Coordinator
7			Dahir Gutale	Labour Technical Advisor, YES
8	05-Sep	BRA Municipality	Hussein Yusuf Ali	Focal Point
9	18-Sep	Minister of Employment Social Affairs and Family (MESAF) - Somaliland	MESAF Hinda Jama Hirsi	MINISTER
10	18-Sep	Ministry of Employment Social Affairs and Family (MESAF) - Somaliland	Abdihamid Mohamed Omer	YEP Coordinator - Somaliland
11	19-Sep	Municipality of Berbera – Somaliland	Abdi Shakur Mohamud Hassan	Mayor of Berbera Somaliland
12	23-Sep	Municipality of Bossaso – Puntland	Dr. Abdisalaam Bashiir Abdisalaam	The Mayor of Bossaso City
13	26-Sep	Ministry of Youth - Jubaland State Somalia	Abdiraman Abdi Ahmed	Director General
14	26-Sep	Municipality of Baidoa – SWS	Watiin Abdullahi Ali	Mayor of Baidoa City
DONORS				
15	12-Sep	SIDA Sweden	Esther Njuguma	Programme Officer - Livelihoods and Resilience
16	13-Sep	Italy	Dr. Guglielmo Giordano	Head of Office
PUNOs				
17	26-Aug	UNDP	Albert Soer	ERD Portfolio Manager & Acting Resident Representative UNDP
18		UNDP	Mohamed Dakane	M&E Specialist
19	27-Sep	UNDP	Petrus van de Pol	JPLG Program Manager UNDP JPLG
20	27-Aug	UNIDO	Ygor Scarcia	Somalia Representative - Industrial Development Expert
21	25-Sep	UNDO	Abdisalam Abdullahi	Program Coordinator
22	27 Aug 23 Sept	FAO	Michael Savins	Fisheries Expert

23	15-Sep	FAO	John Purvis	Program Manager - Fisheries Sector
24	28 Aug 15 Sept	ILO	Sayed Saad Hussain Gilani	Officer in Charge
25		ILO	Amran Mohamed Ali	
26		ILO	Abdulkadir Elmi Ali	Project Manager
27	18-Sep	ILO – Somaliland	Roble	Engineer
28	18-Sep	ILO – Somaliland	Mohamed	Manager
29	10 Sept 17 Sept	UN HABITAT	Falastin Omar	Human Settlements Officer
30	18-Sep	UN HABITAT – Hargeisa	Asha Sitati	
PUNTLAND ILO IMPLEMENTING PARTNERS				
31	23-Sep	Raasi Ahmer Fishing Company (RAFCO) – ILO	Said Mohamed Muse	
32	23-Sep	Rea Sea Fishing Company – ILO	Muse Gelle	Chairman
33	23-Sep	Sundus Fishing Company - ILO	Musa Abdulkadir Duale	Manager
34	23-Sep	Somali Marine and Fishing Science Institute (SMAFSI) – UNDP	Mohamed Mohamed Quluxye	
SOMALILAND IMPLEMENTING PARTNERS				
35	17-Sep	YOVENCO MD - Hargeisa	Abdul Aziz	Managing Director
36	18-Sep	Berbera Economic Forum (BEF) – Berbera	Mohamed Abdulahi Aden	Deputy Chairman
37	18-Sep	Berbera Economic Forum (BEF) – Berbera	Safwan Abdirahman Mohamed	BEF Programs
38	23-Oct	Kismaayo Technical Instsitute	Hassan Abdi Hassan	Executive Director
39	23-Oct	Talowadaag Women Group	Barey Garweyne Abdi	Deputy Director
49	12-Sep	Human Development Concern [HDC]	Abdiaziz adan Omar	Executive Director
41	10-Sep	Shaqodoon	Abdullahi Dahir Gulleid	OIC
42	10-Sep	SECCCO	Amal Said Jama	OIC
43	11-Sep	SOPHPA	Abdulkadir Daud Mohamed	Program assistant
44	11-Sep	SOPHPA	Abdiwahab Adan Bulle	Program manager
BENEFICIARIES				
45	19-Sep	FAO Fish Processing Program – Berbera	Deck Abdilhaded	FAO FVC beneficiaries - Berbera FGD
46	19-Sep	FAO Fish Processing Program – Berbera	Khadra Sahal Jama	FAO FVC beneficiaries - Berbera FGD
47	19-Sep	FAO Fish Processing Program – Berbera	Balgiis Mohamed Hassan	FAO FVC beneficiaries - Berbera FGD
48	19-Sep	FAO Fish Processing Program – Berbera	Saleeban Xitsi Moxamud	FAO FVC beneficiaries - Berbera FGD
49	29-Sep	Benadir Regional Youth Association	Abdikafi Mohamud Makaran	Chairperson
50	30-Sep	Benadir Regional Youth Association	Yahya Ilyas Bashir	Chief of planning and Training – Youth Department

