

Annexes

A. Annex 1: Evaluation Terms of Reference

Country Programme Evaluation of the Government of Somalia and UNICEF Country Programme of Cooperation 2021-2025

TERMS OF REFERENCE

Summary

Type of Contract	Institutional Contract
Title of the Evaluation	Evaluation of the Government of Somalia and UNICEF Country Programme of Cooperation (2021 – 2025)
Purpose	<ul style="list-style-type: none">• Inform the design of the next UNICEF Country Programme Document (CPD) using a forward-looking lens grounded in evaluative evidence and context analysis.• Promote effective decision-making• Reinforce the accountability of UNICEF to key internal and external stakeholders, including the UNICEF Executive Board, international donors, and the national government
Objectives	<ul style="list-style-type: none">• <u>To assess the relevance, effectiveness, efficiency, coherence, and sustainability, of the Somalia Country Programme 2021-2025</u>, with particular focus on the programme and operational strategies and UNICEF's positioning within the development community; with national partners, and field presence to respond to Somalia's humanitarian needs.• <u>To identify and document key lessons from the 2021 – 2025 Country Programme</u> to make the best use of UNICEF's change strategies, good practices, and innovations.• <u>To provide a set of forward-looking and actionable recommendations</u> to strengthen programmatic strategies and introduce new interventions in the design of the next Somalia Country Programme, taking into consideration behaviour change, gender, disability inclusion as well as national development priorities and the 2030 Agenda for Sustainable Development in the country.
Location	Mogadishu, Somalia, with travel to selected States and districts if possible
Duration	7 months
Start Date	July 2024
Reporting to	UNICEF Eastern and Southern Africa Regional Office (ESARO)

1 Introduction

In accordance with the coverage norms of UNICEF's Evaluation Policy 2023, every UNICEF Country Programme must be evaluated at least once every two country programme cycles. Such Country Programme Evaluations (CPEs) are managed by the Evaluation Section of the respective UNICEF Regional Office, with the support and close collaboration of the Country Office.

As the Government of Somalia and UNICEF Country Programme (2021-2025) draws near to its completion, a CPE will be conducted to capture and provide evaluative evidence of UNICEF's contributions to development results at the country level, as well as the effectiveness of UNICEF's strategy in facilitating and leveraging national efforts for achieving development results. Its purpose is to:

- Inform the design of the next UNICEF Country Programme Document (CPD)
- Promote effective decision-making
- Reinforce the accountability of UNICEF to key internal and external stakeholders, including the UNICEF Executive Board, international donors, and the national government.

The CPE will be managed by the Evaluation Section of UNICEF's East and Southern Africa Regional Office, under the overall oversight of the ESARO Regional Director, and in close collaboration with the UNICEF Somalia Country Office (SCO), Government of Somalia and development partners. The CPE will be conducted in accordance with the provisions of UNICEF's 2023 Evaluation Policy and the norms and standards of the United Nations Development Group (UNEG), Organisation for Economic Co-operation and Development (OECD) - Development Assistance Committee (DAC) and the Human Rights Based Approach (HRBA).

The terms of reference present a brief description of the Country Programme; the scope, objectives, and key questions of the evaluation; evaluation methodology; stakeholder involvement; roles and responsibilities; evaluation process; deliverables; timelines and evaluators' qualifications.

2 National Context

Situation of Children in Somalia

Somalia, with an estimated population of 12.3 million as of 2014, of which 46 percent are under 15 years old (UNFPA, Population Estimation Survey of Somalia, 2014), faces significant demographic and socioeconomic challenges. Economic conditions remain dire with nearly 70 percent of the population living on less than US\$1.90 per day and significant income disparity evident (World Bank, 2019). From 2012 to 2019, an average of 3 million Somalis faced moderate food insecurity annually. The economic situation has been exacerbated by multiple crises, including COVID-19, locust infestations, and climate related events like flooding and droughts, which have disrupted the fragile economic recovery, leading to a projected contraction of 1.5 percent in 2020 (World Bank, 2020). About 2.6 million Somalis are internally displaced, and another estimated 1 million are refugees in nearby countries (Office for the Coordination of Humanitarian Affairs Somalia, Humanitarian Needs Overview 2021; UNHCR, 2021). The poverty situation is acute, especially among rural, nomadic households, and internally displaced persons (IDPs), with 69 percent of households living below the income poverty line and 73 percent of children under 15 living in poverty.

Somalia's social and economic landscape is further burdened by inadequate basic services and restrictive social norms that affect gender and social relations. Despite improvements, issues like poor water, sanitation, and hygiene continue to impact health and nutrition. Human rights violations, particularly against women and children, remain largely uninvestigated due to impunity and weak institutions, although there has been notable progress in engaging with

international human rights instruments. Despite these challenges, Somalia has made strides toward recovery and development since the establishment of a new federal government in 2012. This includes the strengthening of federal and state-level institutions and peaceful electoral processes that have enhanced state accountability. However, Somalia continues to grapple with weak public financial management, with domestic revenue making up less than 5 percent of the GDP and government spending insufficient to meet the needs of its growing population.

The Ninth Somalia National Development Plan (NDP-9), launched in December 2019, aims to address these multifaceted challenges over the 2020-2024 period. It focuses on inclusive politics, security, economic growth, and social development, and serves as an interim Poverty Reduction Strategy Paper. This plan is critical for progressing toward debt relief under the Heavily Indebted Poor Countries Initiative. While Somalia has achieved significant progress in political and economic stabilization, ongoing challenges in public financial management, social services, human rights, and environmental resilience require sustained attention and strategic support.

Somalia has one of the highest under-5 mortality rates globally, estimated at 121.5 per 1,000 live births (United Nations Inter-agency Group for Child Mortality Estimation). Alarming, almost one-third of these child deaths occur within the first month of life. The majority of under-5 deaths are attributable to preventable causes, including lower respiratory infections, diarrhea, and vaccine-preventable diseases. Efforts to reduce these mortality rates have seen some progress, notably through the increase in skilled birth attendance, which stood at 32 percent in 2019 (Directorate of National Statistics, Federal Government of Somalia, The Somali Health and Demographic Survey 2020). This improvement in the availability of skilled care during childbirth is a crucial factor in tackling the high infant mortality rates in the country.

Inadequate infant and young child feeding practices, under-nutrition, and deficiencies in Vitamin A and iron are major contributors to the high mortality rates among young children in Somalia. At the end of 2019, the prevalence of Severe Acute Malnutrition was recorded at 1.8 percent, with indications of an increasing trend (Directorate of National Statistics, Federal Government of Somalia, The Somali Health and Demographic Survey 2020). Furthermore, 28 percent of children under five years old are stunted, highlighting chronic nutritional challenges. Additionally, 17.2 percent of children under five suffer from stunting and 11 percent from wasting, reflecting acute and chronic malnutrition problems. Anaemia is also a significant health issue, affecting 43.4 percent of children under five and 49 percent of non-pregnant women aged 15 to 49 years. These conditions underline the critical need for enhanced nutritional interventions and healthcare services to address these pervasive health challenges.

Access to improved water sources in Somali households has seen progress, with 65.2 percent now having such access, as reported by the Directorate of National Statistics in the Somali Health and Demographic Survey 2020. Despite this improvement, inadequate WASH practices continue to pose significant health and nutrition challenges. The proportion of the population with access to safe drinking water has increased substantially over the past decade—from 20 percent in 2010 to 52 percent in 2019. This improvement varies significantly between rural areas (28 percent) and urban areas (83 percent), according to the UNICEF/World Health Programme Joint Monitoring Plan 2019. This increase is notable given the ongoing challenges posed by prolonged droughts, which have led to unregulated water pricing, as well as reduced and unpredictable water quantities and deteriorating water quality. Sanitation facilities have also improved, with 38 percent of households now having access to basic sanitation services, and the rates of open defecation decreasing from 58 to 28 percent over the same period. These developments represent significant strides towards addressing public health issues in Somalia, though considerable challenges remain.

An estimated 3 million children are currently out of school. The groups most affected include rural children, particularly those from pastoral communities, as well as children from impoverished households, IDP families, and those who are disabled or belong to minority clans. According to the Education Statistical Yearbooks 2018/2019 published by the Ministries of Education and Higher Studies of the Federal Government of Somalia, Puntland, and Somaliland, the national gross enrollment rate for primary education remains low at 23 percent, with secondary education enrollment even lower at 17 percent in the southern central regions of Somaliland. This highlights a significant educational disparity that affects several vulnerable groups within the country.

In Somalia, women and girls face structural disempowerment, discrimination, and marginalization, exacerbated by restrictive social and cultural norms on gender and social relations. Additionally, weak legal and state protection mechanisms heighten their vulnerability to gender-based violence. According to the SHDS 2020, approximately one in ten girls marry before the age of 15, and about half marry before the age of 18. The prevalence of FGM is alarmingly high, with 99 percent of women aged 15 to 49 years having undergone the procedure, and 71 percent of these procedures occurring between the ages of five and nine. Although the maternal mortality ratio is gradually declining, it remains critically high at 692 deaths per 100,000 live births. Only 32 percent of births are attended by skilled health professionals, and with the current fertility rates, 1 in 20 women entering childbearing age today is expected to die from pregnancy-related complications before reaching the age of 50. These statistics underline the severe challenges faced by women and girls in Somalia, emphasizing the urgent need for enhanced protection and support mechanisms.

Child protection mechanisms in Somalia are currently inadequate, with the government only beginning to establish an effective system to regulate services for the most vulnerable children. According to the SHDS 2020, only 3.5 percent of births of children under 5 years of age are registered, indicating significant gaps in the legal and protective frameworks necessary to safeguard children's rights and welfare. This highlights a critical area of concern that requires urgent attention and improvement.

3 UNICEF Programme in Somali

The priorities of the country program are shaped by the persistent inequalities and emerging risks affecting children and women in Somalia. UNICEF is committed to providing targeted assistance in areas where it can have the most substantial impact on advancing the Sustainable Development Goals and upholding children's rights. The four prioritized deprivations identified are:

- a) High levels of neonatal, child and maternal mortality, morbidity and undernutrition from preventable causes, including unsafe WASH practices;
- b) The majority of children are not accessing quality basic education and learning; c) Most children are at risk of or experiencing violence, exploitation and harm, including FGM and child marriage;
- d) The majority of children are living in households that are income and multidimensionally poor and highly vulnerable to shocks.

Programme priorities and partnerships. The country programme vision is for improved outcomes for all children to enable Somalia to progressively realize sustainable and peaceful economic and social development. The overall theory of change is the following:

- I. If the quality, accessibility and inclusiveness of essential social services for children and their families, particularly the most disadvantaged, are increased;
- II. If more parents and other caregivers practise healthy, caring and protective behaviours, including using services;
- III. If households and communities are more resilient and better able to resist shocks, then, by 2025, the rights of more children and women in Somalia, particularly the most

vulnerable and at-risk, will be realized so that they survive, develop to their full potential and live in a safer and healthier environment.

The country program is designed to support the achievement of several key development frameworks and strategic plans, including the NDP-9 of Somalia, the United Nations Sustainable Development Cooperation Framework (UNSDCF) for Somalia, and the global Sustainable Development Goals. Additionally, it aligns with the UNICEF Strategic Plan and Gender Action Plan for the period 2018–2021. The program also supports the African Union's long-term agendas, specifically Africa's Agenda 2040: Fostering an Africa Fit for Children and Agenda 2063: The Africa We Want. By contributing to these comprehensive frameworks, the program aims to foster substantial progress in improving the lives of children and women in Somalia. The Country Programme underwent a significant strategic transition, shifting from implementing primarily with NGOs to working with the Government of Somalia.

Health

UNICEF is committed to enhancing national efforts to improve survival and health outcomes for newborns, infants, children, adolescents, and women, including during pregnancy and childbirth. The approach involves strengthening district health systems to expand essential health services both in facilities and communities, particularly in rural, deprived, fragile, and IDP areas. The focus is on improving maternal, neonatal, child, and adolescent health (MNCAH) through evidence-based planning, budgeting, monitoring, and community-health strategies. This includes maintaining emergency response capabilities and enhancing the sustainability and resilience of health services, learning from experiences such as the COVID-19 response.

Nutrition

The nutrition component aims to reduce malnutrition and improve nutritional health among children under 5 and women. Objectives include strengthening nutrition strategies, enhancing government-led service delivery, and improving feeding practices. UNICEF prioritizes the first 1,000 days of life and expand nutrition programmes for adolescent girls. Efforts shifted from direct training to supporting government-led initiatives. UNICEF advocates for policies supporting breastfeeding, undertaking research, and maintain supply chains for critical nutrition supplies.

WASH

UNICEF aims to improve water, sanitation, and hygiene for vulnerable children and families, including IDPs and host communities. The strategy includes supporting governments in developing water supply strategies, improving access to safe drinking water, and reducing open defecation. UNICEF also promotes the use of renewable energy sources and collaborates with partners on climate-resilient WASH interventions. In humanitarian situations, UNICEF provides emergency water, sanitation, and hygiene services, and focus on infection prevention and control in health facilities.

Education

UNICEF is dedicated to improving the education sector by creating an education sector plan and supporting initiatives aimed at improving access to quality education. These initiatives include investing in return-to-school programs, expanding pre-primary education, and collaborating with national ministries to enhance teaching and learning outcomes. Special efforts will focus on encouraging attendance among socially excluded groups.

Child Protection

Under this thematic area UNICEF works towards protecting children and women, particularly the most vulnerable, from violence, exploitation, abuse, and harmful practices such as FGM, child marriage, and corporal punishment. Their dual-track strategy includes increasing the quality and availability of protective systems and promoting safe childhood practices.

Technical support is provided to the Ministry of Women and Human Rights Development and the Ministry of Justice, along with their member state counterparts, to develop an effective child protection system.

Social Policy

UNICEF works to support Somalia in decreasing both income-based and multidimensional child poverty, as well as enhancing family resilience to crises. Their focus includes supporting marginalized groups like rural families, nomadic populations, IDPs, minority clans, and children with disabilities. UNICEF is working to enhance government capacities to gather and apply data on child deprivation, improve resource management, develop social protection programs, support local governments in delivering quality basic services, and promoting investment in children through improved financial management.

Programme Effectiveness

This component emphasizes cross-sectoral work, strategic communication, social and behavioral change, resource mobilization, and partnership development. It also coordinates research, monitoring, and evaluation to enhance effective implementation and management of the country program.

By 2025 UNICEF aims at achieving the following Outcomes for children and women in Somalia:

- Health: By 2025, more neonates, infants and children survive and thrive, and fewer women die during pregnancy and childbirth.
- Nutrition: By 2025, girls and boys under five years of age, adolescent girls and women in Somalia have increased coverage of quality nutrition services and adoption of appropriate diet and nutrition related behaviors.
- Water, sanitation and hygiene (WASH): By 2025, more children and their families, particularly in rural and poor urban areas and in humanitarian situations, use affordable, sustainable and safely managed water and sanitation services, practice safe hygiene behaviours.
- Education: By 2025, Government authorities at the national and member state levels have a strengthened administrative framework to deliver more-equitable, quality pre-primary and primary education, including in humanitarian situations.
- Child protection: By 2025, children are safer and better protected from violence, abuse, exploitation and harm.
- Social policy: By 2025, fewer Somali children live in poverty (income-and multi-dimensional) and more have access to adequate social services to enable them to reach their full potential.

Programmatic shifts in the Somalia Country Programme 2021-2025

The Midterm Review (MTR) of the UNICEF Somalia Country Programme for 2021-2025, conducted in mid-2023, reassessed programme strategies after three years of addressing COVID-19, drought, conflict, and evolving governance. The MTR found that the UNICEF country programme (CP) supports priorities and objectives in the Somalia National Development Plan 9 2020-2024, the Puntland Development Plan 2020-2024, and the Somaliland Development Plan, 2022-2026. Additionally, there is close alignment between the CP and UNICEF's global Strategic Plan, 2022-2025. Key post-MTR changes included:

Health: Investing more technical assistance and other resources in public health system strengthening for service delivery, access, utilization, and reduction in direct delivery of services. Strengthening coordination mechanisms and evidence-based targeting for immunization was also prioritized. The Maternal, Newborn, and Child Health (MNCH) output was renamed to Reproductive, Maternal, Newborn, Child, and Adolescent Health (RMNCAH) with new wording, and the demand generation, immunization, and public health emergencies outputs remained unchanged.

Nutrition: Post-MTR changes included a strategic systematic approach for large-scale preventative and curative nutrition programming in Somalia. The good humanitarian model of delivery of integrated packages of services that included nutrition, health, WASH, ECD, and GBV information, counselling, and referrals for treatments was transitioned into resilient government capacity to coordinate the delivery of services and supplies across Somalia. The 'Care for wasted children' output was expanded to include quality preventative nutrition services, adequate diets, and recommended practices.

WASH: Post-MTR, the programme aimed to scale up its successful model for climate-resilient, safely managed, clean water systems through close cooperation with State and local governments and public private partnerships. The programme focussed on supporting local governments and communities to sustainably end open defecation. The WASH programme aimed to strengthen collaboration with education, health, and nutrition programs, consequently adopting an integrated approach to WASH standards and compliance in schools and health facilities to provide gender and disability-responsive facilities.

Education: The programme transitioned from direct service and supply delivery to education system strengthening through sector planning, structured learning, and teacher training. The Educate a Child programme became the core of a new focus on quality and foundational learning. The programme also aimed to influence and leverage governments to invest in school readiness through early childhood education and development. The revised programme strategy recognized the need for building specific capacities to effect change beyond the existence of an administrative framework.

Child Protection: The programme repositioned to emphasize strengthening case management through building a professional social workforce, with a focus on children without parental care, prevention, and case management of cases of violence against children, gender-based violence, female genital mutilation, children in contact with the law, and children whose births were not registered.

Social Policy and Social Protection: The programme did not make any major shifts, but it reinvigorated efforts on public budget analysis and advocacy for targeted budgeting for children and women and to address inequities and multiple, overlapping deprivations. UNICEF continued its successful contributions to the United Nations Joint Programme on Local Governance (UNJPLG).