ANNEX 10: UNDP INDIRECT BENEFICIARIES

Banadir/Mogadishu		Total	Female	Male	% Female	% Male
	Capacity development of Benadir Regional Administration (BRA) in liquid waste management, by provision of liquid waste cleaning trucks and skills training	10	2	8	20%	80%
	Recruitment of professionals within MOLSA and their line ministries and MESAF and their capacity development – among them few were youth.	10	3	7	30%	70%
	Youth development campaign to mark the 2019 International Youth Day	150	80	70	53%	47%
	Support to MOY&S in organizing a National Conference on the 1 st National Youth Policy of Somalia	300	100	200	33%	67%
Kismayu	Job fairs and youth development campaigns to mark 2018 & 2019 International Youth Day	200	75	125	38	62%
SWS/Baidoa	Job fairs and youth development campaigns to mark 2018 & 2019 International Youth Day	175	70	105	23%	77%
Puntland	Job fairs and youth development campaigns to mark 2018 & 2019 International Youth Day	100	30	70	30%	70%
Somaliland/Berbera	Job fairs and youth development campaigns to mark 2018 & 2019 International Youth Day	250	100	150	40%	60%
Galmudug	Job fairs and youth development campaigns to mark 2018 & 2019 International Youth Day	200	75	125	38%	62%
Hirshabele	Job fairs and youth development campaigns to mark 2018 & 2019 International Youth Day	150	60	90	40%	60%
Totals		1545	595	950	39%	61%

ANNEX 11: EVALUATION TERMS OF REFERENCE



Terms of Reference

Independent Terminal Evaluation Of Joint Programme on Youth Employment Somalia (JPYES)

Ministry of Labour and Social Affairs (MOLSA) and
Participating UN Organizations: ILO, FAO, UNDP, UN-Habitat and UNIDO

Mogadishu, Somalia

March

2019

ACRONYMS

BDS	Business Development Services
C4W	Cash for Work
Eoi	Expression of Interest
ESC	Evaluation Steering Committee
FGS	Federal Government of Somalia
FMS	Federal Member States
IA	Implementing Agencies (service delivery)
JPYES	Joint Programme on Youth Employment Somalia
MoLSA	Ministry of Labour and Social Affairs
MPTF	Multi Partner Trust Fund
MTE	Mid Term Evaluation
M&E	Monitoring and Evaluation
NCE	No Cost Extension
NES	National Employment Strategy
NEP	National Employment Policy
NGO	Non-Governmental Organisation
PSC	Programme (JPYES) Steering Committee
PSG	Peace and State-Building Goals
PUNO	Participating United Nations Organisations
ToR	Terms of Reference
ToT	Training of Trainers
UNEG	United Nations Evaluation Group
VC	Value Chain

BACKGROUND AND CONTEXT

PROGRAMME TITLE	Federal Government of Somalia-United Nations Joint Programme on Youth Employment Somalia (JPYES)
DONORS	Denmark, Italy, Sweden and Switzerland
PUNO	FAO, ILO, UNDP, UNHABITAT AND UNIDO
LEAD MINISTRY	Ministry of Labour and Social Affairs (MoLSA)
GEOGRAPHIC AREAS	Mogadishu, Kismayo, Bosaso, Berbera, Baidoa, and Beletweyne
PROGRAMME DURATION	45 Months - Sept/2015 to June/2019
OVERALL BUDGET	\$54,000,000 USD
ACTUAL BUDGET	\$29,944,091 USD

The Joint FGS-UN Programme aims at capitalising on security, governance and reconciliation achievements by expanding employment opportunities for young men and women in Somalia. As highlighted in the Economic Recovery Plan for Somalia, youth unemployment is one of the greatest obstacles to the country's economic recovery. Somalia is a young nation with population estimates of over 70% Youth, who are receiving substandard commercialised education and nominal access to participate in the labour market. The plan of the government for this Joint Programme is to provide youth with employment opportunities to avoid the latter joining militia groups or risking their lives in the oceans while attempting dangerous migration. This was supposed to be achieved through vocational training, enterprise development as well as creation and rehabilitation of infrastructure through labour intensive employment method. The programme recognizes the centrality of youth in fostering stability in the country and outlines specific interventions that can be taken to begin to generate decent work opportunities for young people that will serve as positive alternatives to participation in violence and conflict. The programme generally contributes to the revitalization of the local economy. The employment generating interventions from this programme also aim at augmenting the credibility of the FGS and build trust and confidence in local governance and security sector institutions while providing immediate peace dividends to vulnerable sub-sections of the population.

The overall outcome of JPYES that supports PSG 4: Economic Foundations, is *Somali economy revitalized and expanded with a focus on livelihood enhancement, employment generation, and broad-based inclusive growth*, with the following 3 Sub-Outcomes:

Sub-Outcome 1: Improved long-term potential for growth, productivity and inclusive employment through six Value-Chain in various sectors, including agriculture, fisheries and livestock, leading to 5,000 sustainable jobs:

Sub-Outcome 2: Enhanced the longer-term employability of 20,000 youth (13,000 urban and 7,000 rural) through basic literacy, numeracy and life-skills and vocational and business training in sectors with high growth and employment potential; and

Sub-Outcome 3: Productive infrastructure rehabilitated through labour-intensive method creating short term jobs for 30,000 youth (16,000 rural and 14,000 urban)

The plan assumes that improving the conditions for youth – e.g. access to employment and to basic services– will significantly contribute to establishing peace and maintaining stability. More specifically, the proposed programme was designed to contribute to several targets, as mentioned in the JPYES program document:

- PSG 4, Priority 1: “Enhance the productivity of high priority sectors and related value chains, including through the rehabilitation and expansion of critical infrastructure for transport, market access, trade, and energy;”
- PSG 4, Priority 2: “Expand opportunities for youth employment through job creation and skills development;”
- Millennium Development Goals (MDGs), Goal 1: “Eradicate extreme poverty and hunger,” in particular Target 1b, “Achieve full and productive employment and decent work for all, including women and youth.”

CHRONOLOGY	MILESTONE
JUNE 2015	JPYES – 3 years programme signed by MoLSA and Four UN Agencies (FAO, HABITAT, ILO and UNDP)
SEPT 2015	Actual start date of JPYES – Funds transferred to Agencies
APRIL 2017	UNIDO joined JPYES as part of the Daldhis Programme (Peace Building Fund)
NOV 2017	Commissioning of Mid Term Evaluation
APRIL 2018	Mid Term Evaluation report
APRIL 2018	Management response to the recommendations of the Mid Term Evaluation
JUNE 2018	6 months NCE (No Cost Extension) approved – JPYES terminates on 31 st of Dec 2018
DEC 2018	6 months NCE approved – JPYES terminates on 30 th of June 2019

The planned activities of JPYES are being implemented in Mogadishu, Kismayo, Bossaso, Berbera, Baidoa, and Beletweyne by 5 Participating United Nations Organizations (PUNOs), these are: FAO, ILO, UNDP, UN-Habitat and UNIDO, through directly by PUNOs or Federal and local government authorities, local NGOs and private sectors. The PUNOs have been implementing their respective activities in close collaboration with the relevant line ministries, local authorities, civil societies and private sector at federal, regional and local levels; whereas the Ministry of Labour and Social Affairs (MOLSA) provides overall coordination and oversight to JPYES.

Major Achievements against main areas of intervention:

To date, the JPYES has the following major achievements:

Sub-Outcome 1: Improved long-term potential for growth, productivity and inclusive employment through six Value-Chain in various sectors, including agriculture, fisheries and livestock

Output 1.1: Capacities of public private and academic institutions built to undertake value chain analysis and key interventions identified

Output 1.2: Key interventions implemented to improve their long-term potential for growth, productivity and employment

Achievements:

- Out of 5 value chain development analysis completed in key sectors, the fishery, renewable energy and construction-value chains have been approved to be implemented
- 150 young people (100) improved their skills in fishery sector and entrepreneurship and were applying their skills in their fishery businesses in Bossaso, Kismayo and Berbera
- Out of ten constructed fish processing facilities, three were functional and used by the trained youth in Bossaso
- By providing access to revolving funds and business development service, the selected youth (120) have set up their fishery enterprises in Bossaso, Kismayo and Berbera
- Standard Operating Procedures (SOP)/guidelines on sea food safety, under the HACCP, were developed and around 150 beneficiaries were trained
- National Employment Policy for Somalia has been developed and waiting to be ratified by parliament. The programme also commissioned the first Labour Force Survey in Somalia that will be implemented in partnership with the government

Sub-Outcome 2: Enhanced the longer-term employability of 20,000 youth (13,000 urban and 7,000 rural) through basic literacy, numeracy and life-skills and vocational and business training in sectors with high growth and employment potential

Output 2.1: Curricula developed for occupations identified by value chain analysis and prioritized by Federal Government and Regional States

Output 2.2: Programmes of vocational, business and life skills training provided

Output 2.3: Capacity of ministries and institutions for the collections, analysis and storage of labour market data and youth employment programming developed

Output 2.4: One stop youth centre completed in Mogadishu and Kismayo satellite centre is in development

Achievements:

- Over 9,376 young people (over 30% women) trained in different vocational and entrepreneurship skills, literacy and numeracy, after developing 7 related curricula
- 23 officials (2 women) were trained in labour market analysis
- 27 civil servants from government (ministries and local authorities) improved their skills by receiving training in M&E, reporting, coordination and oversight roles
- One Stop Youth Centre in Mogadishu completed

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Sub-Outcome 3: Productive infrastructure rehabilitated through labour intensive method - creating short-term jobs for 30,000 youth (16,000 rural and 14,000 urban)

Output 3.1: Rural productive infrastructure programs implemented

Output 3.2 Urban infrastructure programs implemented

Achievements:

- A total of 19,293 short-term job opportunities (11,763 in urban and 7,530 in rural areas) created for the young people and 77 public infrastructures were rehabilitated
- In February 2018, a Mid-Term Evaluation of JPYES completed and an evaluation report developed with management responses for implementation
- Over USD 2,000,000 has been injected into the local economy mainly as cash transfers to beneficiaries

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Based on the decision of the JPYES Program Steering Committee (PSC) meeting, held in October 2018, it was agreed that an 'Impact Evaluation' of JPYES would be commissioned during the implementation period. It was agreed that the recommendations of the evaluation would inform to the extent of contribution to the Outcomes of the UN Strategic Plan and the Goal of the National Development Plan as well as inform the design of the 2nd generation intervention of JPYES and learning for improving decision-making and planning.