The development of the new Somalia Country Programme Document was initiated early in 2024. In October 2024, Strategic Moments of Reflection with government stakeholders and development partners will take place, followed by the drafting, revision, and review of Explanatory Notes, Results Frameworks, and Theories of Change (ToCs). The CPD documentation is scheduled for submission to the Executive Board in September 2025.

4 Evaluation Purpose and Objectives

Purpose:

To inform the design of the next UNICEF Country Programme Document (CPD) with a forward-looking lens, grounded in evaluative evidence and comprehensive context analysis. Additionally, the evaluation aims to promote effective decision-making and reinforce the accountability of UNICEF to key internal and external stakeholders.

The **overall objectives** of the CPE are:

- To assess the relevance, effectiveness, efficiency, coherence, and sustainability of the Somalia Country Programme 2021-2025, with particular focus on the programme and operational strategies and UNICEF's positioning within the development community; with national partners, and field presence to respond to Somalia's humanitarian needs.

- To identify and document key lessons from the 2021-2025 Country Programmes to make the best use of UNICEF’s change strategies, good practices, and innovations.
- To provide a set of forward-looking and actionable recommendations to strengthen programmatic strategies and introduce new interventions in the design of the next Somalia Country Programme, taking into consideration behaviour change, gender, disability inclusion as well as national development priorities and the 2030 Agenda for Sustainable Development in the country.

Primary Audience, Utilization and Dissemination

The table below provides an overview of the primary and secondary users of the evaluation and intended use of the findings. The primary user of the CPE is the UNICEF SCO. Other users include UNICEF ESARO, Government of Somalia, UN Country Teams, key development partners and donors.

Users	Intended Use
Primary	
UNICEF SCO and Field Offices (FO)	<ul style="list-style-type: none"> • Inform the design and strategic approaches for the upcoming UNICEF Somalia Country Programme, ensuring it aligns with national development and transformative priorities, while addressing Somalia's emergency and humanitarian needs and response plans. • Inform SCO and FO on how to effectively support the Government of Somalia in improving the lives of children and adolescents, especially the most disadvantaged. • Inform UNICEF on the optimal approach for positioning itself and collaborating effectively with key stakeholders.
Secondary	
Government of Somalia	<ul style="list-style-type: none"> • Inform Government policies, strategies, planning and programming on areas of collaboration with UNICEF at federal and member state level for local capacity development and context specific programme implementation strategies.
UNICEF ESARO	<ul style="list-style-type: none"> • Provide learning on the effectiveness of UNICEF’s strategies and approaches in Somalia, that can inform programme design in countries with similar socio-economic contexts. • Inform the Regional Office’s planning and areas of support to SCO.
UN Country Teams, key UNICEF Development partners and donors	<ul style="list-style-type: none"> • Serve as key evidence that informs the evaluation of the UNSDCF. • Contribute towards the development of the next UNSDCF. • Utilize evaluation findings to advocate for continued and increased support.

Following validation, the evaluation findings will be presented and discussed at a dissemination workshop, which will include participation from government officials, donor

partners, other UN agencies, development partners, and donors. The evaluation report will be made publicly accessible on UNICEF's website. Additionally, a management response outlining follow-up actions on the recommendations will be developed to ensure findings of the evaluation are utilized.

5 Scope of the Evaluation

The upcoming CPE will assess the Somalia Country Programme from 2021 to 2025. The main objective of this evaluation is to collect evidence on the relevance, effectiveness, efficiency, coherence, and sustainability of UNICEF's contributions towards achieving humanitarian and development results for children in Somalia while safeguarding their rights. This will help reinforce national efforts. The evaluation is scheduled to start in July 2024 and will continue for 20 weeks over 7 months.

This CPE will scrutinize the full scope of UNICEF's engagement in Somalia, including interventions funded from all sources both development focused as well as any humanitarian or emergency responses during the period under evaluation. The evaluation will consider the program's alignment and responsiveness to the national priorities outlined in the ninth National Development Plan (NDP-9) for 2020-2024 and the Sustainable Development Goals (SDGs) as articulated in the UNSDCF.

However, even though CPE is expected to cover the entirety of the Somalia CP, it is not meant to be an assessment of the full results framework. Therefore, the emphasis will be on assessing outcome level results while assessing individual programme's and change strategy's contribution to those results. In principle, the CPE should not seek to conduct a full evaluation of individual programmes, projects, or activities, but rather synthesize and build on the evidence already collected or evaluations/studies/reviews underway. Any gaps in the existing evidence can be bridged by primary data collection using quantitative and qualitative methods. The CPE will have a strong focus on disaster risk reduction, emergency preparedness and response, early childhood and adolescent programming, gender, social and behaviour change, equity, and human rights as cross-cutting theme across evaluation criteria and evaluation questions. In addition, the CPE should have a particular focus on UNICEF's positioning within the development community, national and international partners in relation to its child rights mandate rooted in the Convention of the Rights of the Child (CRC.) The CPE will also examine the following areas of concern:

- How UNICEF has managed its dual mandate of providing humanitarian assistance and supporting long-term development in Somalia;
- Capacity to anticipate future challenges and trends, and adapting strategies and interventions to ensure resilience and continued relevance;
- UNICEF's ability to adjust its strategies and interventions when faced with insufficient and untimely evidence or statistics;
- Risk management, and mitigation strategies;
- Country Office's response to MTR findings and recommendations;
- Specific attention to cross-cutting themes such as disaster risk reduction, emergency preparedness and response, gender, early childhood and adolescent programming, gender, disability inclusion, climate change and resilience, technology for development, advocacy, and social behaviour change as integral components of programme strategies.
- The geographic scope of the evaluation will be national but is also expected to have a strong focus on underserved, marginalised, affected and vulnerable population groups in rural and urban areas.

6 Evaluation Criteria and Preliminary Evaluation Questions The CPE will be guided by the key evaluation criteria and associated questions listed below:

Relevance: The CPE will assess how effectively the Country Programme aligns with national plans and the needs of vulnerable populations, responds to mid-term review recommendations, and adapts strategies in the absence of timely and sufficient evidence or statistics.

1. How well does the Country Programme align with Somalia's NDP-9, and the needs of its most vulnerable populations, particularly in the contexts of decentralization and the humanitarian development-peace nexus?
 - a. How has the Country Office adapted its 5-year development programme to respond to emergencies, including the recent major drought?
 - b. What have been the successes and challenges of UNICEF's focus on working directly with Government in this country programme cycle?
2. To what extent has the Country Office responded to MTR findings and recommendations, and have these recommendations yielded results?
3. To what extent did UNICEF adjust its strategies and interventions to effectively fulfil its mandate when faced with insufficient and untimely evidence or statistics?

Coherence: Under this criterion, the CPE will assess how well UNICEF balances its dual mandate (humanitarian and development) and integrates its various sectoral programmes. 4. How well has the Country Office managed its dual mandate in responding to humanitarian crises

and supporting upstream work on policy development, advocacy, and long-term development initiatives?

- a. How did the drought crisis affect UNICEF's development work, and to what extent was UNICEF able to sustain its development initiatives during this period?
5. How well are UNICEF's various sectoral programmes (health, nutrition, WASH, education, child protection and social policy) integrated to provide a cohesive and comprehensive approach to child welfare and development in Somalia? In which areas has programme convergence been successful, and where has it faced challenges?

Effectiveness: The CPE will evaluate how well UNICEF CP's outputs have been achieved and contributed to programme outcomes, the impact of integrating programs with government operations, the effectiveness of risk-informed programming, and contributions to national preparedness and response efforts.

6. To what extent have the specific outputs of the UNICEF Somalia CP been achieved across key sectors such as health, nutrition, WASH, child protection, education and social policy, and how have these outputs contributed to the intended program outcomes¹? What were the constraining and facilitating factors and the influence of context on the achievement of results? (In addressing this question, it is important to highlight that the analysis will be conducted with a light-touch approach, focusing primarily on synthesis)
7. How effectively did UNICEF employ risk-informed programming and manage ongoing risk, including identifying potential risks, implementing mitigation strategies, monitoring risk factors, and ensuring continuity of operations during adverse situations?
8. To what extent has the UNICEF response to humanitarian issues contributed to strengthening national preparedness and response efforts, including the humanitarian, development, and peace linkages, while also ensuring that its humanitarian response has reached the most in need and vulnerable populations in crisis situations, both geographically and demographically, addressing disparities and ensuring equitable access to essential services and supplies?
 - a. How effective were UNICEF's contributions to resilience and climate change initiatives, decentralization efforts, and building government capacities?

Efficiency: The CPE will lightly assess how issues of aid diversion were mitigated and measure how resources/inputs were efficiently utilized.

9. How has UNICEF addressed, and mitigated issues related to aid diversion, including the accuracy of beneficiary targeting, and the monitoring of aid distribution processes, to ensure

that aid reaches the intended recipients and supports the equitable and efficient delivery of services and supplies in Somalia?

10. To what extent has UNICEF efficiently responded to the adjustments in funding limitations over the course of the country programme cycle?

Sustainability: To assess UNICEF's ability to anticipate future challenges and trends, and to adapt its strategies and interventions, accordingly, ensuring resilience and sustained relevance.

11. How effectively is UNICEF Somalia anticipating future challenges and trends, and adapting its strategies and interventions to ensure resilience and continued relevance in addressing the evolving needs of children and communities?

To answer these overarching questions, the evaluation team will be expected to breakdown main questions into sub-questions as part of the evaluation matrix to further focus the evaluation. In answering the evaluation questions, the evaluation team should also consider efforts UNICEF made in engaging with adolescent and youth. The evaluation matrix will be reviewed by all stakeholders during the inception period.

7 Evaluation Approach and Methods

7.1 Evaluation Approach

This section outlines a potential approach, methods, and processes for the evaluation, aligned with its objectives. Bidders are encouraged to critically examine the approach and methodology outlined in the ToR and to improve them or suggest alternatives they consider more suitable. In their proposal, bidders should explicitly address triangulation, sampling plans, ethical considerations, and methodological limitations, along with measures to mitigate these limitations. The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms and Standards. The detailed evaluation design will be developed by the evaluation consultancy firm to be contracted to conduct the evaluation during the inception phase, in close consultation with the ESARO Evaluation Section managing the evaluation and key evaluation stakeholders. The design should specify how data collection and analysis methods integrate gender considerations while linking to the GAP indicators throughout the evaluation process, including to the extent possible, inclusion of girls and boys, women and men, as well as a range of Country Programme stakeholders.

The CPE will be conducted at the outcome level. A Theory of Change (ToC) approach (including reconstructing a theory of change for the entire Country Programme) will be used in consultation with stakeholders, as appropriate, to better understand how and under what conditions UNICEF's interventions may have led to improved wellbeing of children in Somalia. Discussions of the ToC will focus on mapping the assumptions behind the programme's desired change(s) and the causal linkages between the intervention(s) and the intended Country Programme outcomes. As part of this analysis, the implementation of the Country Programme over the evaluation period will also be examined, covering UNICEF's capacity to adapt to the changing context in Somalia and responsiveness to changing needs and priorities will also be looked at. Where possible and appropriate, the evaluation should seek to obtain evidence as to what may or may not have occurred in the absence of UNICEF's programme. The effectiveness of the selected outcomes of UNICEF's Country Programme will be analysed to understand the extent to which the Country Programme achieved (or is likely to achieve) its intended objectives. Including to what extent did the implementation of the country programme consider crosscutting issues. This will include an assessment of the achieved results and the extent to which these results have contributed to the intended CPD objectives.

To better understand UNICEF's performance, the specific factors that influenced performance - positively or negatively, and the sustainability of results in Somalia will be examined. In addition to country-specific factors that may explain UNICEF's performance, the utilization of

resources to deliver results (including managerial, programmatic, Operational practices), the extent to which the CO fostered partnerships and synergies with other actors, and the integration of gender equality, equity, disability inclusion and human rights in design and implementation of the CPD are some of the aspects that will be assessed.

It is expected that the CPE apply a strong gender-sensitive, disability inclusive, equity, and human rights responsive focus by: i) including disability, equity, social and behaviour change and gender in evaluation criteria and evaluation questions; ii) making evaluation methodology and data collection and analysis methods equity, gender-responsive and disability-inclusive; and iii) reflecting disability, equity and gender analysis in evaluation findings, conclusions and concrete recommendations and action points that can be addressed in the design of the next CPD both for a better integration of social and behaviour change, disability, equity and gender in the office and programming efforts, and for strengthened results for children.

The CPE should rely on a mix of quantitative and qualitative information that will need to be triangulated. The design should specify how data collection and analysis methods will integrate disability, equity, and gender considerations throughout the evaluation process, including to the extent possible, inclusion of girls and boys, women, and men, including persons with disabilities, as well as a range of country programme stakeholders.

As part of the inception phase, the evaluation team will conduct an assessment to ascertain the available information, identify data constraints, and determine the data collection needs and methods. The methodology should be aware of and prepared to take advantage of the accumulated and in-process evidence generated through research, studies, surveys, and evaluations conducted within both UNICEF Somalia Country Programme and by other stakeholders.

With respect to indicators, the CPD results framework is updated annually during the annual reporting to show progress towards outputs. A Country Office Annual Report (COAR) is produced annually, covering all the programme components and implementation strategies and their status. In addition, other relevant programmatic surveys and studies will be availed to the evaluation team.

7.2 Data collection methods

The Evaluation Team should select the most appropriate combination of data collection methods to address each evaluation question. Suggested data collection methods include, but are not limited to, document review, synthesis of meta-analysis of previous evaluations and assessments, semi-structured interviews with key stakeholders, field visits, stakeholder surveys, focus group discussions, and other methods such as case studies and direct observation. The evaluation is expected to use both primary and secondary data, participatory feedback and other consultative mechanisms. The CPE is expected to draw on an extensive review of secondary data and primary data collected through individual and group interviews with a wide range of key stakeholders. The document review will play an important role in answering questions related to results achieved by SCO as well as the CP's contribution to national priorities.

The desk review may include, but not be limited to, review of key programme documents, previous assessments, and evaluations, behavioural research including Knowledge, Attitude and Practice (KAP) findings and key national surveys, documents produced by Government counterparts and NGO partners and relevant literature (key documents have been listed in Annex). More specifically, the following secondary resources will be reviewed, among others: background documents on the national context, documents prepared by international partners during the period under review and documents prepared by UN system agencies; programme strategy notes, plans and frameworks; progress reports; monitoring self-assessments such as the UNICEF Country Office Annual Reports; national surveys (e.g. DHS, MICS, etc.); national reports (e.g. SitAn); and evaluations conducted by the country office and partners. UNICEF can provide data from its administrative information systems (Evidence

Information Systems Integration (EISI), Results Assessment Module (RAM), Country Office Annual Report (COAR), Inter Agency Group for Child Mortality Estimation (IGME), Joint Monitoring Plan (JMP), Gender Programmatic Review, Disability, etc that are used for planning, monitoring, reporting and performance management for use in this CPE. Government administrative information that will be used include HMIS, EMIS, WMIS, Disability MIS, Social Protection MIS, etc. These will be used to further assess results in specified areas and can be used to map and analyse achievement. Sex-disaggregated data will be reviewed, where available, and assessed against programme results.

Interviews should cover wide range of key stakeholders such as Government representatives at national and decentralized levels, field office staff, civil-society organizations, community representatives, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, and rights holders including children and adolescents under the programme and UNICEF staff through a survey included as part of a perception study. Focus group discussions may be used to consult different groups of rights holders and duty bearers as appropriate. Participatory data collection methods, especially when collecting information from adolescents and children, should be considered. The evaluation team should put in place measures that support the involvement and engagement of children or adolescents with disability. Consideration of any potential ethical issues and approaches to involving adolescents and children in the evaluation should be outlined in the proposal. To answer evaluation questions in relation to relevance and strategic positioning, the evaluation may consider conducting a perception study of major stakeholders about the roles UNICEF is well or poorly positioned to play. The method to accomplish it should be described in the technical proposal.

Validation. The evaluation team is expected to triangulate information, using both "triangulation by method" and "triangulation by source."

Stakeholder Involvement. A participatory and transparent process will be followed to engage with multiple stakeholders at all stages of the evaluation process. During the inception phase a comprehensive stakeholder analysis will be conducted to identify all relevant UNICEF partners, including those that intervene in crosscutting areas such as Gender, disability as well as those who may have not worked with UNICEF directly but play a key role in the outcomes to which UNICEF contributes or have in-depth knowledge of the context or issues covered by the evaluation. This stakeholder analysis will play a key part in informing the design of the CPE, serve to identify key informants for interviews during the main data collection phase of the evaluation, and will examine any potential partnerships that could further improve UNICEF's contribution to the country. The stakeholders may include, but not limited to, relevant Government partners, NGO partners implementing programmes with UNICEF through cooperation agreements and rights holders who are targeted by UNICEF programmes, including young people (adolescents and youth, students from universities and schools) and persons with disabilities who are involved throughout the Country Programme to address issues and decisions that affect them.

8 Specific Tasks, Deliverables and Timeline

The CPE is anticipated to begin in July 2024 with the preparatory phase and take 20 weeks over a span of 7 months to complete.

Timeline Activity Deliverable Other elements to be aware of Payment or link to schedule

2 weeks	<u>Preparatory phase</u> <ul style="list-style-type: none"> Secondary data collection and desk review Preliminary stakeholder analysis Preparation for the inception phase Introductory meeting with ESARO, SCO staff to 	1. Plan for inception phase Recipients: ESARO, SCO members of the evaluation reference group	Evaluation Reference Group is formed. UNICEF and other stakeholders are informed to secure cooperation for the effort. Documentation and data are assembled by UNICEF for use by the evaluation team.
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Timeline Activity Deliverable Other elements to be aware of Payment or link to schedule

3 weeks	<u>Inception phase</u> <ul style="list-style-type: none"> May include a 1-week inception mission including visiting one community outside of Mogadishu Initial desk review Discussion of Theory of Change Preparation of draft inception report (see Annex 5 for the indicative table of contents) and data collection tools Engagement with stakeholders on inception report Undertake ethical approval process Finalization of inception report 	2. Presentation of proposed CPE approach and evaluation plan during CPE Launch Meeting Recipients: ESARO and SCO 3. Draft inception report and instruments Recipients: ESARO, SCO, members of the evaluation reference group 4. Presentation of the draft inception report - in person or via video link – to the Evaluation Reference Group. 5. Submit ethical approval application(s) and respond to all comments 6. Final inception report (plus completed audit trail addressing all comments) Recipients: ESARO, SCO, members of the evaluation reference group	The inception report structure, format and quality should adhere to the <u>UNICEF Inception Report standards</u> and the <u>GEROS Quality Assessment System</u> . The draft inception report will undergo two reviews, first by ESARO and SCO, and then after revisions, by the ERG and EO. The inception report and instruments will need to undergo ethical review, depending on the national requirements, and the evaluation workplan will need to account for time needed to secure approvals.	30 per cent upon completion of deliverables 1 through 6
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<p>5 weeks</p>	<p><u>Data collection phase</u></p> <ul style="list-style-type: none"> • Preparation for data collection, including piloting of instruments • Mission in Somalia to collect data and meet with stakeholders – including an internal rapid survey with UNICEF Somalia CO staff as main respondents • Conduct remote and in person interviews/FGDs and undertake additional desk review • Preparation of interview reports • Population of evaluation matrix • Preparation and delivery of Emerging Findings Debrief 	<p>7. Debrief with key SCO staff at the end of the data collection phase (to present emerging findings for feedback and discuss initial recommendations)</p>		
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Timeline Activity Deliverable Other elements to be aware of Payment or link to schedule

<p>3 weeks</p>	<p><u>Interim report – to be submitted by November 18th 2024</u></p> <ul style="list-style-type: none"> • Preparation of initial report (12 pages maximum) that provides a brief overview of key findings with a focus on areas of concern, emerging trends observed so far • Organize a workshop to share interim findings with the UNICEF Somalia Country Office and discuss the implications for the new CPD. 	<p>8. Interim report - The specific content of the interim report will be agreed on during the inception phase.</p> <p>9. Organize a workshop to share and discuss interim findings (26-27th November 2024, to be confirmed). The workshop agenda will be determined during the inception phase. The primary goal of this workshop is to use these interim findings to inform the explanatory note process and prepare the CO for the Strategic Moment of Reflection. This will be done in collaboration with the UNICEF Somalia PME team.</p>		
<p>7 weeks</p>	<p><u>Analysis, drafting, validation and completion phase</u></p> <ul style="list-style-type: none"> • In-depth data analysis and drafting • Preparation of a PowerPoint presentation on findings, conclusions, and recommendations • Engagement with stakeholders on draft report • Finalization of report and summary PowerPoint presentation 	<p>10. A complete first draft evaluation report Recipients: ESARO, SCO, EO, members of the evaluation reference group</p> <p>11. Presentation of Draft Report (draft findings, conclusions, and recommendations) to the Evaluation Reference Group Recipients: members of the evaluation reference group</p> <p>12. Presentation of the findings, conclusions, and recommendations at the SCO Strategic Moment of Reflection</p> <p>13. A final evaluation report (plus completed audit trail addressing all comments). The final report should be illustrated with data and infographics and formatted with UNICEF branding. Detailed recommendations on each theme should be presented in a separate concluding chapter. Equity</p>	<p>The draft report will undergo two reviews, first by ESARO Evaluation and SCO, and then after revisions, by the ERG, EO, and ESARO programme sections. Presentations of key findings, conclusions and recommendations need to be ready for the UNICEF Somalia Strategic Moment of Reflection (preparation of the next CP) and other</p>	<p>30 per cent upon completion of deliverables through 10</p>

			<p>identified CPD events.</p> <p>Recommendations should be in line with the UNICEF Strategic Plan 2022-2025.</p> <p>The report structure, format and quality should adhere to the <u>UNICEF Evaluation Report standards</u> and the <u>GEROS Quality Assessment System</u>.</p> <p>Dissemination and use strategy commence as deliverables are received.</p>	
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Timeline Activity Deliverable Other elements to be aware of Payment or link to schedule

		<p>and gender should also be included as cross-cutting themes throughout the findings. Recipients: ESARO, SCO, members of the evaluation reference group</p> <p>14. Final PowerPoint presentation that summarizes the evaluation findings and formatted with UNICEF branding.</p> <p>15. Other agreed dissemination products including: evaluation brief, two or three thematic evaluation briefs, evaluation poster etc. are completed. Exact products to be agreed during inception phase. Final products should be illustrated with data and infographics and graphically designed with UNICEF branding.</p>	40 per cent upon completion of deliverables 10 through 15
20 weeks	TOTAL		

Important notes:

- Data archive: Data gathered in the exercise is transferred in an organized archive that will permit follow-on users to replicate or extend the analysis. Suitable care to be taken in assuring the anonymity of respondents and documented in inception and final reports.
- Monitoring work progress on deliverables which are not listed in the TOR will be periodically required.
- The format of and page limits for the final deliverables will be decided in the inception period and in accordance with the CPE guidance issued by the Evaluation Office. A high value will be placed on products that are concise and communicate well with different audiences. Thus, the final products should be edited and produced to include infographics and print layout in an easy-to-read format and in accordance with UNICEF style and branding.

9 Management Arrangements and Quality Assurance

The evaluation consulting firm will be recruited by and report to the ESARO Evaluation Section under the overall oversight of the ESARO Regional Director. For the day-to-day management of the CPE, the Evaluation Section will appoint an Evaluation Manager who will be accountable to the Regional Evaluation Adviser. Quality assurance will be provided by UNICEF's Evaluation Office.

SCO will appoint an Evaluation Focal Point who will act as the primary liaison with the Evaluation Manager and will facilitate the data collection and evaluation process at the country level.

The Evaluation Manager will work with SCO to constitute an Evaluation Reference Group (ERG), comprising key stakeholders of the CPE, several senior SCO staff members; select development, civil society, and private sector partners; and, if possible, adolescents or young people. The ERG's responsibilities are described in the ERG terms of reference. The ERG has an advisory capacity whose primary role is to review evaluation milestones (terms of reference, inception report, draft evaluation report) and to provide comments. The ERG will be chaired by the UNICEF Deputy Representative, the Evaluation Manager will support as the secretary, who will maintain a written record, as part of an audit trail, of all ERG comments, which the evaluation team is expected to respond to in writing (agree – actions taken; disagree – justification).

ESARO will assure the quality of the evaluation and guarantee its alignment with UNEG Norms and Standards and Ethical Guidelines and provide quality assurance checking that the findings and conclusions are relevant and proposed adaptations and recommendations are actionable. All major deliverables will be reviewed first by ESARO and SCO (zero draft) and then by the Evaluation Reference Group. The inception report and draft final report will be subject to a satisfactory rating by an external quality assurance facility, using quality assurance checklists provided in Annexes 7 and 8, before payment can be made. The evaluators will be responsible for ensuring that recommendations for quality improvement of the deliverables are fully addressed. The Final Evaluation report will also be submitted to the Global Evaluation Reports Oversight System (GEROS) for final quality assessment with feedback provided to ESARO on the quality of the evaluation.

10 Ethical Considerations

The evaluation consulting firm should adhere to the following UN and UNICEF norms and standards. Copies of all these documents will be provided upon request:

- United Nations Evaluation Group (UNEG) Standards for Evaluation in the UN System
- United Nations Evaluation Group (UNEG) Norms for Evaluation in the UN System, including impartiality, independence, quality, transparency, consultative process
- Ethical Guidelines for UN Evaluations and the UNICEF procedure for ethical standards in research, evaluation, data collection and analysis, as well as the Ethical Research Involving Children guidance, will guide the overall process
- UNICEF adapted evaluation report standards and GEROS
- The evaluation should incorporate a human rights-based, disability-inclusive and gender perspective and be based on results-based management principles and logical framework analysis.
- UNICEF Disability Inclusive Evaluations guidance

The evaluation team is required to clearly identify any potential ethical issues and approaches, as well as the processes for ethical review and oversight of the evaluation process, in their proposal. Owing to the envisaged participation of human subjects in the evaluation, the evaluation team should look into the requirements for ethical review board approval either from a recognized Institutional Review Board in Somalia or via UNICEF's LTA for ethical approval. Any ethical issues that arise during the evaluation need to be documented including how the consultants will respond or address each.

11 Expected Background and Experience of the Evaluation Firm

Institutions with strong background in evaluation of development effectiveness are encouraged to submit a proposal. The evaluation team should be gender balanced, culturally diverse and composed of a team leader and additional team members, both national and international.

Specific requirements include:

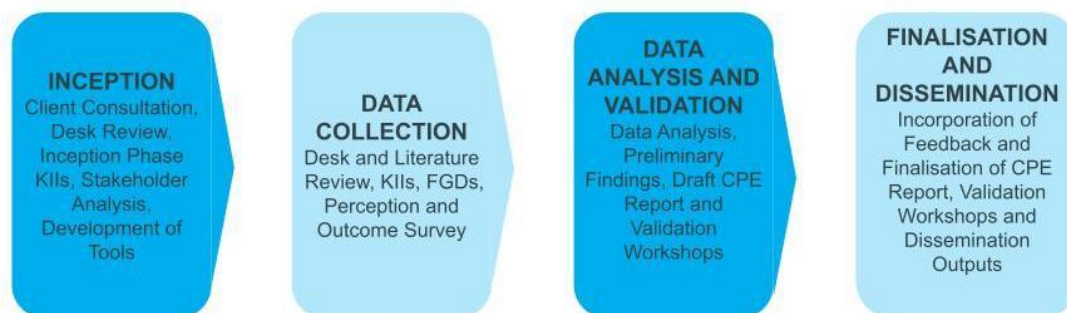
1. Expertise in conducting similar or related strategic programme evaluations, including proven track record of evaluation of similar large multisectoral and multi-stakeholder country programmes supported by UN or UNICEF.
2. Demonstrated expertise in evaluating institutional support systems including operations and the human resource function.
3. Knowledge of programming theories and strategies employed in each of the programme pillars.
4. Experience in conducting conflict analysis
5. Experience conducting evaluations in humanitarian context
6. A work record in Eastern and Southern Africa and with experience in Somalia.
7. Excellent command of English, with a proven ability to prepare high-quality reports.
8. Strong quantitative and qualitative analytical skills and participatory methods, and knowledge of latest methods and approaches in humanitarian evaluation.
9. A team lead who has held a lead role in evaluations of similar scope/complexity, and a national expert.
10. The team must consist of experts specializing in child rights and participation, disability inclusion, equity, gender equality, emergency response, health, nutrition, water, sanitation and hygiene, social policy, child protection, education, adolescent development and participation, early childhood development, C4D/SBCC/Community engagement, local government systems strengthening.
11. The evaluation team should collectively demonstrate knowledge and experience on disability inclusion, with an understanding of and familiarity with disability-inclusive approaches to programming and evaluative methodologies.
12. The firm must submit samples (at least three) of similar work they have conducted.

Significant advantages

- ❖ Proven ability to develop attractive evidence products that present complex information via Infographics, child-friendly and accessible formats and other communication means.
- ❖ Knowledge of the social, economic, and political context of Somalia.
- ❖ Record of top ranked evaluation reports by Geros.

B. Annex 2: Detailed Methodology

The CPE was conducted following a phased approach, divided into four clear phases to ensure a structured and systematic implementation of the evaluation. Each phase was carefully planned and executed, with specific steps outlined for each one to guide the overall process.



2.1. Data collection methods and tools

The methodologies employed for collecting and analysing both primary and secondary data for the Somalia Country Programme Evaluation are outlined below:

Desk Review: During the inception phase, the Desk Review methodology involved analysing 92 key documents provided by UNICEF and sourced online. This review covered various aspects of the UNICEF Country Programme for Somalia, including all six intervention areas (Health, Nutrition, WASH, Education, Child Protection, and Social Policy), cross-cutting issues such as gender, disability inclusion, emergency preparedness, and others. Four scoping KIIs were conducted remotely with the Heads of Field Office for Puntland and Somaliland, as well as Chief of Sections for Health and Education. The Desk Review was focused on all six criteria of the OECD-DAC, in line with the evaluation questions in the ToR.

Throughout the evaluation, the literature review followed the principles of a systematic literature review (SLR), which identifies, selects, and critically appraises research to answer clearly formulated questions. SLR adheres to clearly defined protocols and predetermined criteria based on principles of transparency, clarity, integration, focus, equality, accessibility, and coverage. All reviewed references were organised in an Excel spreadsheet matrix, enabling the assessment of relevance for each item, extraction of key findings, and cross-referencing throughout the evaluation. Sex-disaggregated data will be reviewed and assessed when available, evaluating it against programme results.

Figure 1: Desk review approach



Primary Data Collection: The primary data collection followed a mixed-methods approach, combining qualitative and quantitative research methodologies to gather credible evidence on displacement, livelihoods, and insecurity. The collection tools included KIIs, FGDs, and a Perception and Outcome Survey. Data collection focused on obtaining experiences directly

related to the evaluation questions from local communities and key stakeholders. Tools were validated by UNICEF’s Evaluation Management Team and Evaluation Reference Group before implementation began.

Ethics Approval and Data Monitoring: Prior to data collection, ethical considerations were addressed with support from UNICEF staff, who provided insights into the context and assisted in obtaining necessary ethical clearances from the government of Somalia and Somaliland. A rigorous approach to data quality management was employed, with field teams submitting daily reports to ensure real-time monitoring and quick resolution of issues as they arose.

Detail of the **primary data collection sampling** is summarised in the tables below:

Table 1 - Total KIIs with targeted stakeholders conducted per location

KII participants							
Location	UNICEF	Government Stakeholders	CSO/NGO	Bilateral and Multilateral donors	UN Agencies partners	Community representatives	Total
Nairobi	3	-	-	2	-	-	5
Mogadishu	11	4	3	-	5	1	24
Puntland	2	5	3	-	-	1	11
Hirshabelle	-	-	1	-	-	1	2
Galmudug	-	2	-	-	-	-	2
Jubaland	-	3	2	-	-	-	5
SW State	-	2	1	-	-	1	4
Somaliland	6	-	-	-	-	-	6
TOTAL	22	16	10	2	5	4	59

Table 2 Total FGDs with targeted populations conducted per location

FGD participants						
Location	Boys	Girls	Male Youth	Female Youth	Parents/Caregivers	Total
Mogadishu	12 (2 FGDs)	-	6 (1 FGD)	-	-	18 (3 FGD)
Puntland	-	-	-	6 (1 FGD)	-	6 (1 FGD)
Hirshabelle	-	-	-	-	-	-
Galmudug	-	-	-	6 (1 FGD)	-	6 (1 FGD)
Jubaland	-	-	-	5 (1 FGD)	-	5 (1 FGD)
SW State	-	-	-	-	6 (1 FGD)	6 (1 FGD)
Somaliland	-	-	-	-	-	-

TOTAL	12		6	17	6	41
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Table 3 - Sample by tool, by gender

Data collection tools	Sampling method	Number Total	Female	Male
<i>FGD for children (8-14 years)</i>	<i>Non-probabilistic / by reasoned choice</i>	<i>1 groups of 6 children</i>	-	6
<i>FGD with parents/caregivers</i>	<i>Non-probabilistic / by reasoned choice</i>	<i>1 groups of 6 people</i>	3	3
<i>FGD with youth (15-24 years)</i>	<i>Non-probabilistic / by reasoned choice</i>	<i>4 groups of 6 people each</i>	17	6
<i>Individual Key Informant Interviews (KIIs) with Community Representatives</i>	<i>Non-probabilistic / by reasoned choice</i>	<i>4 individual KIIs</i>	1	3
<i>Individual Key Informant Interviews (KIIs) with Government Representatives</i>	<i>Non-probabilistic / by reasoned choice</i>	<i>16 individual KIIs</i>	2	14
<i>Individual Key Informant Interviews (KIIs) with UNICEF Staff</i>	<i>Non-probabilistic / by reasoned choice</i>	<i>21 individual KIIs</i>	7	17
<i>Individual Key Informant Interviews (KIIs) with CSOs/NGOs representatives</i>	<i>Non-probabilistic / by reasoned choice</i>	<i>9 individual KIIs</i>	4	3
<i>Individual Key Informant Interviews (KIIs) with Bilateral donors</i>	<i>Non-probabilistic / by reasoned choice</i>	<i>2 individual KIIs</i>	1	1
<i>Individual Key Informant Interviews (KIIs) with Multilateral donors</i>	<i>Non-probabilistic / by reasoned choice</i>	<i>1 individual KII</i>	-	1
<i>Individual Key Informant Interviews (KIIs) with Private Sector</i>	<i>Non-probabilistic / by reasoned choice</i>	<i>1 individual KII</i>	-	1
<i>Individual Key Informant Interviews (KIIs) with UN Agencies</i>	<i>Non-probabilistic / by reasoned choice</i>	<i>6 individual KIIs</i>	3	3
<i>Online Perception Survey with UNICEF staff</i>	<i>Non-probabilistic / by reasoned choice</i>	<i>54 respondents</i>	-	-
<i>Online Perception Survey with Government Representatives</i>	<i>Non-probabilistic / by reasoned choice</i>	<i>0 respondents</i>	-	-

2.2. Ethical Considerations and Evaluation Principles

The evaluation adhered to UNICEF’s ethical guidelines and best practices in evaluation, ensuring compliance with child protection laws. Ethical clearance was obtained, and all necessary permissions were secured for field operations, including statistical clearance from the relevant national institution.

Ethical standards were strictly followed throughout the evaluation. Participant anonymity and confidentiality were maintained, with visual data safeguarded for agreed purposes only. Participant names were replaced with codes in evaluation notes, and data access was restricted to team members, with no sharing with third parties. Informed consent was obtained from all respondents prior to interviews, with particular attention given to obtaining consent from both children and their parents or guardians.