PURPOSE

The overall purpose is to assess the extent of the results at outcome and impact levels of programme interventions for which the program had a direct contribution attributed to the target audience (beneficiaries, institutions, communities) across all programme locations.

In relation to the Mid-Term evaluation that was conducted during November 2017-February 2018, the terminal program evaluation is supposed to examine JPYES activities that are producing the outputs and related outcome that have an impact on the ground by identifying:

- a) The extent to which the programme has achieved its main objectives
- b) The long-term effect or impact of the programme on beneficiary institutions and individuals (change in lives)
- c) Direct and indirect effects of programme deliverables

The programme has been running for over three years and is currently on its last segment prior to closure. An impact oriented terminal report will highlight the Joint Programme's key achievements and challenges in addressing the employability potential of beneficiaries. How well has the programme performed in supporting young men and women to enter/get-closer to the labour market or gain sustainable employment. Most importantly, how are the beneficiaries (both women and men) changing their lives as a result of JPYES interventions. This report will also inform the design of the next phase of the programme. For the purpose of this assignment, impact will be understood as the wider effects (social, economic, technical, environmental) of the programme on individuals, institutions and communities. The impact can be direct or indirect, intended or unintended, positive or negative, macro (within a sector or value chain) or micro (individual/household).

In the context of developing the 2nd generation of YES Programme and other similar interventions, the evaluation will provide adequate feedback, good practices, and lessons learned that could be considered for learning and improving the decision-making in programme/program planning and overall management.

Findings will be shared with FGG-MoLSA and its line ministries at regional level, Donor agencies from Denmark, Italy, Sweden and Switzerland, FAO, ILO, UNDP, UNHABITAT, UNIDO and other relevant stakeholders.

OBJECTIVES

The overall objective of the terminal evaluation is to assess the “how” and “why” JPYES objectives are being achieved fully or partially or not accomplished. That is to measure the extent of contribution of outputs to the outcome and impact on the lives of the Somali people, especially, young women and men. It will also help to clarify the underlying factors that explain the achievement or lack thereof of outcome and impacts, highlighting intended and unintended consequences (both positive and negative) of interventions. This terminal evaluation should set out clear recommendations to improve performance in future programming cycle and generate lessons learned.

The specific objectives of the terminal evaluation are to assess:

1. Extent of intended and unintended changes in development (condition/outcome) between the completion of outputs and achievement of impacts
2. Extent of intended and unintended changes in the lives of people (impacts) - both women and men separately that are result of the changes in development condition/outcome
3. Learned lessons from the good practices and failures of the interventions
4. Improving decision-making in policy and programming as well as organizational accountability

SCOPE

1. Conduct an assessment of JPYES activities undertaken, and the achievements made for the duration of the programme [Sept-2015 to current date]
2. Quantify the category and number of beneficiaries in each location and examine the quality of support provided in addressing long term unemployment/underemployment
3. Assess the extent to which the programme has achieved its main objectives and specifically the level of support experienced by beneficiaries
4. Review the degree of change by institutions and individuals who benefited from the programme implementation and assess if this was indeed best approach and value for money
5. Assess the sustainability of the interventions, having taken into consideration of economic, socio-cultural, environmental and capacities of the individual and institution aspects.
6. While analyzing the data and relevant information in all the above areas, the cross-cutting issues, such as gender, capacity development and conflict-sensitivity are to be considered

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The terminal evaluation should review the programme achievements against objectives as set out in the programme document and subsequent variations and make an overall performance assessment.

The evaluation will examine the JPYES programme from inception to date and take an independent stock of how programmed interventions have attained their objectives.

The evaluation will essentially focus on the geographical locations of JPYES implemented programs across Somalia, such as Mogadishu, Baidoa, Kismayo, Bossaso, Berbera and Beletweyne. The results from this study will inform decision makers in the government, donors and Implementing Agencies as well as extend an opportunity for understanding the performance of the programme delivery mechanism and identify specific areas for improvement.

This evaluation will use a systematic process to examine the influence or the effect the programme had at grassroot level or the point of delivery. It is envisaged that the evaluator will formulate the success criteria in the spirit of programme deliverables [reference to the 3 sub-outcomes] and complete a holistic evaluation within 12 weeks. Random samplings will be collected for data and information analysis and triangulation method will be used for data verification. The scope of the terminal evaluation will take into consideration the following:

- The quantity and quality of long-term/sustainable jobs that was created as a result of the interventions inclusive of self-employment opportunities created
- The extent to which the lives of the women and men have changed due to creation of job opportunities – sustainable/short-term jobs – intended/unintended, negative/positive, direct/indirect
- Impact of the social policy interventions of the programme, such as the creation of safe-space/youth-centres and unconditional money transfers to vulnerable individuals
- Overall assessment of short-term job creation and comparative analysis of different activities related to the labour-intensive/Cash for Work initiatives
- The intended and unintended outcome and impact of technical or vocational and entrepreneurial trainings
- Any benefits or drawbacks associated with urban or rural infrastructure constructed or rehabilitated by the programme
- Documentation of the lessons to be learnt from the initiatives that worked well and not worked well

Gender Mainstreaming in Evaluation:

In each stage of the evaluation, especially in data collection and analysis, gender equality will be taken into consideration. Sex disaggregated data will be collected for the analysis. During the data collection and analysis, different needs and aspirations of women, girls, boys and men are to be considered. Evaluation needs to explicitly explain on how the intervention has addressed the men's and women's needs differently.