The evaluation team adhered to the ethical principles and standards defined by the United Nations Evaluation Group (UNEG), including:

- **Anonymity and Confidentiality:** Ensuring the rights of individuals providing information.
- **Accountability:** Confirming findings and acknowledging any disagreements within the team.
- **Integrity:** Identifying issues not covered in the Terms of Reference for comprehensive analysis.
- **Independence:** Ensuring impartiality, with no involvement in programme implementation.
- **Incident Reporting:** Reporting any issues arising during fieldwork or the evaluation process.
- **Information Validation:** Verifying the accuracy of collected data and taking accountability for the final report.
- **Intellectual Property:** Respecting intellectual property rights of institutions and communities involved in the evaluation.
- **Consent:** Ensuring voluntary and informed participation, with clear procedures for obtaining consent, particularly from children and their legal guardians.
- **A Confidentiality and Data Protection Plan** was implemented in accordance with Samuel Hall's internal data collection policy and data protection legislation. All parties were informed about the handling and storage of data, and privacy notices were included on consent forms. Data was processed and stored securely, with appropriate measures taken to protect personal information against unauthorised access or accidental loss.

The evaluation also followed the UNEG Norms and Standards, UNEG Ethical Guidelines for Evaluation, UNICEF's procedures for ethical standards in research, and relevant guidelines for the protection of vulnerable groups and the prevention of conflicts of interest.

Key data collection protocols included the use of Samuel Hall phones to record interviews, immediate deletion of audio files after uploading to the secure data folder, and backing up all data in accordance with established data protection practices.

2.3. Data analysis and quality assurance

2.3.1. Triangulation and data quality assurance

The Samuel Hall team has successfully analysed and triangulated the data collected from various tools and documents. This analysis involved disaggregating the data by gender and other relevant characteristics, ensuring a gender-sensitive approach, and paying particular attention to regional variations, minority groups, and the inclusion of persons with disabilities.

The tool design process was robust and thorough. Tools were translated into the target languages and reviewed by a senior translator. Back-translation was conducted to ensure the accuracy and relevance of the translated content. During the training phase, the tools were further reviewed by the team of enumerators and Samuel Hall's Field Coordinators, ensuring clarity and appropriateness. Any concerns regarding language or translation were addressed, and difficult concepts were discussed with the project and translation teams. Feedback from the pilot phase was incorporated into the final version of the tools to ensure that they were ready for field use.

Enumerators for the data collection were carefully selected from Samuel Hall's database of previous collaborators, ensuring their experience and familiarity with the evaluation process. Prior to fieldwork, they underwent comprehensive training, which included context-specific information about the evaluation and methodology, as well as a clear understanding of reporting mechanisms and expectations around data collection. A particular focus was placed on safeguarding, with enumerators completing a training module on child protection.

The training also involved a detailed review of the translated tools, a pilot exercise, and a question-and-answer session to address any concerns. Following the pilot, the data collected was reviewed, and additional training or tool adaptations were implemented as necessary. Ethics and safeguarding were also discussed, with enumerators being made familiar with Samuel Hall's Code of Conduct and ethical guidelines (see Annex 10 for full details).

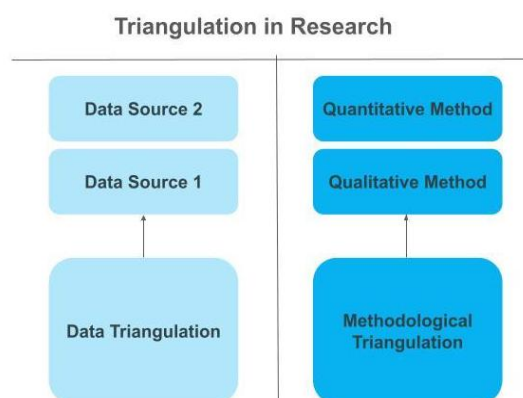
Once data collection began, it was subject to a rigorous quality assurance process. This included checks and validation of all collected data. Transcripts were reviewed on a rolling basis, and field coordinators conducted spot-checks to ensure the quality of the data. Samuel Hall also analysed 1-2 sample transcripts for further verification.

Box 1: Qualitative Data Analysis Approach

A systematic coding framework was applied to qualitative data from interviews and FGDs to extract key insights through content and thematic analysis. This approach focused on identifying barriers and enablers to programme implementation, assessing perceptions of diverse stakeholder groups, and uncovering unintended outcomes and broader programme implications.

For qualitative data collected from KIIs and FGDs, **thematic analysis** was employed. Data was coded into themes and sub-themes, aligned with the evaluation questions, and developed inductively to ensure that the coding structure was relevant. This approach allowed the team to identify patterns and link the analysis to the hypotheses tested in the field, addressing any gaps identified during the desk phase of the evaluation.

Figure 1: Illustration of Triangulation in Research



Adapted from Pritha Bhandari, 'Triangulation in Research, Guide, Types, Examples' (2022).

c. Annex 3: Annex Reconstructed ToC

The Somalia Country Programme (CP) offers support to government and local actors in promoting child rights and achieving SDGs, across all its sectors of intervention. CP priorities are informed by the ongoing inequalities and emerging challenges faced by children and women in Somalia. As such, the overarching goal of the Somalia CP is to enhance outcomes for all children, enabling Somalia to progressively achieve sustainable and peaceful economic and social development in alignment with the country's development priorities and international commitments, including the United Nations Convention on the Rights of the Child (CRC).¹

The Samuel Hall evaluation team has re-constructed the Theory of Change (ToC) for this programme, building on UNICEF's ToC for each component of the CP. This re-constructed ToC has been incorporated into the inception phase analysis to address evaluation questions concerning the effectiveness of the programme logic, causal relationships between inputs, activities, expected outputs (aligned with programme objectives), and the validity of indicators. The programme's strategy is based on a robust logical framework outlined in the Theory of Change (Figure 2.), which can be explained as follows: ²

- A. If the quality, accessibility, and inclusiveness of essential social services for children and families, particularly the most disadvantaged, are improved;
- B. If more parents and caregivers adopt healthy, caring, and protective behaviours, including utilising available services; and
- C. If households and communities become more resilient and better able to withstand shocks;

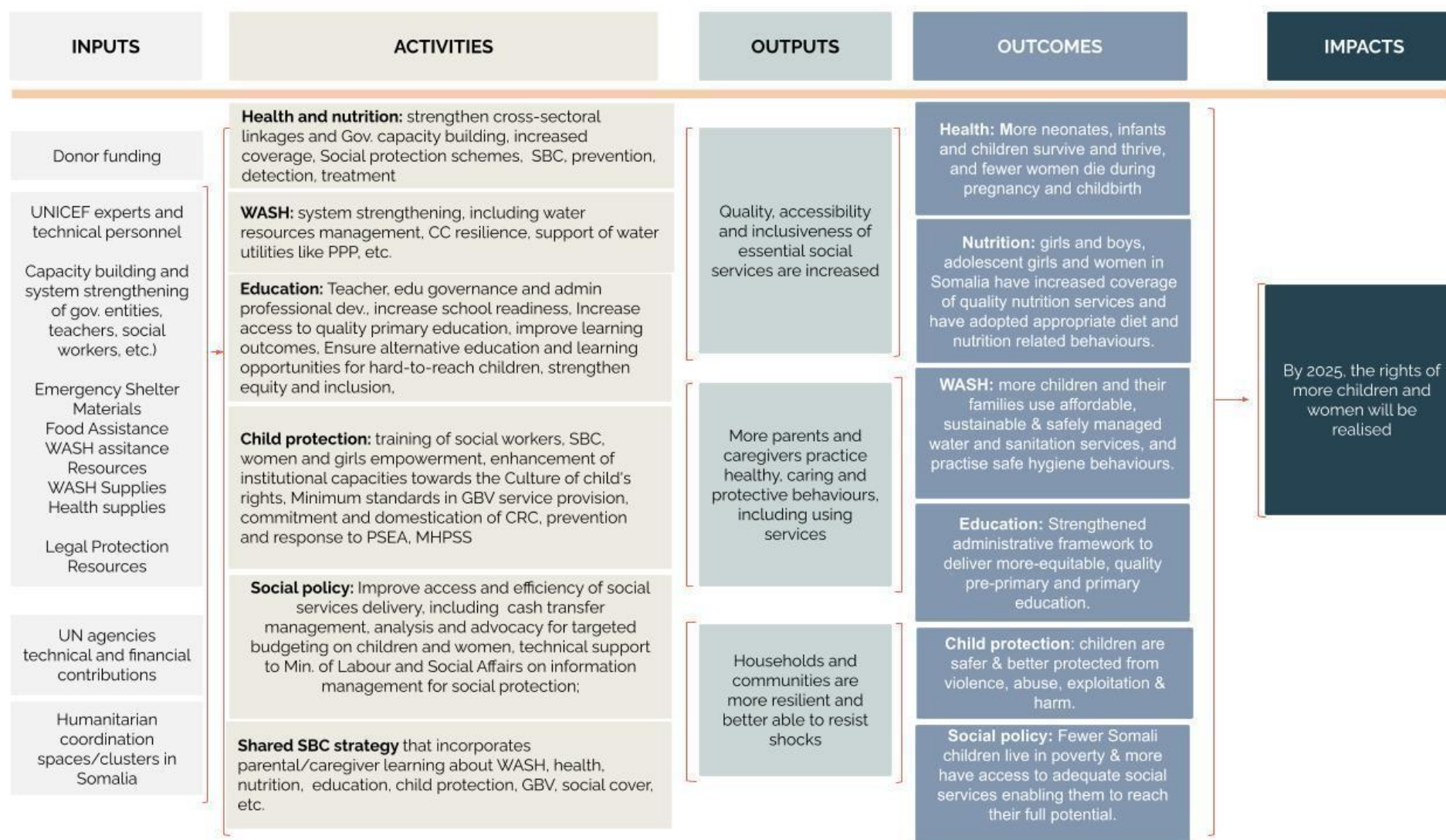
Then, by 2025, the rights of a greater number of children and women, especially the most vulnerable and at-risk, will be fulfilled, enabling them to survive, reach their full potential, and live in a safer and healthier environment. This logic is based on the following key assumptions:

- D. The broader political, social, and economic trends observed over the past decade will continue, with Somalia making further progress away from state fragility.
- E. The federal and member state governments remain committed to the National Development Plans, taking actions to achieve these priorities and further strengthen their systems and capacities.
- F. Children, adolescents, their parents/caregivers, and community members remain willing and actively engaged in the process.
- G. Sufficient resources are available to support long-term service delivery, community engagement, and emergency response efforts.

¹ UNICEF. "Country Programme Evaluation of the Government of Somalia and UNICEF Country Programme of Cooperation 2021-2025: Terms of Reference.", 2024.

² Ibid

Figure 2: Reconstructed Theory of Change (ToC)



4. Annex 4: Evaluation Matrix

EVALUATION CRITERION 1 – RELEVANCE

The CPE will assess how effectively the Country Programme aligns with national plans and the needs of vulnerable populations, responds to mid-term review recommendations, and adapts strategies in the absence of timely and sufficient evidence or statistics.

	Questions	Indicator	Sources	Data collection methods	Data analysis methods/ triangulation
EQ 1.1	How well does the Country Programme align with Somalia's NDP-9, as well as NDP-3 in Somaliland, and the needs of its most vulnerable populations, particularly in the contexts of decentralisation?	<p>The degree to which programme's activities aligns with Somalia's NDP-9 and population needs (from UNICEF programme staff, Gov. entities stakeholders, etc.)</p> <p>Extent to which interventions align with government and the decentralisation context (from UNICEF programme staff, Gov. entities stakeholders, etc.)</p> <p>Degree to which the intervention is aligned with the humanitarian-development-peace nexus</p> <p>Extent of concrete documented cases of activities implemented that explicitly address the nexus (from UNICEF programme staff, Gov. entities stakeholders, partners, etc.)</p> <p>Degree to which the programme is adaptable to the evolving context of Somalia (from UNICEF programme staff, Gov. entities stakeholders, partners, etc.)</p>	<p>CPD 2021-2025</p> <p>National Development Plan-9 2020-2024</p> <p>UNICEF staff (regional and country level)</p> <p>Country government representatives at national and decentralized levels, CSOs and Community stakeholders, other UN agencies and bilateral donors</p> <p>Policy and intervention documentation (including MTR, etc.)</p>	<p>Desk review (documents include PSN, RAM and results frameworks, CPD, NDP-9, surveys and analysis carried out during the Programme, GPR 2024, etc.)</p> <p>Key Informant Interviews with UNICEF regional, UNICEF country Office and UNICEF field staff, Government rep., CSOs, UN agencies, multilateral org., bilateral donors, Focus Group Discussions with youth and parents / caregivers</p> <p>Perception and Outcome Survey</p> <p>Triangulation of the KIIs and FGDs collected data with desk review documentation as well as with the CP's ToC (including outcome specific ToC updated post MTR)</p>	<p>Narrative/thematic analysis of secondary data</p> <p>Qualitative analysis of primary data (KII & Perception and Outcome Survey)</p>

		Concrete documented information/cases on the extent to which Somalia's NDP-9 and most vulnerable populations needs are integrated in the CP's policies, strategies, planning, implementation procedures, monitoring (including on Gender, disability inclusion and climate change resilience aspects)			
EQ 1.2.	To what extent did UNICEF adjust its strategies and interventions to effectively fulfill its mandate when faced with insufficient and untimely evidence or statistics?	<p>Perceptions of successes and challenges encountered while working with Somalia's Government in this CP cycle (from UNICEF programme staff, government entities stakeholders, amongst others.)</p> <p>Concrete documented cases and/or testimonies of activities implemented and success stories and challenges on the direct collaboration between UNICEF and the Government</p>	<p>UNICEF staff (regional and country level)</p> <p>Country government representatives at national and decentralized levels, CSOs, other UN agencies and bilateral donors</p> <p>Policy and intervention documentation (including MTR, amongst others)</p>	<p>Desk review (documentation will include PSNs, UNICEF-Government workplans, results framework, notes and documentation on Government strategies, policies, amongst others)</p> <p>Key Informant Interviews with UNICEF regional, country HQ and field staff, Government rep., CSOs, UN agencies, multilateral org., bilateral donors</p> <p>Perception and Outcome Survey</p>	<p>Narrative/thematic analysis of secondary data</p> <p>Qualitative analysis of primary data (KII & Perception and Outcome Survey)</p>

EVALUATION CRITERION 2 - COHERENCE

The CPE will assess how well UNICEF balances its dual mandate (humanitarian and development) and integrates its various sectoral programmes.

EQ 2.1.	How well has the Country Office managed its dual mandate in responding to humanitarian crises and supporting upstream work on policy development, advocacy, and long-term development initiatives?	The extent to which programme stakeholders, partners and programme documentation report / indicate a degree of coherence and support provided between the humanitarian response to crisis mandate and the development/longer-term initiatives	UNICEF staff (regional and country level) Country government representatives at national and decentralized levels, CSOs, other UN agencies and bilateral donors Policy and intervention documentation	Desk review (including workplans signed with Government, PSNs, Programmes documentation, Strategies, etc.) Key Informant Interviews with UNICEF regional, country HQ and field staff, Government rep., CSOs, UN agencies, multilateral org., bilateral donors Perception and Outcome Survey Triangulation with the CP's ToC (including outcome specific ToC updated post MTR)	Narrative/thematic analysis of secondary data Qualitative analysis of primary data (KII & Perception and Outcome Survey)
EQ 2.1.1.	How did the drought crisis affect UNICEF's development work and to what extent was UNICEF able to sustain its development initiatives during this period?	Extent of the impact and challenges brought by the drought crisis to the development/longer-term work (from UNICEF programme staff, Gov. entities stakeholders, recipients, etc.) Adaptation strategies used and developed by UNICEF during the drought period regarding development initiatives Concrete documented cases of development activities and results achieved during the drought period	UNICEF staff (regional and country level) Country government representatives at national and decentralized levels, CSOs, other UN agencies and bilateral donors Policy and intervention documentation	Desk review Key Informant Interviews with UNICEF regional, country HQ and field staff, Government rep., CSOs, UN agencies, multilateral org., bilateral donors Perception and Outcome Survey	Narrative/thematic analysis of secondary data Qualitative analysis of primary data (KII & Perception and Outcome Survey)

EQ 2.2.	How well are UNICEF's various sectoral programmes (health, nutrition, WASH, education, child protection and social policy) integrated to provide a cohesive and comprehensive approach to child welfare and development in Somalia?	<p>Degree of integration of sectoral programmes for a cohesive and comprehensive approach to child welfare and development in Somalia (from UNICEF programme staff, Gov. entities stakeholders)</p> <p>Concrete documented cases and/or testimonies of activities implemented to a more cohesive and comprehensive child welfare and development in Somalia</p> <p>Key successes and specific challenges to programme convergence (from UNICEF programme staff, government entities stakeholders, partners)</p>	<p>UNICEF staff (regional and country level)</p> <p>Country government representatives at national and decentralized levels, CSOs, other UN agencies and bilateral donors</p> <p>Policy and intervention documentation</p>	<p>Desk review (including strategies and analysis integrating several sections/outcomes, including joint-programmes documentation, PSNs, reports and documentation on implemented interventions, triangulated with PSNs, CPD, and other relevant documentation)</p> <p>Key Informant Interviews with UNICEF regional, country HQ and field staff, Government rep., CSOs, UN agencies, multilateral organisations, bilateral donors</p> <p>Perception and Outcome Survey</p> <p>Triangulation with the CP's ToC (including outcome specific ToC updated post MTR)</p>	<p>Narrative/thematic analysis of secondary data</p> <p>Qualitative analysis of primary data (KII & Perception and Outcome Survey)</p>
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EVALUATION CRITERION 3 - EFFECTIVENESS

The CPE will evaluate how well UNICEF CP's outputs have been achieved and contributed to programme outcomes, the impact of integrating programs with government operations, the effectiveness of risk-informed programming, and contributions to national preparedness and response efforts.