METHODOLOGY

The following methods, but not necessarily limited to, will be considered during the evaluation.

Desk Review:

During this stage, key documents, listed below, will be reviewed:

- JPYES Programme document
- Annual Work Plans (AWP)
- Annual Progress and Back to Office Reports
- Success stories, case studies, good practices and lessons learnt
- Beneficiary profiles
- Mid-term Evaluation Report
- Partners' contact list
- National Employment Strategy/Policy
- National Development Plan
- UN Strategic Plan

The Team will be given access and review program documents: data, reports, agreements, evaluations, policies, strategies, promotional material, case studies, curriculums, ToTs, training documents, beneficiary information in each location, Institutional capacity building, engagement procedures, beneficiary selection guidelines and any other relevant documents.

This desk review should build a good understanding of the available information on JPYES in the wider context of employment programmes and economic development in general before conducting an in-depth study of this intervention. This review will aid in describing the long-term trends of programme implementation and outputs since its inception, giving specific attention to geographical coverage, target audience and the true depth of support that was extended to beneficiaries in their journey to sustainable employment.

Case Studies:

The terminal evaluation team will sample and assess at least 5% of individual cases (random sampling) who completed their intervention for each activity/program implemented by JPYES. The team will also review some of the institutions and communities that took part in this process, giving due regard to the disparity between Ministries, Regional Administrations, civil society and NGOs. The case studies will include as a minimal; geographical coverage, thematic (e.g. training, C4W, BDS, VC etc.) and target group. The aim of the case studies is to scrutinize the impact of the interventions on specific target audiences or subset of the beneficiaries of JPYES such as women, IDPs, ethnic groups, etc. The team may select few government staff at FGS and FMS level who are direct beneficiaries of capacity building efforts and measure their improvements and aptitude to be effective practitioners. The case studies will also provide a platform to assess the programme impact through inspection of programme inputs, processes, activities and outputs and the way they interact with each other.

Field Visits:

The evaluation team will holistically analyze JPYES activities in all target regions across Somalia (including Somaliland) and will carry out selected field visits in programme target locations. The team will collect data, interview beneficiaries, conduct focus groups, assess host community perception and survey target population. The idea is to tease out any lasting impact that the programme may have had on people and build a good picture of target beneficiaries, geographical coverage disparities and barriers to implementation. The evaluators ought to be able to identify a 'reference group' to engage in deeper analysis to compare and contrast with the 'target group' and highlight the implications of services and benefits they received.

Surveys:

The evaluation team will formulate a targeted survey questionnaire to gather data from relevant stakeholders using an effective platform such as paper-based for beneficiaries and email interchange or web-based survey with Implementing Partners. Survey analysis ought to be used to supplement other forms of data collection such as interviews and focus group discussions.

Interviews:

The evaluation team will interview a good sample of stakeholders namely: members of the PUNOs, PSC, Technical Working Group, donors, Regional Technical Focal Group, participants from government agencies, programme administrator, coordination body, national and international staff attached to the programme, beneficiaries, community

committees and institutions that received infrastructure and others as relevant. The purpose is to understand the impact of JPYES from the perspective of those involved and how they may have been affected by the interventions. The study will aim to identify effective use of resources in line with aid effectiveness principles and value for money. It is expected that the Impact evaluation report will include an adequate Cost-Benefit analysis from beneficiary's perspective.

QUESTIONS AND TASKS

The terminal evaluation will mainly aim at quantifying the number of beneficiaries in each location and identify any changes experienced by beneficiaries as a result of JPYES intervention. The evaluation Team will establish the causal connections between the changes experienced by beneficiaries and the programme inputs and effectively measure the magnitude of that change. The assessment will particularly focus on a broad range of performance indicators in accordance with the guidance from the United Nations Evaluation Group (UNEG) with an emphasis on **impact, performance, sustainability and coverage**. It is envisaged that assessment will incorporate a financial appraisal of JPYES programs in order to measure value for money, and specifically any welfare/support that trickled down to the target groups.

The terminal evaluation should address the following questions:

Strategic:

- Did the program pro-actively take advantage of new opportunities and adapt its theory of change to respond to changes in the development context, including changing national priorities? (select the options from 1-3 which best reflects this program)?
- Was the program aligned with the thematic focus of the Strategic Plan? (select the option from 1-3 that best reflects the program)?
- Evidence generated through the program was explicitly used to confirm or adjust the programme/CPD's theory of change during implementation.