EQ 3.1.	To what extent have the specific outputs of the UNICEF Somalia CP been achieved across health, nutrition, WASH, child protection, education and social policy sectors, and how have these outputs contributed to the	<p>Outcome and output indicators</p> <p>Recipients report improved health, nutrition, WASH access, child protection, education and social policy facilities' access, including in terms of gender, disability inclusion and climate change considerations</p>	<p>Theory of Change Assumptions & results chain</p> <p>UNICEF documentation including assessments/progress reports/MTR</p> <p>UNICEF regional and local staff</p>	<p>Desk review (including results framework, RAM-related documentation, etc.)</p> <p>Focus groups with recipients</p> <p>Key informant interviews with UNICEF staff, Country government representatives at national and decentralized levels,</p>	<p>Narrative/thematic analysis of secondary data</p> <p>Contribution analysis, qualitative analysis of primary data (KII, FGDs & Perception and Outcome Survey)</p> <p>Data disaggregation (women/men/ vulnerable groups)</p>
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	intended programme outcomes?	<p>Assessment of UNICEF CP's impact on the intended outcomes</p> <p>Assessment of UNICEF CP's results on the intended outputs</p>	<p>Recipients (parents/caregivers and children/youth)</p> <p>Country government representatives at national and decentralized levels, CSOs, other UN agencies and bilateral donors</p>	<p>CSOs, other UN agencies and bilateral donors</p> <p>Triangulation with the CP's ToC (including outcome specific ToC updated post MTR)</p>	
EQ 3.1.1	What were the enablers and challenges faced by UNICEF when implementing the CPD on the achievement of results?	<p>Key factors that enable or constrain programme implementation</p> <p>Programme recipients' testimonies on constraints and facilitating factors encountered</p>	<p>Theory of Change Assumptions & results chain</p> <p>UNICEF documentation including assessments/ progress reports/MTR</p> <p>UNICEF regional and local staff</p> <p>Recipients (parents/caregivers and children/youth)</p>	<p>Desk review (including periodic reports, analysis carried out during the CP on barriers, etc.)</p> <p>Focus groups with recipients</p> <p>Key informant interviews with UNICEF staff, Country government representatives at national and decentralized levels, CSOs, other UN agencies and bilateral donors</p>	<p>Contribution Analysis</p> <p>Narrative/thematic analysis of secondary data</p> <p>Qualitative analysis of primary data (KII, FGDs & Perception and Outcome Survey)</p>
EQ 3.2.	How effectively did UNICEF employ risk-informed programming and manage ongoing risk?	<p>Outcome indicators</p> <p>Extent to which risks were informed, addressed, mitigated and monitored while ensuring continuity of operations</p>	<p>UNICEF documentation including Risk analysis / assessments and MTR</p> <p>UNICEF staff and Country government representatives at national and decentralized levels,</p>	<p>Desk review (including PSNs, reports and notes, etc.)</p> <p>Focus groups with recipients</p> <p>Key informant interviews with UNICEF staff, Country government representatives at national and decentralized levels,</p>	<p>Contribution Analysis</p> <p>Narrative/thematic analysis of secondary data</p> <p>Qualitative analysis of primary data (KII, FGDs & Perception and Outcome Survey)</p>

		Existence of risk assessment, risk informed and risk monitoring strategies per each programme specific outcomes	CSOs, other UN agencies and bilateral donors Beneficiaries (parents/caregivers and children/youth)	CSOs, other UN agencies and bilateral donors Triangulation with ToC documentation	
EQ 3.3.	To what extent has the UNICEF response to humanitarian issues contributed to strengthening national preparedness and response efforts?	Outcome indicators Degree of improvement of national preparedness and response to humanitarian issues Degree of equity of access provided by the programme to essential services, including for most vulnerable populations Concrete documented cases and/or testimonies of activities implemented to contribute to resilience and climate change adaptation/mitigation, decentralisation and Government capacities-building	UNICEF documentation including assessments, progress reports and evaluations UNICEF staff and Country government representatives at national and decentralized levels, CSOs, other UN agencies and bilateral donors Recipients (parents/caregivers and children/youth)	Desk review (including PSNs, interventions related-documentation, results framework, etc.) Focus groups with recipients Key informant interviews with UNICEF staff, Country government representatives at national and decentralized levels, CSOs, other UN agencies and bilateral donors	Contribution Analysis Narrative/thematic analysis of secondary data Qualitative analysis of primary data (KII, FGDs & Perception and Outcome Survey)

EVALUATION CRITERION 4 - EFFICIENCY

The CPE will lightly assess how issues of aid diversion were mitigated and measure how resources/inputs were efficiently utilised.

EQ 4.1.	How has UNICEF addressed, and mitigated issues related to aid diversion to ensure that aid reaches the intended recipients and supports the equitable and efficient delivery of services and supplies in Somalia?	<p>Perception of the degree of occurrence of aid diversion and of degree of efficiency to address and mitigate related issues</p> <p>Perception of efficiency of aid by recipients, including by vulnerable children and women interviewed/testimonies</p> <p>The extent to which Programme reports and documentation report any aid diversion, whether in M&E or audit documentation for example</p> <p>Development and/or implementation of beneficiary targeting mechanism</p> <p>Development and/or implementation of aid monitoring distribution processes</p>	<p>UNICEF documentation including assessments, progress reports and evaluations</p> <p>UNICEF staff and Country government representatives at national and decentralized levels, CSOs, other UN agencies and bilateral donors</p> <p>Recipients (parents/caregivers and children/youth)</p>	<p>Desk review (including reports, documentation on processes and mechanisms to mitigate aid diversion and on minorities' inclusion, etc.)</p> <p>Focus groups with recipients</p> <p>Key informant interviews with UNICEF staff, Country government representatives at national and decentralized levels, CSOs, other UN agencies and bilateral donors</p>	<p>Narrative/thematic analysis of secondary data</p> <p>Qualitative analysis of primary data (KII, FGDs & Perception and Outcome Survey)</p>
EQ 4.2.	To what extent has UNICEF efficiently responded to the adjustments in funding limitations over the course of the country programme cycle?	<p>Efficiency of adaptation to funding limitations</p> <p>Development and implementation of strategies to face funding shortfalls</p>	<p>UNICEF documentation including assessments, progress reports and evaluations</p> <p>UNICEF staff and Country government representatives at national and decentralized levels, CSOs, other UN agencies and bilateral donors</p>	<p>Desk review (including documentation on donor funding/contribution to the CPD, workplan and agreements with Government and other partners, joint-initiatives, etc.)</p> <p>Focus groups with recipients</p> <p>Key informant interviews with UNICEF staff, Country government representatives at national and decentralized levels, CSOs, other UN agencies and bilateral donors</p>	<p>Narrative/thematic analysis of secondary data</p> <p>Qualitative analysis of primary data (KII, FGDs & Perception and Outcome Survey)</p>

			Recipients (parents/caregivers and children/youth)		
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EVALUATION CRITERION 5 - SUSTAINABILITY

To assess UNICEF's ability to anticipate future challenges and trends, and to adapt its strategies and interventions, accordingly, ensuring resilience and sustained relevance.

EQ 5.1.	How effectively has UNICEF Somalia adapted its strategies and interventions to ensure government ownership and sustainability of its Programme?	<p>Outcome indicators</p> <p>Degree of ownership of the programme strategies and challenges by Government stakeholders</p> <p>Level of national, federal, local capacities built to address children and communities' needs in the future</p>	<p>Assessment of acceptance and ownership (within Government entities country offices)</p> <p>Assessment of institutional and management capacity</p>	<p>Desk review (including PSNs, reports of each section but also on cross-cutting issues, climate-change and resilience building related documentation, amongst others)</p> <p>Focus groups with recipients</p> <p>Key informant interviews with UNICEF staff, Country government representatives at national and decentralized levels, CSOs, other UN agencies and bilateral donors</p>	<p>Contribution Analysis</p> <p>Narrative/thematic analysis of secondary data</p> <p>Qualitative analysis of primary data (KII, FGDs & Perception and Outcome Survey)</p>
EQ 5.1.1	What have been the successes and challenges of UNICEF's focus on working directly with the Government in this country's programme cycle?	<p>Outcome indicators</p>	<p>CPD 2021-2025</p> <p>National Development Plan-9 2020-2024</p> <p>UNICEF staff (regional and country level)</p>	<p>Desk review (documents include PSN, RAM and results frameworks, CPD, NDP-9, surveys and analysis carried out during the Programme, GPR 2024, etc.)</p> <p>Key Informant Interviews with UNICEF regional, UNICEF</p>	<p>Narrative/thematic analysis of secondary data</p> <p>Qualitative analysis of primary data (KII & Perception and Outcome Survey)</p>

			Country government representatives at national and decentralized levels, CSOs and Community stakeholders, other UN agencies and bilateral donors Policy and intervention documentation (including MTR, etc.)	country Office and UNICEF field staff, Government rep., CSOs, UN agencies, multilateral org., bilateral donors, Focus Group Discussions with youth and parents / caregivers Perception and Outcome Survey Triangulation of the KIIs and FGDs collected data with desk review documentation as well as with the CP's ToC (including outcome specific ToC updated post MTR)	
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EVALUATION CRITERION 6 – CROSS-CUTTING THEMES

EQ .1.	How are cross-cutting themes like gender equality, disability inclusion, and climate change integrated into the programme's strategies?	Outcome and output indicators Level of integration of gender equality approach in the programme's strategies Level of integration of disability inclusion approach in the programme's strategies Level of integration of climate change approach and issues in the programme's strategies Concrete documented cases and/or testimonies of activities implemented to address gender, disability inclusion and climate change in this CP	UNICEF documentation including ToC, assessments, progress reports and evaluations UNICEF staff and Country government representatives at national and decentralized levels, CSOs, other UN agencies and bilateral donors Recipients (parents/caregivers and children/youth)	Desk review (including CPD, PSNs, gender, disability inclusion and climate change strategies or specific documentation, documentation of each section and potential intersectional studies/analysis, amongst others.) Focus groups with recipients Key informant interviews with UNICEF staff, Country government representatives at national and decentralized levels, CSOs, other UN agencies and bilateral donors	Contribution Analysis Narrative/thematic analysis of secondary data Qualitative analysis of primary data (KII, FGDs & Perception and Outcome Survey) Data disaggregation (women/men/ vulnerable groups)
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				Triangulation with the CP's ToC (including outcome specific ToC updated post MTR)	
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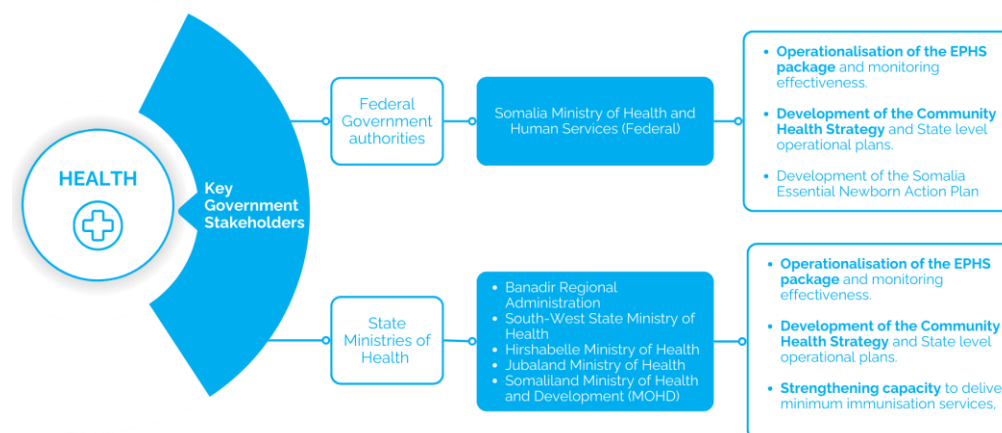
5. Annex 5: Stakeholder Mapping

A comprehensive mapping of stakeholders took place at inception stage, to identify key government counterparts, donors, local and international NGOs and UN partners that contribute to the CP outcomes. The mapping also includes stakeholders that intervene in cross cutting areas such as gender, disability and climate change.

The mapping below is not an exhaustive list but focuses on programmes/ partners/ donors of most relevance to UNICEF's mandate. The mapping was done according to the following criteria: 1. Alignment of strategic and programming objectives with UNICEF; 2. Established partnership history with UNICEF, with projects that have gained or are gaining traction; 3. Geographical coverage; 4. Strong reputation in area relevant to UNICEF with donors and across the country.

5.1. UNICEF Somalia HEALTH

Figure 3: Mapping of key government Health counterparts.



Key stakeholders	Contributions
Key Donors that contribute to CP outcomes under Health	
Global Funds for Malaria, Resilient and Sustainable Systems for Health (RSSH) and HIV grants.	Funding used to support efforts to harmonise and institutionalise CHWs. Strengthening government oversight at the district for quality data and digitisation of reporting. Support to governments efforts to strengthen Cold Chain and vaccine management systems; Support emergency response and resilience develop sub national risk profiles and strengthen capacity at the subnational level on emergency preparedness and response
Global Fund to Fight AIDS, Tuberculosis and Malaria	
Gavi (Vaccine Alliance)	Using resources to support governments efforts on PCSM, HRH and investments to strengthen Cold Chain and vaccine management systems
FCDO (UK)	
KfW (Germany)	Funding to support increased coverage of quality health services and systematic system strengthening.
World Bank	Funding through the government of Somalia , to support governments efforts on PCSM, HRH and investments to strengthen Cold Chain and vaccine management systems; Oxygen eco system and Health Care Waste management (HCWM) in Somalia.
Global Polio Eradication Initiative (GPEI)	UNICEF and GPEI partners the World Health Organization (WHO), the Bill and Melinda Gates Foundation and the U.S. Centers for Disease Control and Prevention are supporting the country's efforts to manage the ongoing polio outbreak. High-level advocacy mission of the Polio Oversight Board to the Prime Minister to garner high-level Government commitment to polio eradication and efforts to strengthen immunization.
International NGOs that contribute to CP outcomes under Health	
Save the Children International	Collaboration on routine immunisation efforts, in Puntland, Somaliland.
CARE	Long-term partnership with UNICEF to implement sexual reproductive maternal and child health programme.

World Vision	Zero-hunger project, maternal and newborn health, in Puntland, Southwest, Jubaland. During the drought crisis, collaboration on supplies delivery through the Ministry of Health. UNICEF technical support through training. Expansion of health facilities providing nutrition services.
Local CSOs that contribute to CP outcomes under Health.	
TROCAIRE	Implementation of the Better Lives Programme along with UNICEF since 2022 in response to drought crisis. Trocaire manages health facilities, outreach teams, operational offices, and community partnerships, provision of supplies and monitoring ³
WARDI RELIEF AND DEVELOPMENT INITIATIVES	Implementation of health education and services, including deworming, micronutrient supplementation, healthy environment in Jubaland and Mogadishu.
Agency for Peace and Development	Mobile health teams operating in centres, focus on AND, midwifery, OPD activities, provision of hygiene kits. ⁴
SOMNET	Collaboration to mobilise communities, conduct advocacy campaigns on health-related issues, community awareness and feedback mechanisms. ⁵
UN Agencies that contribute to CP outcomes under Health	
WHO	Engagement and support to a One Health Approach supporting Somalia to finalise its One Health Strategy, and support of Somalia's efforts to interrupt the circulation of Poliovirus. Development of the Gavi Full Portfolio Planning for immunization. Contributing to Somalia's national Reproductive, Maternal, Neonatal, Child and Adolescent Health Strategy.
UNFPA	Support to a One Health Approach supporting Somalia to finalise its One Health Strategy Support community engagement approaches to prevent adolescent pregnancies Contributing to Somalia's national Reproductive, Maternal, Neonatal, Child and Adolescent Health Strategy

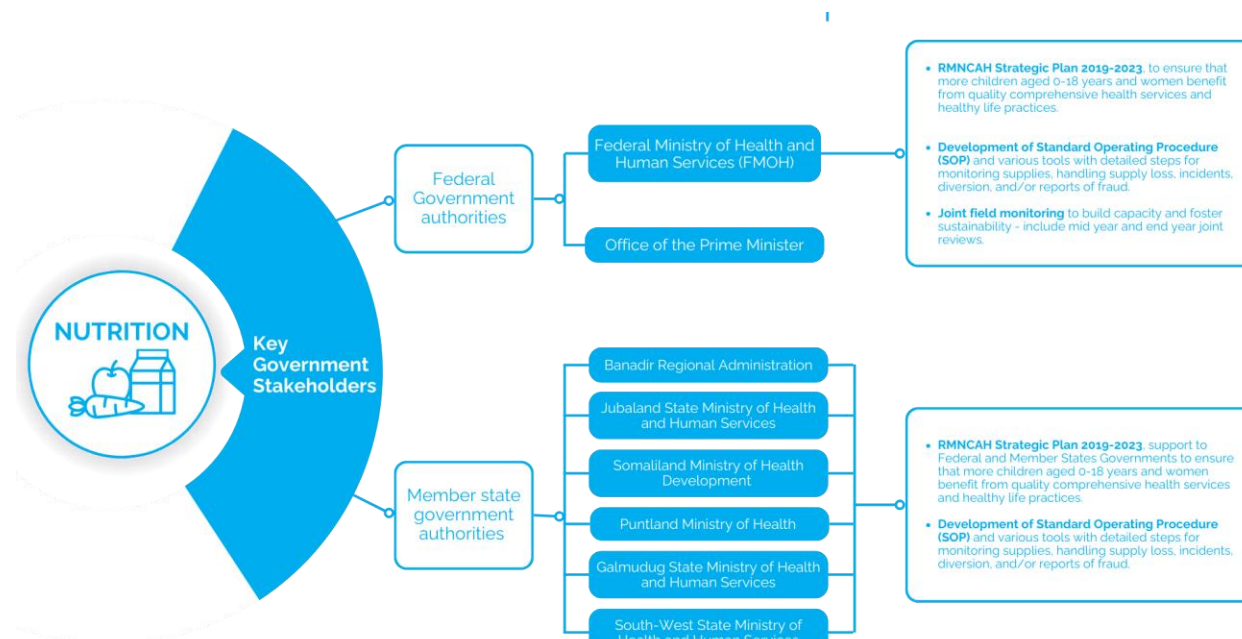
³ Jubaland KII3, Trocaire (CSO)

⁴ Jubaland KII2, External partner.

⁵ UNICEF.; KII2, UNICEF staff, Mogadishu.

5.2. UNICEF Somalia NUTRITION

Figure 4: Mapping of key government Nutrition counterparts.



Key stakeholders	Contributions
Key Donors that contribute to CP outcomes under Nutrition	
USAID (US)	Funding to facilitate timely and quality treatment of children with severe wasting and contributed to averting deaths among young

ECHO (EU)	children
Government of Canada	
FCDO (UK)	
KfW Development Bank (Germany)	Support to UNICEF to initiate longer-term nutrition interventions to tackle causes of malnutrition among young children in six district
International NGOs that contribute to CP outcomes under Nutrition	
Action Against Hunger	Emergency nutrition response and food security and livelihood support, second largest partner to MoH. Support to community health and nutrition influencers. ⁶
ALIGHT	Support to displaced and marginalised communities, support to building resilient food systems through work with state level ministries. ⁷
World Vision	Zero-hunger project, maternal and newborn health, in Puntland, Southwest, Jubaland. During the drought crisis, collaboration on supplies delivery through the Ministry of Health. UNICEF technical support through training. Expansion of health facilities providing nutrition services.
Local CSOs that contribute to CP outcomes under Nutrition	
Trocaire	Implementation of “Better Lives Programme”, drought emergency response. Conducting referral pathways for malnourished children to other partners conducting cash support. ⁸
AFRICAN CHILDREN'S RIGHTS FOUNDATION (ACRIF)	Contribution to SUN movement, integration of nutrition and health, WASH, education, social policy. ⁹

⁶ Action Against Hunger, “Somalia”, accessed at: <https://www.actionagainsthunger.org/location/africa/somalia/> .

⁷ ALIGHT, “Somali Peninsula”, accessed at: <https://www.wearealight.org/somali-peninsula>

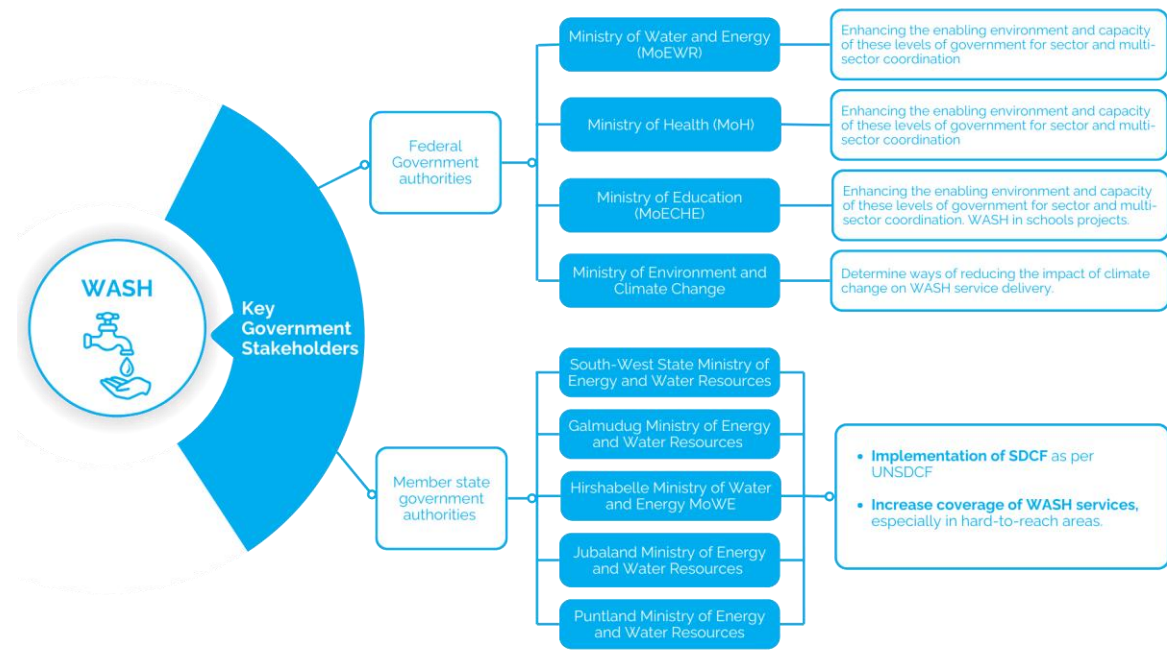
⁸ Jubaland KII3, external partner.

⁹ ACRIF, “Empowering Somaliland’s healthier future through innovative nutrition-sensitive action plans”, 2024, accessed at: <https://acrifoundation.org/news-updates/empowering-somalilands-healthier-future-through-innovative-nutrition-sensitive-action-plans/>

UN Agencies that contribute to CP outcomes under Nutrition	
UNFPA	Development of a Global Action Plan for prevention and treatment of child wasting encompassing the mult-system approach.
WHO	Development of a hard-to-reach (HTR) strategy to ensure last mile reach for inaccessible areas Development of the Global Action Plan on Child Wasting for Somalia, in collaboration with WFP, WHO and the UN Population Fund
FAO	Working to improve nutrition services in Somalia
WFP (co-cluster Lead for Nutrition Cluster with UNICEF)	Development of a hard-to-reach (HTR) strategy to ensure last mile reach for inaccessible areas. First-line nutrition response for new arrivals in IDP camps, for immediate lifesaving treatment. Development of the Global Action Plan on Child Wasting for Somalia, in collaboration with WFP, WHO and the UN Population Fund; it has since been endorsed at global level. Implementation of the WFP–UNICEF joint nutrition action plan to strengthen the referral of children treated for moderate acute malnutrition or severe acute malnutrition to WFP-managed relief programmes, prioritizing 15 hard-to-reach districts.
IOM	First-line nutrition response for new arrivals in IDP camps, for immediate lifesaving treatment for severe wasting.
Camp Coordination and Camp Management (CCCM) Cluster	First-line nutrition response for new arrivals in IDP camps, for immediate lifesaving treatment for severe wasting.

5.3. UNICEF Somalia WASH

Figure 5: Mapping of key government WASH counterparts.



Key stakeholders	Contributions
Key Donors that contribute to CP outcomes under WASH	
USAID/ BHA	Funding for WASH programme. Groundwater monitoring and mapping to establish an early warning system
Central Emergency Response Fund	Funding for WASH programme
ECHO	Funding for WASH programme

JICA (Japanese International Cooperation Agency)	Funding for WASH programme
FCDO	Funding for WASH programme
German Government (KfW Development Bank and GIZ)	Funding for WASH programme
Norwegian Ministry of Foreign Affairs.	Funding for WASH programme
International NGOs that contribute to CP outcomes under WASH	
CARE International Somalia	Emergency WASH response and resilience building. ¹⁰
COOPERAZIONE E SVILUPPO CESVI	Emergency drought response and resilience building, including in displaced populations. ¹¹
Norwegian Refugee Council	Focus on WASH provision in IDP settings, providing WASH systems, safe water access through rehabilitation of boreholes and wells, hygiene promotion, integrated approach with education, food security, in coordination with WASH cluster. ¹²
National CSOs that contribute to CP outcomes under WASH	
Trocaire	Drought emergency response, integrated WASH and health response., climate-resilient WASH.
Agency for Peace and Development	Supporting WASH projects in orphan centres in Kismayo. ¹³

¹⁰ CARE, “Somalia”, accessed at: <https://www.care.org/our-work/where-we-work/somalia/>

¹¹ CESVI, “Crisis in Somalia”, accessed at: <https://www.cesvi.eu/what-we-do/response-to-the-humanitarian-emergencies/crisis-in-somalia/> .

¹² NRC Somalia, “How we help: Water, Sanitation and Hygiene”, 2023.

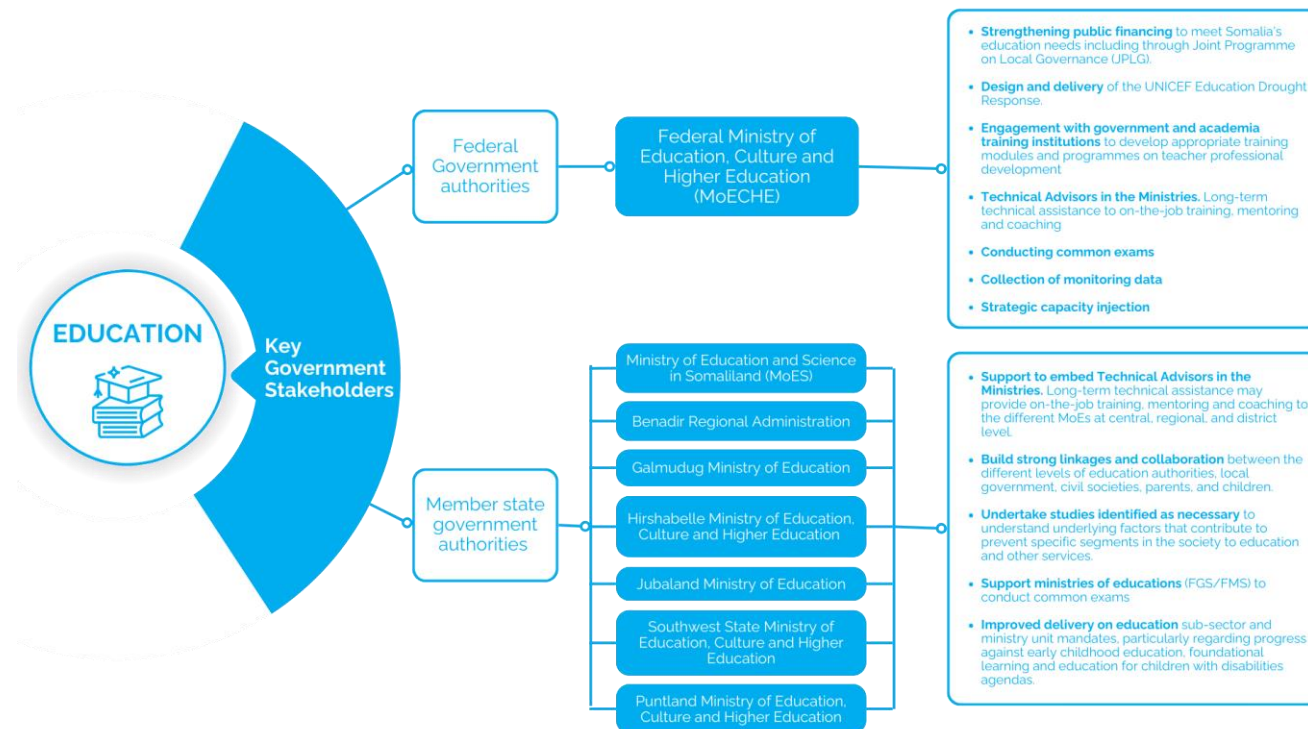
¹³ Jubaland KII2, external partner.

Puntland Minority Women Development Organisation	Emergency WASH drought response through water trucking and drilling of wells, construction of sanitation facilities in IDP sites, focusing on support provision for minority groups. ¹⁴ Development of information sharing platforms in collaboration with UNICEF. Contributing to JRP programme.
Community and private sector actors that contribute to CP outcomes under Education	
Private sector companies (Third-Party Monitors (TPM), private Consultants, contractors)	PPP partnership model to provide equitable, affordable and sustainable water supply and under an appropriate regulatory framework. Construction/rehabilitation and sustainable management of WASH infrastructures. Ensuring the uptake of WASH services by the intended children and women.
UN Agencies that contribute to CP outcomes under WASH	
FAO	Joint Resilience Programme Groundwater monitoring and mapping to establish an early warning system MoU for integrated water resource use and management and development of concept notes and proposals with other UN agencies
UNEP	Groundwater monitoring and mapping to establish an early warning system
UNHCR	Partner in implementation of RWASH programme.
WASH Cluster (UNICEF led)	Cluster Coordination to be enhanced through improvement in monitoring, information management and decentralisation at sub-national level.

5.4. UNICEF Somalia EDUCATION

Figure 6: Mapping of key government Education counterparts.

¹⁴ Puntland KII7, External partner:



Key stakeholders	Contributions
Key Donors that contribute to CP outcomes under Education	
ECHO (EU)	Funding for education programmes, including quickly mobilising required resources during a crisis such as the COVID-19 response.
KFW (Germany)	Contribution to Teaching at the Right Level (TARL) and Africa Educational Trust programme and materials design and the monitoring and measurement framework. Joint Resilience Programme funding

Government of Canada	Financing of the Global Affairs Canada UNdaunted programme, under UNICEF-UNESCO IIEP Partnership.
Government of Finland	Contribution to Teaching at the Right Level (TARL) and Africa Educational Trust programme and materials design and the monitoring and measurement framework.
USAID (US)	Funding for education programme, including quickly mobilising required resources during a crisis such as the COVID-19 response.
World Bank	In 2021, the World Bank plans to roll out a new education programme, which UNICEF will likely collaborate to support the provision of education for marginalised children in remote areas.
WFP	Part of Global Partnership for Education (GPE) Emergency Drought Response
Education Cannot Wait (ECW)	The major OR-R funders of UNICEF's Education programming for the 2018-2020 country programme were KfW (US\$28 million), GPE (US\$15 million) and USAID (US\$10 million). For OR-E, the major donors have been ECHO (US\$ 2 million) and ECW (USD\$1.5 million). Funding mobilisation for emergency drought response.
Global Partnership for Education (GPE)	
Education Above All/Educate a Child (EAA/EAC)	
International NGOs that contribute to CP outcomes under Education	
Save the Children	Co-Lead of Education in Emergencies Cluster alongside UNICEF. ¹⁵ Supporting Ministry of Education in Early Childhood Development and Education (ECDE), Basic Education (BE), Non-Formal Education (NFE), Alternative Basic Education (ABE), Education in Emergencies (EiE), and Higher Education (HE); including strengthening infrastructure, teacher training, education systems, policy development.
Norwegian Refugee Council	Supporting displacement-affected populations with access to basic formal and non-formal education, including in emergencies, in 8 regions (Gedo, Lower Juba, Bay, Mudug, Nugal, Bari, W/Galbed, Togdher). ¹⁶
Local CSOs that contribute to CP outcomes under Education	

¹⁵ Save the Children Somalia, "Education", accessed at: <https://www.savethechildren.net/somalia/somalia-our-work-education>

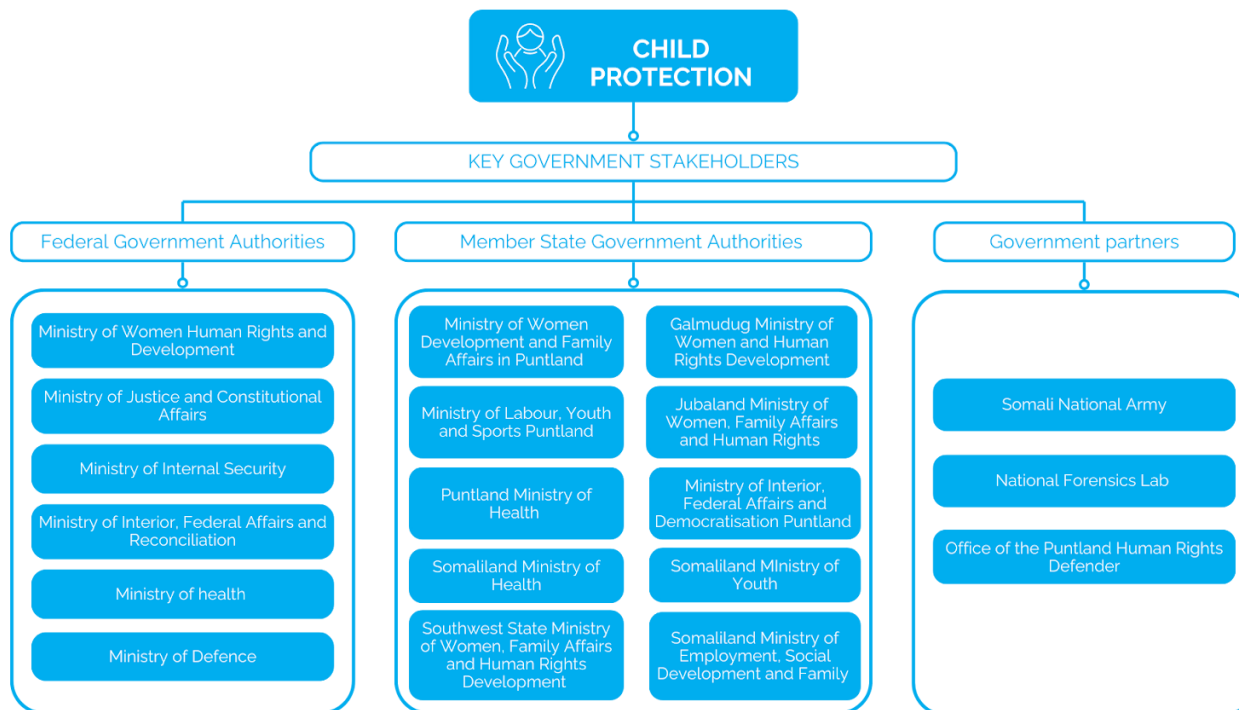
¹⁶ NRC Somalia, "How we help: Education", 2023.

TASS	Partnership under the GPE: partnership agreement with UNICEF, joint monitoring and feedback mechanisms. Coordination forums to share recommendations. Education in emergencies, including ensuring WASH services in drought-affected areas.
Puntland Minority Women Organisation	Support to child education through financial and supplies provision, with focus on minority groups. ¹⁷ Development of information sharing platforms in collaboration with UNICEF. Contributing to JRP programme.
Community and private sector actors that contribute to CP outcomes under Education	
IDP community committees	Strengthening community engagement including with IDP community committees, Community Education Committees (CECs) and local councils in the local governments to identify and solve education problems Participatory consultation spaces
Community Education Committees (CECs)	
Local councils in the local governments	
Sisitech	Delivery of a digital attendance application capable of tracking student enrolment, attendance, retention, and dropout data, even in areas with unstable internet.
UN Agencies that contribute to CP outcomes under Education	
UNESCO	Partnership with UNICEF to finance the Global Affairs Canada UNdaunted programme. Assistance to capacitate Government education officials to effectively operationalize the Somalia Education Sector Strategic Plan, achieve key enrolment and retention targets and efficiently prepare and manage the Joint Review of the Education Sector.
Education Cluster (chaired by UNICEF)	UNICEF Leading Education in Emergencies planning and response.