Relevant:

- Were the program's targeted groups systematically identified and engaged, with a priority focus on the excluded and marginalized, to ensure the program remained relevant for them?
- Did the program generate knowledge, particularly lessons learned (i.e., what has worked and what has not) – and has this knowledge informed management decisions and changes/course corrections to ensure the continued relevance of the program towards its stated objectives, the quality of its outputs and the management of risk?
- Were the program's special measures (through outputs, activities, indicators) to address gender inequalities and empower women relevant and produce the intended effect? If not, were evidence-based adjustments and changes made?
- Was the program sufficiently at scale, or is there potential to scale up in the future, to meaningfully contribute to development change?

Efficient:

- Was there regular monitoring and recording of activities, taking into account the expected quality of results?

Effective:

- Is there evidence that program outputs contributed to the achievement of programme outcomes?
- Did the program deliver its expected outputs or not?
- Were there regular reviews of the work plan to ensure that the program was on track to achieve the desired results, and to inform course corrections if needed?
- Were the intended targeted groups systematically identified and engaged, prioritizing the marginalized and excluded, to ensure results were achieved as expected?

Sustainability and National Ownership:

- Were stakeholders and partners fully engaged in the decision-making, implementation and monitoring of the program?
- Identify and appraise any products that has been handed over to government institutions or community representatives?

Suggested Questions:

- I. What is the total number and profile of JPYES beneficiaries in Somalia (including Somaliland)? All JPYES beneficiary data should be collected, collated, categorized, analysed and presented as a separate entity? Attention ought to

- be given to the geographical location of activities and both 'people' and 'institutions' that benefited from JPYES.
2. What was the logic of selection of JPYES activity locations? Were there consultations with the relevant stakeholders?
 3. How well does the JPYES modality manage beneficiary data?
 4. To what extent have JPYES interventions achieved their objectives (or will do so in the future)?
 5. Is there a strategic and coherent master plan for the interventions by the PUNO, Implementing Agencies and the Government?
 6. Are there any concrete plans by Implementing Agencies for beneficiary selection? Did the benefits reach the target groups as intended? Are there any secondary and/or unintended population that benefited from JPYES? Are there general unintended or indirect benefits?
 7. Are the monitoring indicators (if any) relevant and do they meet the quality needed to measure the outputs and outcomes of the joint programme?
 8. Were benefits distributed fairly between gender, age groups, ethnic groups, locations and between social and cultural lines? Is there any strategy to drafting/engaging beneficiaries or ensuring 'Equality & Diversity' standards are adhered to?
 9. What measures are in place to ensure that beneficiaries are safeguarded from any undue pressure, humiliation, abuse or quid pro quo from service providers or stakeholders in a position of authority?
 10. Does the Joint Programme consider the particularities and specific interests of women, minorities and ethnic groups in the areas of intervention?
 11. What measurements are in place or 'actions taken' to ensure that marginalized communities (women, rural communities, orphans etc.) are positively encouraged to 'engage with' and 'benefit from' JPYES activities?
 12. What are the direct and indirect, positive and negative, intended and unintended impacts of JPYES intervention on people and institutions? What would be the impact without JPYES intervention?
 13. To what extent can the changes observed be attributed solely to JPYES interventions rather than external factors?
 14. Are there any success stories, good practice and transferrable examples of effective interventions?
 15. How has the interventions affected the overall situation of the target beneficiaries, stakeholders and institutions?
 16. Evidence number of curriculums developed by JPYES. Review curriculums and assess their design, usage (during and after intervention), fitness for purpose and value for money. How were the curriculums developed and what measures are in place to identify duplication and synergise with curriculums developed by other programmes?
 17. What measures have been taken during planning, contracting and implementation to ensure that JPYES resources are efficiently used?
 18. Are there efficient mechanisms for coordination that ensures program deliverables are achieved and that beneficiaries are receiving adequate services?
 19. In what ways has the JPYES contributed to the agenda of upskilling, employment and business start-ups? Are there any linkages to ensure that beneficiaries receive an integrated and seamless service?
 20. Are the interventions consistent with the needs and aspirations of the target groups? What measures are in place to consult with beneficiaries, civil society or other stakeholders and collate a 'Needs Assessment' that informs activities?
 21. What is the engagement of public agencies with the capacity building strand of JPYES?
 22. In which way are JPYES programs consistent with the 'capacity building needs' and priorities of the government? Specific focus needs to be given to Ministries and Administrations that have benefited or contributed to JPYES interventions?
 23. Is there any discernable change in the institutional, Organisational and individual capacity to acquire programme management tools, coordination, oversight and M&E?
 24. What are the key developmental changes by the Ministries as a result of JPYES intervention?
 25. To what extent have the interventions contributed to capacity development and system strengthening of government and community-based institutions?
 26. Do government counterparts and local communities participate in the planning and implementation of JPYES activities? If so how, and to what extent do they take the lead on decision making?
 27. How do JPYES interventions ensure local ownership?
 28. What is the agency presence in program locations and their capacity to resolve challenges on the ground and ensure that activities are delivered efficiently and effectively?
 29. What could have been done to make the interventions more effective?
 30. In what way has the programme come up with innovative measures for problem-solving?
 31. What is the general perception of beneficiaries and other stakeholders affected by JPYES activities?
 32. What mechanisms are in place to support beneficiaries after the interventions have ended? Are any activities

providing aftercare services and how?