5.5. CHILD PROTECTION

¹⁷ Puntland KII7, External partner.

Figure 7: Mapping of key government Child Protection counterparts.



Key stakeholders	Contributions
Key Donors that contribute to CP outcomes under Child Protection	
BHA (USAID)	Supporting Child Protection in emergencies, GBV prevention and response work, Social norms change

UK	Supporting Child Protection in emergencies
Japan	Supporting Child Protection in emergencies, GBV prevention and response work
Denmark	Along with the Somali Joint Fund are supporting UNICEF on child rights, protection and gender-based violence (GBV) prevention and response systems strengthening
Swedish Government	Along with the Somali Joint Fund are supporting UNICEF on child rights, protection and gender-based violence (GBV) prevention and response systems strengthening
German Federal Foreign Office	Along with the Somali Joint Fund are supporting UNICEF on child rights, protection and gender-based violence (GBV) prevention and response systems strengthening Supporting Child Protection in emergencies
ECHO	Supporting Child Protection in emergencies
International NGOs that contribute to CP outcomes under Child protection	
Save the Children	Co chairing Child Protection Area of Responsibility (CP AoR), led by UNICEF
COMITATO INTERNAZIONALE PER LO SVILUPPO DEI POPOLI (COSP)	Establishing community-based protection mechanisms, focus on women and child protection in IDP settings. Prevention and response, focus on social norms change. ¹⁸
DRC	Emergency drought response in Central South and Puntland, integrated approach, including community-based child protection interventions, prevention and response to GBV, support of Protection coordination. ¹⁹
Private sector and academic partners that contribute to CP outcomes under Child protection	
John Hopkins University (JHU)	Academic institutions responsible for impact evaluation and evidence-based assessment of the social norms changes.

¹⁸ CISP Somalia, "What we do", accessed at: <https://www.cisp-som.org/what-we-do/sectors.html>.

¹⁹ DRC, "Somalia", accessed at: <https://drc.ngo/where-we-work/east-africa-great-lakes/somalia/>.

Spanish Natcom, private sector companies Iberdrola, S.A and Basque	Financing programme on adolescents, empowerment and life skills.
Local CSOs that contribute to CP outcomes under Child Protection	
INTERSOM	Support reintegration of children released from armed forces and armed groups. ²⁰
TASS	Implementing GBV prevention through social norms change and providing protection services in various locations across the country. Activities under this programme include establishment of six shelters for women and children in Puntland, strengthening case management, introduction of Child Rights Clubs. ²¹
Somali Women Development Center	Implementing GBV prevention through social norms change and providing protection services in various locations across the country.
WARDI	Training of legal practitioners, caseworkers and counsellors on legal service provision.
UN Agencies that contribute to CP outcomes under Child Protection	
UNFPA	Joint Programme on the elimination of FGM
UNSOM	Joint Human Rights Programme. Co-chairing, along with UNICEF, the Country Task Force on Monitoring and Reporting (CTFMR). Operationalisation of the Somalia Monitoring and Reporting Mechanism (MRM). Joint implementation of the Somali Joint Fund (SJF) funded Joint Human Rights Program Advocate and promote the protection of children affected by conflict.
UNHCR	Collaboration on child protection support: UNHCR complements UNICEF expertise in education with its experience in delivering protection services to displaced children. UNICEF using UNHCR protection monitoring tool and undertake Rapid Needs Assessment in drought-affected areas. → <i>Signing an MOU identified as a way to strengthen this partnership further by formalising it. Collaborating on AAP, given the two organisations' complementary expertise, is also an opportunity.</i> ²²

²⁰ Hirshabelle KII2, External partner.

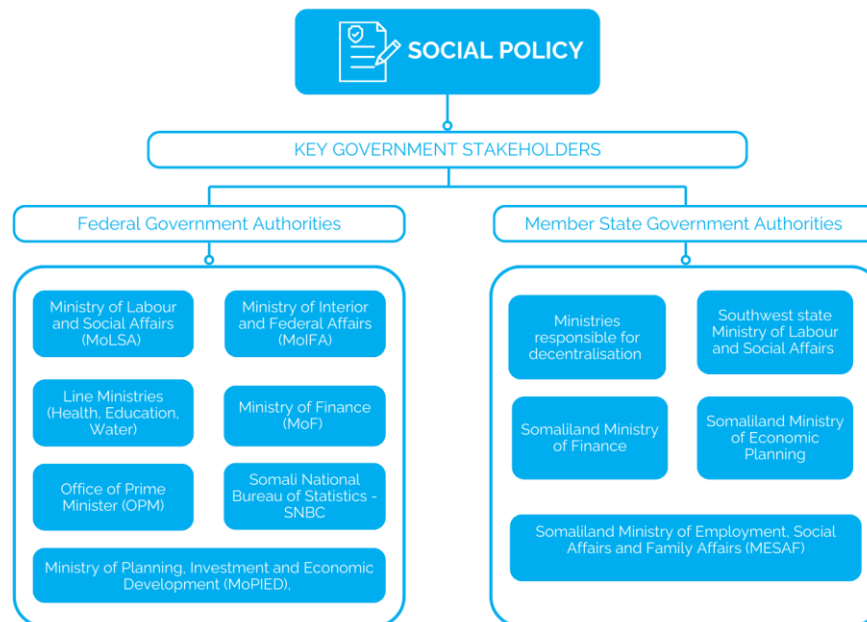
²¹ Puntland KII4, External partner.

²² Online KII21, external partner.

OHCHR	Collaboration on joint human rights programme and children in armed conflict. OHCHR does the capacity building training on children in armed conflict, UNICEF funding the initiative but does not the capacity itself
IOM	Peace Building Funds (PBF) Joint Programme on Community Reintegration Advocate and promote the protection of children affected by conflict.
GBV Area of Responsibility	Investments in GBV risk mitigation, prevention and response programming which has been evidenced in Somalia through UNICEF's strong programming in GBV. M UN Joint Programme to end female genital mutilation In 2023, UNICEF participation supported GBV risk mitigation and safety audits.
Friends of Children and Armed Conflict and Country Task Force on Monitoring and Reporting	UNICEF co-chairing group with the Danish Government to end grave child rights violations
Child Protection Area of Responsibility, led by UNICEF	UNICEF co-chair along with Save the Children

5.6. SOCIAL POLICY

Figure 8: Mapping of key government Social Policy counterparts.



Key stakeholders	Contributions
Key Donors that contribute to CP outcomes under Social Policy	
World Bank	Collaboration in poverty analysis, social protection and public finance and decentralisation and local governance Debt relief funding; Decision Point of the HIPC Initiative. Priority to be achieved in collaboration with the World Bank, IMF, the EU and other development partners.
IMF	WB funding to the National Social Protection Program - including development of Unified social registry system
European Union (EU)	Collaboration in poverty analysis, social protection and public finance and decentralisation and local governance

	Debt relief funding; Decision Point of the HIPC Initiative. Priority to be achieved in collaboration with the World Bank, IMF, the EU and other development partners. Promote the use of Government social protection delivery systems to improve the coverage of children with cash transfers Funding of UN Joint Programme on Local Governance and Decentralized Service Delivery,
USAID (US)	Funding of UN Joint Programme on Local Governance and Decentralized Service Delivery,
African Development Bank (AfDB)	Collaboration with bilateral and multilateral technical and financial partners working in the fields of poverty analysis, social protection and public finance and decentralisation and local governance
Governments of Sweden, Switzerland, Norway, Denmark, Netherlands	Funding of UN Joint Programme on Local Governance and Decentralized Service Delivery,
KFW (Germany)	Funding of UNICEF-established partnership with the Somalia Cash Consortium, which brings together Save the Children, the Norwegian Refugee Council and Danish Refugee Council under the leadership of Concern International, which hosts the Consortium Management Unit.
International NGOs that contribute to CP outcomes under Social Policy	
Somalia Cash Consortium (DRC, NRC, Save the Children)	UNICEF partnered with the Somalia Cash Consortium, which brings together Save the Children, the Norwegian Refugee Council and Danish Refugee Council under the leadership of Concern International, which hosts the Consortium Management Unit.
Local CSOs that contribute to CP outcomes under Social Policy	
INTERSOM Relief and Development Organization, Health Education Agropastoralist Liaison (HEAL), Puntland Development and Research Centre, Agency for Resilience Initiative Network, KAAH Relief and Development Organization, Somali Women Association.	
Intersom	CAAFAG rehabilitation centres providing youth with skills training. ²³
UN Agencies that contribute to CP outcomes under Social Policy	

²³ Hirshabelle FGD1, Young men 15-24. Hirshabelle KII1, external partner.

UNDP	Collaboration under the UNSDF framework and on the UN Joint Joint Programme on Local Governance and Decentralised Service Delivery (JPLG).
UNCDF	
UN-Habitat	
ILO	

6. Annex 6: List of persons interviewed and sites visited

Inception Phase				
#	Organisation	Name	Position	Region
1	UNICEF	Elizabeth Mose	Chief of Puntland FO	Puntland
2	UNICEF	Tedla Damte	Head of Somaliland FO	Somaliland
3	UNICEF	Millhia Kader	Chief of WASH, Health, Nutrition Section	Mogadishu
4	UNICEF	Rania Zakhia	Chief of Education, Protection Section	Mogadishu
Data Collection Phase				
Online Data Collection				
7	UNICEF	Edith Kabui	Chief of Puntland	Puntland
8	UNICEF	Mandi Chikombero	Chief of SBC	Mogadishu
9	UNICEF	Wafaa Saeed	Head of CO	Mogadishu
10	UNICEF	George Tabbal	Chief of WASH	Mogadishu
11	UNICEF	Saima Abbasi	Disability Inclusion Specialist	Mogadishu
12	UNICEF	Jose Maria Bendito Prieto	Chief of Social Policy	Nairobi
13	UNICEF	Montserrat Sepulveda	Gender Specialist	Mogadishu
14	UNICEF	Eric Alain Ategbo	Chief of Nutrition	Mogadishu
15	UNICEF	Patrick Lavandhomme	Resilience and Climate Specialist	Mogadishu
16	UNICEF	Osman Hussein	Child Protection in Emergencies Officer	Somaliland
17	FCDO	Nick Hutchings	Humanitarian Adviser	Nairobi
18	UNICEF	Tom Ziraguma	Supply and Procurement Chief	Mogadishu
19	UNICEF	Rania Obaly	Operations Manager	Nairobi
20	KfW	Daniela Klau-Panhans	Regional Director of Africa	Nairobi
21	UNICEF	Mohamoud Abdi Ahmed	Education Specialist	Somaliland
22	UNICEF	Kamal Nidam Adaner	Child Protection Specialist	Somaliland
23	UNICEF	Ahmed Muktar Abdi	Child Protection Programme Officer	Central South
24	UNICEF	Fassou Noramou	WASH Specialist	Central South
25	WFP	Kuach Pech	Resilience Coordinator for Somalia	Mogadishu
26	FAO	Mohamednur Osman	Resilience and DDR Specialist	Mogadishu

27	UNHCR	June Munala	Senior Protection Officer	Mogadishu
28	OHCHR	Susanne Goelles	Human Rights Team	Mogadishu
29	UNICEF	Victor Chinyama	Chief Communication, previously Donor relations	Mogadishu
30	ECHO	Javier Rio Navarro and Antoine Esclatine	Head of Office and Technical Assistant	Mogadishu
In Person Data Collection				
31	Community Representative	Abdi Adan Abdi	Deynile District Community Representative	Mogadishu
32	CARE	Abdukadir Ore Ahmed	Senior Health and Nutrition Advisor	Mogadishu
33	Ministry of Planning	Mohamud Ahmed Rageh	Policy and Planning Director	Mogadishu
34	National Bureau for Statistics (SNBS)	Said Abdilaahi Abdi	Director of Statistics	Mogadishu
35	Ministry of Education	Mohamud Ahmed Rageh	Director of Policy and Planning	Mogadishu
36	Ministry of Interior, Federal Affairs & Reconciliation	Eng Aidarus Moallim Hassan	Director General	Mogadishu
37	UNDP	Shaila Khan	Portfolio Manager for Economic Recovery and Institutional Development	Mogadishu
38	Puntland Ministry of Education	Abdirizak Mohamed Hussein	Director of Formal Education Department	Puntland
39	Puntland Ministry of Labour and Social Affairs	Jama Abdille	Director General	Puntland
40	Puntland Water Development Agency	Mohamed Abdulkadir Mohamed	General Manager,	Puntland
41	TASS	Ibrahim Abdullahi Mohamed	Programme Manager	Puntland
42	Community representative	Khadija Maxamed Liibaan	Female Community representative from Madhibaan Clan	Puntland
43	Puntland Ministry of Youth	Ainanshe Mohamud	Technical Advisor	Puntland
44	Women Development Organisation	Burhan Abdullahi Sheikh	Programme Manager	Puntland

45	Puntland Ministry of Interior	Mohamed Osman Hussien	Director of Finance	Puntland
46	Jubaland Ministry of Women, Development & Family Affairs	Abdikadir Abdi	Regional Head of Department	Jubaland
47	Agency for Peace and Development	Abdirahman Kusow Hassan	Programme Manager	Jubaland
48	TROCAIRE	Hassan Abdinur Mohamed	Programme Coordinator	Jubaland
49	Ministry of Education	Ahmed Dahir Ali Aweys	Director General	Jubaland
50	Ministry of Health	Dr. Mohamed Bashir Noor	Director General	Jubaland
51	Community Representative	Mohamed Hassan Ali	Camp Leader	Southwest State
52	Ministry of Education in Southwest State	Fadal Abdulahi Mursal	Director of Planning	Southwest State
53	Ministry of Health in Southwest State	Adan Abdirahman Ahmed	Planning and Policy Director	Southwest State
54	World Vision	DR. Maryan Daahir Muuse	Head of Special Coordination	Southwest State
55	Community Representative	Yusuf Ibrahim Abukar	Traditional Elder of Kulundi village	Hirshabelle
56	INTERSOM	Abdikadir Mohamed Abdi	Deputy Executive Director/ Programme	Hirshabelle
57	Ministry of Health in Galmudug	Dr. Abdiwali Mohamed Ahmed	Director General	Galmudug
58	Ministry of Justice in Galmudug	Mohamed Nur Mohamed	Director General	Galmudug

Sites Visited

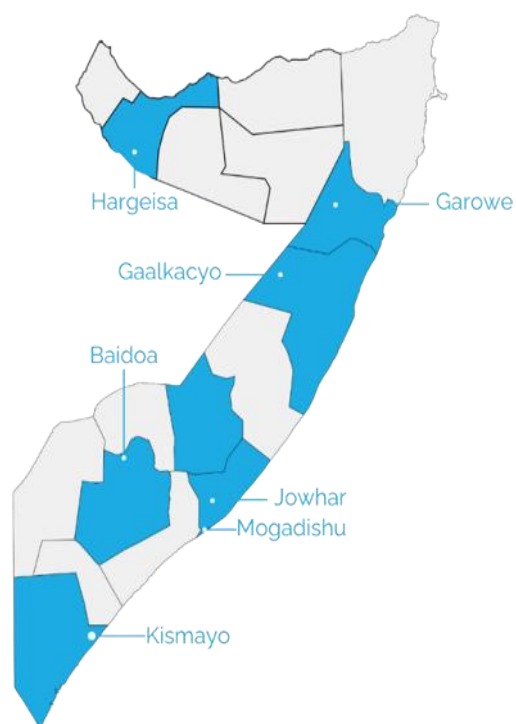
The geographic scope for the evaluation is national, covering all Federal Member States (Somaliland, Puntland, Southwest State, Jubaland, Hirshabelle, Galmudug, and the Banaadir Regional Administration), with a focus on selected areas to include the underserved, marginalised, affected and vulnerable population groups in rural and urban areas. As part of the evaluation, a comprehensive range of sites across multiple regions were visited to ensure diverse and representative data collection. These included UNICEF offices, ministries and government authorities, schools, and IDP settlements. Fieldwork sites included, among others, WAAPO Stadium IDP site, Primo Place (Mogadishu), site, Guryo Samo Hotel

(Jowhar), and Salama Hotel. Country programme areas of intervention are shown in Map 1 below.

Map 1: Selected areas for data

As part of this, a comprehensive range of sites across multiple regions were visited to ensure diverse and representative data collection. In **Mogadishu (Banadir)**, FGDs engaged children aged 8 to 14 from minority groups and youth aged 15 to 24, including young men who are IDPs and minorities, including persons with disabilities (PwDs). KIIs included community representatives from IDP host communities, heads of key ministries (Planning, Health, Justice, Interior, Religious Affairs), as well as representatives from NGOs such as Save the Children and CARE, and the National Bureau of Statistics (SNBS).

In **Jubaland**, fieldwork was conducted in **Kismayo and Gedo region**, where consultations focused on youth, particularly young women affected by sexual and gender-based violence (SGBV) and conflict-related violence, alongside government officials and NGO representatives, including Trocaire and APD.



The **South West State** engagements in **Baidoa** involved parents and caregivers affected by drought and famine, grassroots women’s movement representatives, and ministry officials from Education and Health.

In **Hirshabelle**, fieldwork took place in **Jowhar**, where youth formerly recruited by armed groups participated alongside community leaders from nomadic rural areas and ministry officials.

Somaliland consultations, conducted in Hargeisa, included parents and caregivers, notably women with disabilities and from minority groups. KIIs involved ministries of Health, Environment and Climate Change, disaster authorities, and civil society organisations addressing nutrition and rural development, such as SOLNARDO and WAAPO.

In **Galmudug**, the team visited **Dhusamareb and Galkacyo**, conducting FGDs with children from minority groups and KIIs with ministry officials, including those responsible for health, justice, and water resources.

Fieldwork in **Puntland** centred around **Garowe**, where data collection focused on youth victims of SGBV and conflict violence. This included community representatives from minority groups, several ministry heads (including those of Education, Interior, Youth and Sports, Employment, and Social Affairs), and NGOs supporting minority women’s development.

7. Annex 7: List of documents consulted/ documentary evidence

#	Author	Year	Document Title
Reporting			
1	UNICEF Somalia	2024	Somalia Humanitarian Situation Report No 4
2	UNICEF Somalia	2023	Somalia Country Office Annual Report 2023
3	UNICEF Somalia	2023	Somalia End of Year Results 2023
4	UNICEF Somalia	2022	Somalia Country Office Annual Report 2022
5	UNICEF Somalia	2021	Somalia Country Office Annual Report 2021
6	UNICEF Somalia	2024	Humanitarian Action for Children
Programmatic Documents			
7	Includovate for UNICEF	2024	UNICEF Somalia Gender Programmatic Review Report 2024
8	Includovate for UNICEF	2024	Gender Strategy 2025-2028
9	UNITED NATIONS COUNTRY TEAM IN SOMALIA	2024	UNCT-SWAP GENDER EQUALITY SCORECARD COMPREHENSIVE ASSESSMENT REPORT AND ACTION PLAN
10	UNICEF Somalia	2023	Programme Component Strategy Note 2021-2025: Protective Environment for Children and Women
11	UNICEF Somalia	2023	Country Programme 2021-2025: Water, Sanitation and Hygiene (WASH) Revised Programme Strategy Note 2023-25
12	UNICEF Somalia	2023	Nutrition Program Strategy Note, 2023-25
13	UNICEF Somalia	2023	Programme Strategy Note Somalia 2023-2025: Health
14	UNICEF Somalia	2023	Programme Strategy Note 2021-2025 EDUCATION
15	UNICEF Somalia	2022	GENDER ACTION PLAN 2022-2025
16	United Nations Somalia	2020	United Nations Sustainable Development Cooperation Framework 2021-2025
17	Analee Pepper, UNICEF SCO Gender Specialist	2020	Gender Programmatic Review
18	UN ECOSOC	2020	Country Programme Document Somalia
Evaluations, Research, Needs Assessments			
19	Somalia Country Office	n.d.	Results Framework 2021-2025
20	UNICEF Somalia	n.d.	Helping to Build Resilience to Crises - Somalia Country Kit
21	UNICEF Somalia	n.d.	Climate Landscape Analysis for Children in Somalia
22	Somalia Country Office	n.d.	Pandemic preparedness consultation exercise
23	Guhad M. Adan	n.d.	Brief Summary of Humanitarian access for Minority and

			Marginalized Populations in South-central Somalia
24	Guhad M. Adan	n.d.	Cash-based intervention, Minority-based Targeting approach in Somalia
25	FAO, WHO, UNICEF	2024	Midline report for the joint resilience action program in Gedo region
26	UNICEF	2024	In-Action-Review of preparedness and response to the El Nino Flood
27	C4ED Consortium, IZI-C4ED-CEED, with the support of IWEL	2024	Independent Evaluation of the DGIS-ASWA II Programme
28	Sababi Institute	2024	Study of Children in Conflict with the Law in Somalia
29	EED Advisory, (Smart Vision for Consultancy and Development, UNICEF)	2024	Water, Sanitation, and Hygiene (WASH) Needs Assessment across Somalia
30	OCHA	2024	Humanitarian Needs and Response Plan Somalia
31	EACDS	2024	Climate and Health Vulnerability and Adaptation Assessment to Determine Climate Support to Better Lives Programme Supported Health Facilities in Somalia
32	EACDS	2024	Climate and Health Vulnerability and Adaptation Assessment to Determine Climate Support to Better Lives Programme Supported Health Facilities in Somaliland
33	Puntland Minority Women Development Organization (PMWDO), UNICEF Somalia	2024	Rapid Assessment Report
34	Puntland Minority Women Development Organization (PMWDO), UNICEF Somalia	2024	Knowledge, Attitude And Practice (Kap) Survey On Health And Nutrition In Jaribaan District
35	BMC Global and Public Health	2024	Use of a fractional dose of inactivated polio vaccine (fIPV) to increase IPV coverage among children under 5 years of age in Somalia
36	Government of Somalia and UNICEF	2023	Mid-term Review of the Country Programme of Cooperation, 2021-2025
37	Samuel Hall	2023	Final Evaluation of the BRiCE Project: Safe and Quality Education for Girls and Boys in Displacement Situations in Ethiopia and Somalia
38	FAO, WHO, UNICEF	2023	First Mid-Season Study of the Joint Resilience Action Program
39	Puntland Development Research Centre	2023	A Research Study on The Provisions of Islam on the Eradication of FGM in Somalia
40	Ministry of Health, Federal Republic of Somalia	2023	Reproductive, Maternal, Newborn, Child and Adolescent Health in Somalia: A strategy for Social and Behaviour Change 2023-2027

41	National Disability Agency	2023	Disability Needs Assessment Survey Report, Dignity Disrespected: The perceptions and priorities of persons with disabilities in Somalia
42	Somali Disability Empowerment Network	2023	Mapping of specialised services available for persons with disabilities in Somalia
43	Guhad M. Adan, UNICEF Somalia	2023	Minority Inclusion Strategy
44	Puntland Minority Women Development Organization (PMWDO), UNICEF Somalia	2023	Focus Group Discussion Report: SBC Emergency Response in Puntland
45	UNICEF	2023	Community engagement meeting report Garowe
46	UNICEF	2023	Community Voices with Children: Taking Children's Voices in Drought Response
47	Community Engagement and Accountability (CEA) Taskforce, PSEA Network	2023	Mapping of Complaint and Feedback Mechanisms (CFMs) in Somalia
48	Guhad M. Adan	2023	Addressing Aid Diversion
49	UNICEF	2023	HUMANITARIAN INCLUSION AND AID DIVERSION TRAINING FOR UNICEF PARTNERS IN CENTRAL SOUTH ZONE – SOMALIA – TRAINING REPORT
50	Samuel Hall	2022	Conflict-Sensitive Capacity Gap Assessment to Prevent and Respond to the Recruitment of Children into Armed Forces and Armed Groups
51	Silva Ferretti for: UNICEF and its implementing partners, Peace Building Fund (Principle Donor)	2022	Evaluation of the project: Prevention of child recruitment and community-based reintegration of children formerly associated with armed forces and armed groups
52	Ministry of Education and Science	2022	National Learning Assessment Report
53	UNICEF	2022	Somalia National Wash M&E System Assessment: Deep Dive Report
54	Global Nutrition Cluster Technical Alliance	2022	The Multi-sectoral Minimum Response Package in Somalia
55	UNICEF SBS	2022	Focus Group Discussion report for SBC drought Emergency response in Puntland
56	Guhad M. Adan	2022	Humanitarian access for marginalized and minority populations in southern Somalia
57	UNICEF Somalia	2022	Central South Zone Regional Brief
58	UNICEF Somalia	2022	Puntland Regional Brief
59	UNICEF Somalia	2022	Somaliland Regional Brief

60	UNICEF	2021	Evaluation of UNICEF's coverage and quality in complex humanitarian situations: Somalia
61	Asesores Inter En Evaluacion de Pol Publicas	2021	Independent Final Evaluation Of The United Nations Joint Programme: Toward a Somali Led Transition to National Social Protection Systems (2020-2021)
62	UNFPA, Gender Bases Violence AoR Somalia	2021	Voices from Somalia: A qualitative assessment
63	Abdullahi A. Hussein, Heritage Institute	2021	The Education We Need: Addressing Challenges in Curriculum, Teaching, Assessment and Administration
64	Social Action Somalia. UNICEF	2021	Assessment of post-campaign communication in the Hawlwadag and Daynile districts, Somalia
65	Social Action Somalia. UNICEF	2021	Post Campaign Communication Assessment in Abdiaziz district of Benadir Region, Somalia
66	WASH Cluster	2021	Assessment of Disability Inclusion in WASH Sector in Somalia
67	IOM	2021	Disability Inclusion Study Idp Sites In Kismayo, Somalia - IOM
68	UNICEF, MoPEDIC	2020	Knowledge, Attitude and Practice (KAP) SURVEY: Child Health, Nutrition, Education, water, Sanitation, and hygiene (WASH)
69	UNICEF, Benadir University	2020	Rapid Social Assessment of COVID-19 in Banadir Region, Somalia
70	UNICEF Field Office NEZ	2018	Factors Influencing Persisted High Global Acute Malnutrition Among IDP Camps in Puntland: Rapid Assessment of IDP settlements of Bosaso, Garowe, Galkayo and Gardo
71	UNICEF	n.d.	Community Voices: FGD session with Children & Adolescents in IDP Camps
72	UNICEF	n.d.	Accountability To Affected Populations (AAP) - Multi-Sector Needs Assessment Key Findings
Government Surveys and Official Documents			
73	Somalia National Bureau of Statistics	2024	National Disability Report
74	Federal Republic Of Somalia, Somalia National Bureau Of Statistics	2024	Somalia Joint Monitoring Report Update On Food And Nutrition Security Crisis Risks
75	Federal Republic Of Somalia, Somalia National Bureau Of Statistics	2023	Women and Men in Somalia
76	Federal Republic Of Somalia, Somalia National Bureau Of Statistics	2023	National Strategy For The Development Of Statistics 2024-2029

77	Federal Republic Of Somalia, Somalia National Bureau Of Statistics	2023	Somalia Poverty Report
78	Federal Republic Of Somalia, Somalia National Bureau Of Statistics	2023	Survey on Nomadic Movement into IDP Camps in Mogadishu, Kismayo, Beledweyne & Baidoa
79	Federal Republic Of Somalia, Somalia National Bureau Of Statistics	2022	Voluntary National Review Report
80	Federal Republic of Somalia	2022	Voluntary National Review Report 2022
81	Somalia National Bureau of Statistics	2021	Somali Health and Demographic Survey Galmudug Report
82	Somalia National Bureau of Statistics	2021	Somali Health and Demographic Survey Hirshabelle Report
83	Somalia National Bureau of Statistics	2021	Somali Health and Demographic Survey Jubaland Report
84	Somalia National Bureau of Statistics	2021	Somali Health and Demographic Survey South West State Report
85	The Federal Republic of Somalia	2020	The Somali Health and Demographic Survey 2020
86	Somalia National Bureau of Statistics	2020	Somali Health and Demographic Survey Benadir Report 2020
87	Somalia National Bureau of Statistics	2020	Puntland Report 2020 Somali Health and Demographic Survey
88	Central Statistics Department, Ministry of Planning and National Development, Somaliland Government.	2020	The Somaliland Health and Demographic Survey 2020
89	Somalia National Bureau of Statistics, Federal Government of Somalia	2020	The Somali Health and Demographic Survey 2020
90	Somalia National Bureau of Statistics, Federal Government of Somalia	2019	Labour Force Survey Report
91	UNFPA	2014	Population Estimation Survey 2014 For The 18 Pre-War Regions Of Somalia
92	Federal Republic of Somalia	2012	Provisional Constitution

H. Annex 8: Team Composition

Position	Specific tasks within the team	Details
Project Director	Provided expert guidance to the team and quality assurance of all deliverables.	<p><u>HERVÉ NICOLLE</u></p> <p>Hervé has over 16 years of international experience in managing research projects and conducting assessments and evaluations across Africa, Asia, and the Middle East. He specializes in economic integration of migrants, social protection, and skill development/education. As a founder and senior economist at Samuel Hall, he developed a resilience index used by the EU for monitoring project outcomes. Hervé has authored or co-authored over 80 academic and policy documents for various organizations. He holds an MBA from HEC & Cornell University, an MSc from Sorbonne, and is pursuing a PhD in Philosophy. He is bilingual in French and English.</p>
Research Manager	Led on research outputs: design of the study, methodological tools and lead writer of all deliverables.	<p><u>ALEFIYAH JIWANJI</u></p> <p>Alefiyah has over 10 years of consultancy experience, working on education and development projects in the Pacific (Fiji, Vanuatu, Kiribati and Solomon Islands), Afghanistan, Malawi and Guyana. She has provided consultancy advice to large multilateral agencies (UNICEF, UNDP), INGOS (Save the Children, Red Cross), as well as regional organisations. She has demonstrable experience managing, delivering, monitoring and evaluating projects, as well as strong research expertise, analytical and reporting skills. She holds a Masters in Education and International Development from the University of London (UCL).</p>
Research Programme Coordinator	Managed the project's day-to-day operations, coordinating between team members and stakeholders. Ensures project milestones are met on time and within budget.	<p><u>CAROLINA VIANA</u></p> <p>Carolina Viana is a Research Programme Coordinator at Samuel Hall, with over five years of experience as a qualitative researcher. In her current role, she leads multi-country evaluations, overseeing all stages from desk reviews and tool design to data collection, analysis, reporting, and validation workshops. As part of the MEAL team at Samuel Hall, Carolina specialises in evaluations in fragile and conflict-affected settings. Carolina holds a Bachelor's degree in Politics and International Relations from Warwick University and a Master's in International Law from SOAS University, with a focus on human rights in displacement, conflict, post-conflict, and development settings. She is fluent in English, French, Portuguese (native), and Spanish (native).</p>
Research Assistant	Responsible for desk review and data analysis, as	<p><u>MARINA MARTINON</u></p> <p>Marina is a Research Assistant in MEAL at Samuel Hall, based in Nairobi, with experience in strategic evaluation,</p>

	well as contribute to drafting final report and presentations.	gender and education, and China-Africa development cooperation. In her current role, she contributes to desk reviews, fieldwork management, analysis and drafting evaluation reports. She holds a Dual Master in International Development and International Relations at the Paris Institute of Political Sciences and Peking University in China, as well as a Bachelor degree in History from the University of Durham. Marina is fluent in French, English, and has a working knowledge of Chinese and German.
Gender Expert (Somalia)	Provided expertise in gender topics.	<u>SHUKRI ABDULLAHI</u> Shukri is a dedicated Gender Specialist with expertise in gender equality, women’s empowerment, and social inclusion, and has over 15 years’ experience working with women and vulnerable communities. With a strong background in research, policy analysis, and program implementation, she works to address gender disparities and promote inclusive development in Somalia. Passionate about advancing women’s rights, she has collaborated with communities, organizations, and policymakers to drive meaningful change.
Disability Inclusion Expert	Provided expertise in disability and inclusion topics.	<u>EVA NAPUTUNI</u> Eva Naputuni Nyoike is a Special Education and Inclusion Specialist with over 34 years of experience advocating for children with disabilities. She has a Masters degree from Walden University in Inclusive Education. She is a leader in curriculum development, teacher training, and inclusive education, having founded Acorn Special Tutorials and chaired the African Special Needs Network. Eva has conducted evaluation and monitoring activities on services for children with disabilities in Somaliland, developed inclusive training resources, and trained teachers under the USAID programme in Zanzibar and Pemba.
Operations Manager	Designed fieldwork strategy and leads on budget approvals.	<u>JARED OWUOR</u> Jared is a Research Operations and Migration Policy Specialist with over eight years of experience managing multi-country projects, particularly refugee initiatives across Africa and Southern Asia. His expertise lies in leveraging evidence to drive policy and strategic decision-making, alongside project development, business development, and stakeholder engagement. Proficient in mixed-method research, data collection, and analysis, he has managed complex research operations in post-conflict and conflict zones. His leadership in project implementation includes developing research methodologies, coordinating teams and overseeing research across diverse regions, including East & Horn of Africa, Central & West Africa, Southern Africa, and Central & Southern Asia.

<p>Area Coordinator (Somalia)</p>	<p>Supported the field implementation by ensuring buy-in and participation from regional and local actors, identifying and assisting with mapping relevant national and local stakeholders, providing contextual knowledge on Somalia for the analysis and design of research tools, and supporting the overall planning of the consultative processes.</p>	<p><u>HAFSA ALI</u></p> <p>Hafsa contributes to fieldwork operations in Samuel Hall. Hafsa has overseen a call centre, a project by the World Bank targeting Ethiopian refugees in Somalia, she has also participated in recruitment of enumerators, training and overseeing data collection for a grant evaluation project in Nairobi, Huluhgo and Garissa.</p> <p>Hafsa has also taken part in first-hand data collection and transcription for the IIED project in Dadaab camps where she interviewed refugee women, she also interviewed refugee businessmen in Eastleigh. Hafsa travelled to Somalia to recruit, train enumerators and oversee data collection for several projects ranging from Save the Children, World Bank, GCCM Somalia, BRICE by Plan International, UNICEF projects as well as IIED project which were happening in Mogadishu, Baidoa, Garowe, Hargeisa and Galkacio. She has experience in managing fieldwork, team training, conducting key informant interviews and security analysis. Hafsa also has experience in fieldwork operations, budget design, data collection and analysis.</p>
<p>National Researcher</p>	<p>Led data collection. Supports analysis of the data.</p>	<p><u>ILYAS IBRAHIM</u></p> <p>Ilyas is a National Researcher/Consultant, with over 8 years of experience in data management, Monitoring Evaluation and Research Professional for monitoring and evaluating humanitarian projects both emergency, Health, Nutrition, community Health, Resilience, Education and Protection across Somalia and Somaliland with solid and proven Experience in training and capacitating national staff on Monitoring and Evaluation and Data collection tools. Ilyas holds Bachelor of Science in Biomedical Science from University of Hargeisa and Bachelor of Social science In Public Administration from Global University.</p> <p>Besides multiple experiences in organisations including IRC Somalia, Consilient Research, and SABABI Institute, Ilyas has also worked with Samuel Hall as a National Researcher for three projects, GCCM in Mogadishu, Baidoa and Dhusamareb, Harmful practices in Mogadishu and CPE in 7 different locations including Somaliland, Puntland, Mogadishu, South-west, Jubaland, Hirshabelle and Galmudug. which he also conducted high level KIIs in all Locations as In-person and Online.</p>