33. Are there any activities that have been integrated into local systems as an exit strategy? What mechanisms are in place to sustain activities?
34. Will the benefits realized through JPYES interventions be maintained (and to what extent) after the termination of external support?
35. Does the pace of implementing programme outputs ensure that beneficiaries are not penalised or fast tracked before attaining concrete results to transition into sustainable self/employment?
36. Do agencies collaborate and share beneficiary information in order to align similar activities, leverage their comparative advantage or eliminate duplications?
37. How could an all-together different type of programme interventions have solved the same problems with less resourcing and management structures?
38. Are JPYES interventions producing the most appropriate impact, given the context and resources available? To what extent can this be justified by results?
39. Are there any other cost-effective ways of achieving JPYES results, outputs and outcomes?
40. Have networks been created or government institutions strengthened to adequately carry out the roles that the JPYES programme team are performing?
41. In what ways can governance of the joint programme be improved so as to increase the chances of achieving sustainability in the future?

APPROACH

The methodology and technique for delivering the Evaluation should be sufficiently articulated in the tender documents or E.o.I (Expression of Interest). It will be assessed against this ToR's scope of required inquisition, its ability to comprehensively address terminal evaluation of JPYES and provide conclusions and recommendations. Tenderers should propose the precise combination of methods to be mobilized in carrying out the terminal evaluation of JPYES.

DELIVERABLES

DELIVERABLE	DESCRIPTION	TIMEFRAME
INCEPTION REPORT	<p>Must contain:</p> <ul style="list-style-type: none"> • Logic of terminal evaluation proceedings based on desk review • Findings from the desk review • Plan, methods, sources, procedures and templates for data collection, interrogation, analysis, sampling of key indicators. This should be comprehensive enough to address all questions stipulated in the ToR • Template for data analysis and data presentation • Proposed timeline of activities, schedule of tasks and submission of deliverables • The report will be shared with relevant stakeholders for feedback and approval • Roles and responsibilities of assessment team 	<p>Within two weeks from the start of the contract</p>
DRAFT REPORT	<ul style="list-style-type: none"> • The evaluation team will hold a workshop with relevant JPYES staff (or reference group) to showcase and defend preliminary findings and conclusions • This report should structurally mimic the final report, address most of assessment questions and work towards presenting a meaningful findings, conclusions and recommendations • The draft report will separately present the tools used and findings (figures and graphs) of beneficiary data • Draft report will be shared with relevant stakeholders for feedback and approval 	<p>At the end of 10 weeks of assignment</p>
FINAL REPORT	<p>9 Final report will:</p> <ul style="list-style-type: none"> • Address the feedback comments of the draft report • Systematically assess the programme's impact on beneficiary individuals and institutions 	<p>Within one to two weeks of receiving feedback and</p>

- Provide factual evidence of direct and indirect results of interventions approval of draft report
- Synthesise information received for purposes of conclusion and recommendation
- Need to focus on honest representation of observations from desk review, case studies, interviews and field research

The final report will consist of the following sections as a minimal:

1. Table of contents
2. Executive summary
3. Intervention description
4. Purpose
5. Methodology
6. Findings
7. Data analysis
8. Lessons learnt
9. Conclusion and
10. Recommendations

Evaluation Brief and Knowledge Products

The consultant team are required to develop and submit high quality evaluation brief and at least 3 knowledge products that could be used for communication/promotional purposes. Therefore, lessons and knowledge from the evaluation can be 'packaged' in the form of a **knowledge product** to meet the needs of a wider audience.

In the last week of the evaluation period.

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TIMELINE

ACTIVITY	DESCRIPTION	LOCATION	TIMELINE
BRIEF	Terminal Evaluation Focal Point (UNDP) will brief evaluator and share Terminal Evaluation folder. The evaluation Team should prepare all their questions and requests at this point. There will be a documented agreement of a list of activities to be covered. Signing of the JPYES Terminal Evaluation contract with chief evaluator. Desk review.	Nairobi / Mogadishu	Week 1
STAKEHOLDER MEETINGS	Meeting with key stakeholders (Government, PUNO and Donors). Planning of milestones, field missions and work programmes for national/local team.	Mogadishu	Week 2
INCEPTION REPORT	Inception report based on desk review, initial meetings and plans to implement the terminal evaluation	Mogadishu	Week 3
FIELD VISITS	<ul style="list-style-type: none"> • Draw a comprehensive field visit plan • Fair coverage of all interventions, locations, sectors, agencies and different types of beneficiary groups • Beneficiary interviews (telephone/face-to-face) • Case study and survey analysis • Focus group discussions 	Various program sites: Kismayo, Baidoa, Mogadishu, Berbera, Bosaso etc.	Week 3-5
DRAFT REPORT	<ul style="list-style-type: none"> • Analysis of findings • Submission of draft report • Presentation of findings • Approval of draft report 	Mogadishu	Week 6-7
FINAL REPORT	<ul style="list-style-type: none"> • Incorporate feedback • Submission of final report 	Mogadishu / Home	Week 8-10

EVALUATOR REQUIRED COMPETENCIES

The evaluation Team should be led by an international Team Leader with high standard technical and overall management/leadership skills, knowledge and experience to successfully complete this task. S/He should be supported by 2 national experienced evaluators who can ultimately engage the beneficiaries and must command in-depth understanding of the Somalian culture and language. All members of the assessment team should be independent from any organization that has been involved in the design, execution or advising any aspects of the JPYES. The evaluation team should include:

- One team leader (experienced in evaluating similar caliber of programming)
- Two national consultants (socio-economic background), with data collection and analysis experience

INTERNATIONAL CONSULTANT/TEAM LEADER

Qualifications:

- Post graduate degree in economics, Program Management, International development, Social Sciences, or any other relevant fields

Experience:

- At least 10 years of professional experience in areas such as: Programme Evaluation and Quality Assurance. A strong record in designing and leading assessments/evaluations
- Knowledge of programmes that work in the field of value chain development, labour market analysis, enterprise support and Tvet provision
- Experience of evaluating or assessing employment programmes or other relevant programmes within the remit of Economic Development/Growth
- Prior evaluation experience of programmes of similar magnitude
- Technical competence in undertaking complex assessments which involve use of mixed methods
- Extensive conceptual and methodological skills and experience in applying qualitative and quantitative research evaluation methods
- Experience in gender analysis and mainstreaming in evaluation or research activities
- Excellent communication skills for building rapport with stakeholders, facilitating participation and effective presentation of results
- Prior experience in fragile countries or conflict zones
- Excellent analytical skills
- IT literate, especially in Microsoft Package

Optional:

- Prior experience in Somalia and knowledge of the local language are asset
- Experience in Organisational management, setting up systems and structures, leading operations, capacity development, managing M&E and reporting
- knowledge of UN programmes in Somalia and experience of UNEG (UN Evaluation Group) norms and standards are advantage

Languages:

- Proficiency, both written and spoken English
- Knowledge in Somali or Arabic is an advantage

NATIONAL CONSULTANTS (2):

Qualification:

Master's degree in economics, social studies, statistics, and other social studies

Experience:

- At least 5 years of working experience in socio-economic and other relevant programs
- Proven skill-set and experience in data collection, data processing, field interviews, data presentation and facilitating focus groups
- Experience of working on evaluations, auditing, impact assessment, quality control etc.
- Knowledge and experience of UN programmes is an asset
- Familiarity in Somali political and socio-economic contexts

Language:

- Proficiency, both written and spoken, in English and Somali

MANAGEMENT ARRANGEMENT

The overall coordination of the Evaluation including monitoring of progress and administration will be undertaken by a Steering Committee. The Evaluation Steering Committee (ESC) will in turn appoint a Focal Point to deal directly with the evaluators. The main stakeholders of this assessment are UNDP as the programme administrator, participating UN agencies, MoLSA at FGS and FMS level, Participants of the PSC, Donors, Beneficiaries and the RC Office. The ESC is responsible for:

- Drafting the ToR for the Assessment
- Leading on the recruitment of the assessment team
- Providing programme documents (beneficiary data, reports, policy, evaluation, site visits, minutes etc.) to the Assessment Team
- Participating in the design and planning of the Terminal Evaluation
- Providing administrative and secretariat support
- Facilitating the participation of those involved in the programme in all levels
- Review, share with stakeholders and collate feedback on all reports produced by the Evaluation Team
- Approving or seeking approval of deliverables
- Providing an oversight role to ensure quality of the process and product
- Disseminate, utilize and establish the process for management response to the findings

UNDP Somalia shall manage the terminal evaluation in its role as Administrator of JPYES, fulfilling the mandate to conduct and finance the process from the programme resources. UNDP Somalia will be responsible for ensuring that the process is conducted as stipulated, promoting and leading the assessment design, coordinating and monitoring progress, development and the quality of the process. It shall also disseminate the findings and recommendations.

BUDGET & PAYMENT TRANCHES

A consulting firm that has a Long-Term Agreement (LTA) with UNDP is considered for the terminal evaluation, due to the limited timing. The consulting firm will be paid on deliverable-based in 3 tranches, as follows:

#	Deliverables	Amount to be paid	% of payment	Timeline
1	Inception report and its endorsement		20%	2 weeks
2	Draft Report		30%	8 weeks
3	Final Report and its endorsement. Evaluation Brief and Knowledge Products and their endorsement		50%	2 weeks

ETHICAL PRINCIPLES

The Assessment will be guided by the UNEG code of conduct (<http://www.unevaluation.org/document/detail/100>) and the following ethical considerations:

EXPRESSION OF INTEREST

Expressions of interest should be emailed to:

Deadline for submissions: 17th of May 2019

Selection of candidate: 31st of May 2019

Applications should be in PDF form and comprise of:

- CVs of lead evaluator and team members
- A detailed technical proposal and budget
- At least one example of recently completed evaluation of a similar programme and one example of terminal evaluation
- References